

# Approach to stakeholder engagement

| STAKEHOLDER GROUP                                             | DIALOGUE CHANNELS                                                                                                                                                                                                                                                                                                                                                                                                                                  | INTERESTS AND CONCERNS                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|---------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Customers</b>                                              | <ul style="list-style-type: none"> <li>Regular interaction, for example via key account management and customer services</li> <li>Customer interviews, innovation workshops, joint brainstorming as part of marketing and innovation initiatives</li> <li>Exchange of best practice examples</li> <li>Annual review meetings (CEO/EVPs)</li> <li>Sharing of sustainability expertise</li> <li>Trade fairs and international conferences</li> </ul> | <ul style="list-style-type: none"> <li>Goods delivered on time and in full</li> <li>Quality</li> <li>Reliability</li> <li>Innovative products</li> <li>Achievement of sustainability targets</li> </ul>                                                                                                                                                                                                                                                        |
| <b>Consumers</b>                                              | <ul style="list-style-type: none"> <li>Consumer services</li> <li>Market research</li> <li>Consumer tests</li> <li>Focus group discussions</li> <li>Concept tests</li> <li>Co-creation workshops</li> </ul>                                                                                                                                                                                                                                        | <ul style="list-style-type: none"> <li>Quality</li> <li>Enjoyment</li> <li>Healthy eating</li> <li>Price</li> <li>Transparency</li> <li>Responsible treatment of people and the environment</li> <li>Innovation concepts &amp; ideas</li> </ul>                                                                                                                                                                                                                |
| <b>Employees</b>                                              | <ul style="list-style-type: none"> <li>Personal dialogue</li> <li>Intranet, newsletter, Emmi TV, employee magazine</li> <li>Town halls, shop floors</li> <li>Employee surveys</li> <li>Annual review meetings, business reviews</li> <li>Employee Committee, Works Councils</li> <li>Assessment of education and training programmes</li> <li>Employee events</li> </ul>                                                                           | <ul style="list-style-type: none"> <li>Salaries and social benefits</li> <li>Workwear</li> <li>Pension fund</li> <li>Employment conditions</li> <li>Competence building, further development</li> <li>Leadership qualities</li> <li>Health, safety and wellbeing in the workplace</li> <li>Integrity</li> <li>Teamwork</li> <li>Diversity</li> <li>Performance and health of the company, business division</li> <li>New products</li> <li>Projects</li> </ul> |
| <b>Shareholders</b>                                           | <ul style="list-style-type: none"> <li>Annual Report, Half-year Report</li> <li>Sustainability Report</li> <li>General Meeting</li> <li>Presentations at analyst conferences and roadshows</li> </ul>                                                                                                                                                                                                                                              | <ul style="list-style-type: none"> <li>Share price performance</li> <li>Dividend performance</li> <li>Financial performance (growth, profitability, cash flow)</li> <li>Financial outlook</li> <li>Strategy</li> <li>Management forecasts</li> <li>Contribution to environmental, social and governance improvements</li> </ul>                                                                                                                                |
| <b>Suppliers</b>                                              | <ul style="list-style-type: none"> <li>Monthly newsletter</li> <li>Annual producer conferences</li> <li>Monthly board meetings</li> <li>Close collaboration with Emmi farmer ambassadors</li> <li>Regular interactions with producers and farmers' organisations</li> <li>Supplier assessments</li> </ul>                                                                                                                                          | <ul style="list-style-type: none"> <li>Competitive milk prices</li> <li>Quality requirements</li> <li>Reliability</li> <li>Milk collection</li> <li>Emmi's corporate policy</li> <li>Emmi's product portfolio</li> <li>Label requirements</li> <li>Animal welfare, feed, biodiversity</li> <li>Importance in agricultural policy</li> <li>Representation of interests</li> </ul>                                                                               |
| <b>Political decision makers, NGOs and the general public</b> | <ul style="list-style-type: none"> <li>Involvement in associations and organisations</li> <li>Direct dialogue with political opinion leaders</li> </ul>                                                                                                                                                                                                                                                                                            | <ul style="list-style-type: none"> <li>Governance and compliance</li> <li>Sustainable dairy</li> <li>Climate change and energy transition</li> <li>Circular economy</li> <li>Bioeconomy</li> <li>Contribution to economic prosperity</li> <li>Jobs</li> </ul>                                                                                                                                                                                                  |