



Policy of Relationship with Stakeholders

POL-DEPN-GLO-28923



Nombre del documento

Versión

Stakeholder Engagement

01

General Document Description

Document Title:	Stakeholder Engagement Policy
Country:	Global
Brand:	All Brands
Area:	Finance
Scope:	Global
Macro-process:	Define Business Strategies and Policies
Process:	Investor relations and external communication
Sub-process:	Media management and external communication
Version:	01
Last version date:	20/08/2026
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Version log

Version	1	2	3	4	5	6	7	8
Date	20/08/2026							



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1. Objective

This Policy establishes the principles, criteria, mechanisms, and responsibilities that govern the relationship of Alsea, S.A.B. de C.V. with its external stakeholders—authorities, media, associations and trade unions, civil society organizations (CSOs/NGOs), and communities—in a transparent, systematic, bidirectional, and inclusive manner, ensuring that the perspectives, needs, and expectations of said groups are integrated into the company's strategic and operational decision-making.

This policy complements existing instruments—such as the Global Corporate Communication Policy (POL-AC-GLO-57198), the Double Materiality Matrix, and Alsea's Sustainability Model—and responds to international best practices regarding stakeholder engagement, including GRI standards (GRI 2-29), the United Nations Global Compact Principles, and the framework of the S&P Global Corporate Sustainability Assessment (CSA).

2. Scope

This policy applies globally to all of Alsea's corporate operations in the 12 countries where the company has a presence: Mexico, Spain, Portugal, France, Belgium, the Netherlands, Luxembourg, Argentina, Chile, Colombia, Uruguay, and Paraguay.

The policy specifically covers external stakeholders that are not subject to dedicated policies in other sections of Alsea's management system:

- Government authorities and regulators
- Media
- Industry associations, chambers, and trade unions
- Civil society organizations (CSOs) and non-governmental organizations (NGOs)
- Local communities in the environments where Alsea operates

Excluded from the scope of this document—due to having their own policies and instruments—are the groups of: investors and partners, employees, customers, and suppliers.



Code	Document name
POL-AC-GLO-57198	Global Corporate Communication Policy Document name document
External Document	Alsea Sustainability Model 2025–2040
External Document	Double Materiality Matrix 2025
POL-GC-GLO-1255	Code of Ethics and Corporate Integrity
External Document	Integrated Annual Report
External Document	Alsea Award Call for Entries

4. Areas authorized to consult this document

All Alsea areas and its brands globally.

5. Definitions

- ▶ **Stakeholders:** Individuals, groups, or organizations that may affect or be affected by Alsea's activities, decisions, and performance.
- ▶ **Engagement:** A systematic and ongoing process of identifying, listening to, engaging in dialogue with, and interacting with stakeholders, aimed at understanding their expectations, needs, and impacts and incorporating them into the Company's strategy and operations.
- ▶ **Material Topics:** Matters identified through the double materiality assessment that represent significant impacts for Alsea and/or its stakeholders, either from an impact-on-the-environment perspective or from a financial risk and opportunity perspective.
- ▶ **Two Way Communication:** A principle ensuring that engagement is not limited to the Company conveying information to stakeholders but also involves actively receiving feedback and incorporating it into decision-making.
- ▶ **Línea Correcta:** A reporting and communication channel available to all stakeholders that ensures confidentiality and the proper handling of concerns, complaints, and reports of conduct contrary to Alsea's values.



6. Development

6.1 Guiding Principles of Engagement

Alsea's engagement with its stakeholders is guided by the following principles:

- **Transparency:** Communicating accurate, timely, and complete information regarding the Company's performance, strategy, and impacts.
- **Two-Way Communication:** Ensuring active listening and feedback channels, rather than solely issuing communications.
- **Inclusiveness:** Considering diverse perspectives, particularly those of vulnerable groups or groups with limited representation.
- **Relevance:** Focusing dialogue on material topics identified through the double materiality assessment.
- **Consistency:** Applying the same engagement principles across all countries and brands in which Alsea operates, while adapting them to the local context.
- **Respect and Good Faith:** Treating all stakeholders with dignity, without discrimination, and with a genuine willingness to consider their feedback.
- **Integration into Decision-Making:** Ensuring that the feedback received is documented, analyzed, and reflected in the corporate strategy, the Sustainability Model, and operational plans.

6.2 Stakeholder identification and prioritization

6.2.1 Identification Criteria

Alsea identifies its stakeholders through a systematic review that considers: (a) the geographic and sectoral scope of its operations; (b) the results of the double materiality analysis updated annually; (c) applicable regulatory requirements and international standards (GRI, CSA, Global Compact); and (d) environmental trends regarding sustainability and corporate reputation.

6.2.2 Prioritization Criteria

Stakeholders are prioritized according to a multidimensional evaluation applied by the Sustainability area during the materiality exercise, with a minimum biannual frequency

Criterion	Description	Scale of evaluation	Relative weight
Impact	Effect of Alsea's operations on the group	1 (low) – 5 (high)	30%

Criterion	Description	Scale of evaluation	Relative weight
Influence	Group capacity to affect decisions or reputation of Alsea	1 (low) – 5 (high)	30%
Risk	Probability of conflict, regulatory non-compliance or reputational damage	1 (low) – 5 (high)	25%
Strategic relevance	Alignment with material topics and 2030 objectives–2040	1 (low) – 5 (high)	15%

The result of this evaluation generates a stakeholder map that classifies each group as priority (score ≥ 3.5), relevant (2.5–3.4), or monitoring (< 2.5), and guides the intensity of the engagement mechanisms to be implemented.

6.3 Stakeholders, Engagement mechanism and frequency

The following matrix summarizes the stakeholders covered by this policy, the main engagement mechanisms, the minimum frequency of interaction, and the priority material topics that guide the dialogue:

Stakeholder Group	Engagement Mechanisms	Frequency	Priority Material Topics	Responsible Area
Authorities and Regulators	Bilateral meetings; Official statements; Participation in public consultations; Public policy forums	Permanent / As required	Regulatory environment; Ethics and anti-corruption; Human Rights; Climate change	Corporate Affairs
Media	Press releases; Interviews; Events for	Permanent / Reactive and proactive	Financial results; Corporate strategy;	Corporate Communication and Public Relations



Stakeholder Group	Engagement Mechanisms	Frequency	Material Topics Priority	Responsible Area
	media; Sustainability portal; Integrated Annual Report		Sustainability; Crisis management	
Associations and Guilds	Active memberships; Participation in working groups; Sector forums; ESG working groups	Monthly / Quarterly	Responsible sourcing; Food security; Digital transformation; Labor well-being	Corporate Affairs; Sustainability
Civil Society Organizations and NGOs	Strategic alliances; Participatory diagnostics; Forums; Project visits; Sustainability portal	Semiannual / Per project	Local communities; Human Rights; Circularity; Diversity and inclusion	Sustainability; Social Responsibility
Communities	Participatory diagnostics; Correct Line; Website; Social media; Local events; Alsea Award	Permanent / Semiannual (diagnostics)	Impact on communities; Local employment; Food security; Environment	Sustainability; Regional Operations

6.3.1 Government Authorities and Regulators

Alsea maintains a proactive and constructive relationship with the government and regulatory authorities in all countries where it operates, with the aim of contributing to the formulation of public policies that promote the industry responsibly and anticipate regulatory changes that may affect the business.

- The relationship is managed primarily by the Corporate Affairs Department.
- The Corporate Affairs department will document in a log all formal interactions with authorities, specifying date, participants, topics discussed and commitments made.



- Any formal meeting or communication with authorities must be previously validated by the Corporate Affairs Department, in compliance with the Global Corporate Communication Policy.
- The prior validation of the Corporate Affairs Department applies exclusively to communication of an institutional or strategic nature with authorities, specifically: invitations to events or official acts with Alsea participation; announcements, press releases or joint statements with authorities; meetings or communications with high-level officials (director rank, secretariat/ministry, governorship or equivalent); and lobbying or interest representation efforts.
- Procedures, reports or communications of a technical, operational, fiscal, regulatory or ordinary compliance nature before authorities (for example, permits, licenses, agency, regulatory reports, AML matters, health, safety or labor) do not require the validation of the Corporate Affairs Department; they are the responsibility of the competent functional area (Legal, Tax, Compliance, Agency, among others), in accordance with their own internal controls.
- For institutional or strategic communications, the evidence of validation is kept in the log of interactions with authorities referred to above. For technical, regulatory or compliance communications, the responsible functional area keeps its own evidence of review (date, person responsible and document version), in accordance with its internal control procedures.
- Regardless of its nature, any document addressed to an authority that includes contractual commitments, relevant regulatory interpretation or implies a significant legal risk must have Legal validation before being sent.
- Lobbying or interest representation efforts before authorities must be carried out in accordance with the Code of Conduct and Alsea's Anti-Corruption Policy, without engaging in practices that could be interpreted as corruption or influence peddling.

6.3.2 Media

Operational engagement with the media is governed by the Global Corporate Communication Policy (POL-AC-GLO-57198), which establishes the guidelines for spokespersonship, interview protocols, crisis management and content. Within the framework of this stakeholder policy, the media are recognized as strategic stakeholders whose feedback—topics of journalistic interest, questions and coverage angles—is documented and analyzed as input for the communication strategy and materiality analysis. Media monitoring is the main mechanism for active listening with this group, allowing for the identification of opinion trends, reputational risks and positioning opportunities that are integrated into the corporate strategy.



6.3.3 Associations, chambers and trade unions

Participation in industrial associations and trade groups allows Alsea to contribute to the development of the sector, access relevant sector information, and align its practices with the best industry benchmarks.

- The Corporate Affairs and Sustainability Department maintains an updated record of Alsea's active memberships in global associations.
- Alsea's participation in forums and working groups of associations must be aligned with corporate values and positions.
- Topics addressed in these spaces that are relevant to the sustainability strategy or that may generate public commitments must be previously validated with the Corporate Affairs Department.

6.3.4 Civil society organizations and NGOs

CSOs and NGOs are key interlocutors in matters of sustainability, human rights, the environment, and community well-being. Engagement with these organizations provides critical perspectives and alliances that strengthen Alsea's positive impact.

- Alsea promotes strategic alliances with CSOs and NGOs whose mandate is aligned with the axes of the Sustainability Model. Formal alliances and commitments with CSOs/NGOs must be approved by the Corporate Affairs Department and, in cases of high reputational or ii) financial impact ((i) involve public positions related to material or highly sensitive issues and have regional or global reach, (ii) imply significant economic commitments (equivalent to > 50% of the Sustainability area budget).
- , in accordance with the prioritization criteria described, by the Sustainability Committee.
- The independence and freedom of expression of allied organizations are guaranteed; Alsea does not condition the relationship on obtaining non-genuine endorsements or favorable statements.

6.3.5 Local communities

The communities in the environments where Alsea operates are direct recipients of the impacts—positive and negative—of the company's activities. Engagement with communities is a central component of the Social Development axis of the Sustainability Model.

- Alsea conducts participatory diagnoses with communities in relevant areas of operation with a minimum annual frequency in the regions of greatest impact.
- The results of the diagnoses are consolidated at the regional level and reported to the Sustainability Committee as input for the definition of social investment initiatives.
- The Alsea Award is a biannual mechanism for engagement with academic communities and organizations working on the development of public policies related to the company's material issues.



6.4 Integration of decision-making

Alsea is committed to ensuring that stakeholder engagement is not a formal or unidirectional exercise, but a process that generates concrete inputs for strategy and operations. To this end, the following integration cycle is established:

- **Collection:** The responsible areas document the results of each engagement mechanism (meetings, diagnostics, surveys, consultations, etc.) in the corresponding management system.
- **Consolidation and analysis:** The Sustainability Management consolidates the feedback received at least annually, identifying trends, emerging issues, and possible gaps between stakeholder expectations and Alsea's performance, integrating those recommendations that make sense for the organization.
- **Report to the Sustainability Committee:** The findings are presented annually to the Sustainability Committee, which evaluates their relevance to material topics and proposes adjustments to the strategy or operational plans.
- **Update of the materiality analysis:** Stakeholder feedback is a mandatory input for the annual update of the double materiality analysis.
- **Closing the cycle:** Alsea informs relevant stakeholders about how their feedback was considered, through the Integrated Annual Report, the Sustainability Portal, and direct communications when appropriate.

7. Roles and responsibilities

Body / Area	Responsibilities
Sustainability Committee	Review and validation of material topics; monitoring of engagement KPIs; recommendations to the Board and the General Management.
General Management	Final approval of the policy; public commitment to engagement principles; representation before key stakeholders.
Corporate Affairs Directorate	Global coordination of the engagement program; policy administration; annual progress report.
Corporate Communication and Public Relations	Operational engagement with media and authorities; message and positioning management; reputation monitoring.
Sustainability Management	Design and monitoring of engagement mechanisms with NGOs and communities; update of the materiality analysis; GRI report.
Legal Management	Escalation to the legal area when the engagement involves legal risks.



Instance / Area	Responsibilities
Internal Control	Participation as an internal consultation body to ensure the correct interpretation of this policy.

8. Monitoring, Evaluation and Continuous Improvement

8.1 Key Performance Indicators (KPIs)

The performance of this policy is measured through the following indicators, reported to the Sustainability Committee on a semi-annual basis:

Indicator	Description	2026 Goal	Responsible
Policy published on web	The full policy is available on the alsea.net Sustainability Portal	Yes (before Aug 15 2026)	Corporate Affairs
Engagement activities carried out	Number of meetings, forums, events or diagnostics carried out with stakeholders per year	≥ 1 per group per year	Responsible areas
Annual Report includes stakeholder section	The annual AR explicitly covers the 5 stakeholder groups defined in this policy	Yes (in 2026 AR)	Sustainability
Active alliances with organizations	Number of formalized and active alliances with civil society organizations or NGOs	≥ 3 active alliances	Sustainability – Alsea Foundation

8.2 Policy Review

This policy will be reviewed biennially by the Corporate Affairs department, or extraordinarily when significant changes occur in the regulatory environment, in Alsea's business model, or in the results of the materiality analysis. Updates must be approved according to the process described in the Document General Description, and published on the Alsea Sustainability Portal.

8.3 Reporting and Disclosure

Progress in the implementation of this policy is reported annually in Alsea's Integrated Annual Report, in accordance with GRI standards (GRI 2-29) and S&P Global requirements



Corporate Sustainability Assessment (CSA). La política completa y sus actualizaciones se publicarán en el Portal de Sostenibilidad de Alsea (www.alsea.net) y estarán disponibles para todos los grupos de interés

9. Stakeholder Engagement and Contact Channels

Alsea pone a disposición de sus grupos de interés los siguientes canales para establecer comunicación, presentar inquietudes, consultas o sugerencias

Channel	Primary Owner	Target Initial Response Time	Escalation Criteria
Corporate website/contact form	Corporate Communications and Public Relations	10 business days	Regulatory inquiries, requests from authorities, legal matters, reports of misconduct, or reputational crises.
Public Relations email (rp@alsea.net) Sustainability email (sostenibilidad@alsea.net)	Corporate Communications and Public Relations Sustainability	8 business days —	Media requests, interviews, public statements, or reputationally sensitive matters. Matters related to the environment and communities, as well as requests from ESG investors or rating agencies.
Línea Correcta	Compliance/Ethics Committee	In accordance with the time frames established for the reporting channel	Potential breaches of the Code of Ethics, fraud, corruption, conflicts of interest, or regulatory violations.
Corporate social media channels	Corporate Communications	5 days for classification and referral	Recurring complaints, reputational risks, activist campaigns, viral incidents, or regulatory matters.
Requests arising from the Annual Report or Sustainability Portal	Sustainability and Investor Relations, depending on the matter	5 business days	Requests from investors, ESG agencies, or regulators, as well as requests with a significant reputational impact.

10. Final provisions

Non-compliance with the guidelines established in this policy will be evaluated by the competent authorities according to the nature of the case, including Corporate Affairs and Sustainability, Human Resources, Legal and/or Internal Control, as appropriate.

Possible breaches must be documented and managed in accordance with current corporate mechanisms, including the Code of Ethics and Corporate Integrity and applicable reporting channels.

When the nature of the breach involves legal, regulatory, reputational, financial or compliance risks, the corresponding areas must coordinate for their analysis, monitoring and definition of applicable measures.

Any questions regarding the interpretation or application of this policy should be resolved by the Corporate Affairs and Sustainability Department, in consultation with Legal when appropriate.

