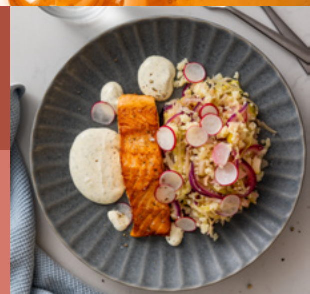
Annual Report & Sustainability Report 2024



Cheffelo

LINAS

Godt Levert

RETNEMT

Adams.

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About Cheffelo

Cheffelo is a leading, profitable Scandinavian mealkit provider that helps people eat well without the hassle of planning and shopping. Since 2008, Cheffelo has made it easier to enjoy varied, nutritious home-cooked meals by delivering personalized mealkits with minimal food waste. With nearly 400 highly engaged employees, the company manages its own production facilities, integrating customer-unique packing processes and proprietary technology infrastructure to streamline its operations and enable epic customer experiences. The company operates under the brands Linas in Sweden, Godtlevert and Adams Matkasse in Norway, and RetNemt in Denmark. In 2024, Cheffelo generated BSEK 1.1 in revenue and delivered approximately 16 million meals. Cheffelo is listed on Nasdaq First North Premier Growth Market (ticker: CHEF).

Cheffelo in figures

Portions delivered 2024

16 M

Employees **399**	Net sales **MSEK 1,058.2**	Operating result (EBIT) **MSEK 41.7**
Dividend per share **SEK 3.32**	Deliveries **1,232 K**	EBIT margin **3.9 %**
Number of customers **69.1 K**	Average order value **SEK 859**	Earnings per share **SEK 2.51**

Cheffelo markets

NORWAY
GODTLEVERT & ADAMS MATKASSE
196 employees with net sales of MSEK 505.5 in 2024.

SWEDEN
LINAS MATKASSE
142 employees with net sales of MSEK 403.1 in 2024.

DENMARK
RETNEMT
61 employees with net sales of MSEK 149.6 in 2024.

Comments from the CEO

Proving the viability of mealkits with sustainable, profitable growth

I consider it a privilege to present Cheffelo's Annual Report. This year is especially rewarding as it provides a clear proof point in a post-Covid world of the viability and long-term sustainability of the mealkit business model.

The financial reports for 2024 highlight what we have achieved:

- Six consecutive quarters with year-over-year growth through Q4.
- Return to growth in the Active customer base during the second half of the year.
- Solid traction to reach our growth target of over BSEK 1.2 in 2026, and
- Strong momentum to cross the lower threshold of our EBIT target already in 2025.
- Good balance of growth and profitability with improving customer purchasing dynamics and solid unit economics.
- Our most profitable year outside the pandemic*.

Keep stirring the pot

Financial performance is simply the result of every initiative, improvement, and effort made by the Cheffelo team. Progress in one area often strengthens another, leading to steady improvements that support both growth and profitability.

*The only year in our company's history that we reported a higher net profit was 2020 when we achieved MSEK 67.3 during the middle of the pandemic.

In 2024, we enhanced the customer experience by refining our online interface, making it easier and more engaging for customers to manage their mealkit service on mobile devices. More flexible delivery options, intuitive recipes, and faster meal preparation times have not only improved convenience but also contributed to higher order frequency and customer retention.

Similarly, operational excellence in logistics and production played an important role in elevating service quality and driving productivity. Fewer delivery complaints reflect the success of the team's ongoing work to improve picking accuracy and ingredient quality, which in turn both reduces customer credits and strengthens loyalty. Every improvement is important and contributes to a more competitive and profitable business.

Sustainability: Not just a side dish

An important dimension to sustainability is the long-term ability of an enterprise to operate profitably with good risk-weighted returns. I am convinced that the groundwork has been laid for achieving this at Cheffelo, supported by the fact that since 2022 we have returned over MSEK 90 to shareholders in the form of cash dividends. With sustainable growth helping to drive economies of scale, we expect higher profitability levels and improved cash generation to deliver a progressively better Return on Equity for shareholders.

I am also convinced that apart from being the right thing to do, general progress with sustainability initiatives has supported Cheffelo's business since its foundation and is an important part of our success today. Perhaps the most obvious contribution our sustainability efforts make is to offer our customers a way to get their weekday dinners with only a minimum of food waste; helping customers solve an everyday challenge while reducing the burden of unnecessary cost in the business. But behind the scenes, much more work is underway to lower our environmental impact while contributing positively to the communities where we operate. These efforts become a catalyst for engagement by customers, employees and suppliers alike, helping to grow and improve the business. Our Sustainability Report for 2024 is included in this publication, and there you can read more about our efforts in this respect.

Better together

Delivering great customer experiences every week is a team effort by our nearly 400 dedicated colleagues, who work in sync to make it happen. That's why we're especially proud that our latest employee survey showed improvements across all measured areas, not only exceeding benchmarks but also outperforming the average scores of the top quartile of over 300 companies in several key aspects. This reflects the progress we've made in strengthening our culture and leadership.

Adding to this achievement, Cheffelo was named a Top-3 finalist for Best Leadership in the Brilliant Awards for Employee Experience, which recognizes organizations with exceptional workplace environments and highly engaged teams. With over 300 companies and 250,000 employee responses forming the basis of this award, this recognition is a testament to the strong culture and leadership that define Cheffelo, even while we struggle to help people pronounce our name (it's "SHEF-uh-loh"!)

Navigating Change, Seizing Opportunity
We can see that the underlying trends on which the mealkit concept is based are still evolving:

- digitalization and e-commerce
- consumers' perceived time constraints
- interest in the health and food relationship
- a wish to make sustainable choices

There is also the continued pressure on companies to deliver sustainable profits, which has led to several companies struggling or leaving the market. Just like in 2023 in Denmark, this year in Sweden we collaborated with Middagsfrid, a competitor exiting the market, which allowed us to facilitate market consolidation and serve their loyal mealkit customers with our Linas brand.

As we look to the future, we remain focused on our purpose to innovate the mealtime experience and make it easier for our customers to prepare delicious, home-cooked meals. Success in executing on this purpose and growing the business is measurable by improving business outcomes in two focus areas:

Attracting high-value customers, efficiently
- Increase the number of new subscribers
- Reduce the cost of acquisition
- Increase the onboarding cohort retention rate

Ensure subscriber loyalty, profitably
- Decrease the churn rate
- Increase order frequency
- Maintain >31% Contribution margin

In October, we implemented organizational changes to better align with fulfilling our purpose and executing on our business strategy, with the intent of showing meaningful improvements in these two areas.

Fed by ambition, energized by results
Our results are proof of the dedication and hard work of every team member at Cheffelo. We are cultivating a strong culture, high engagement, and a collective skillset that makes it all possible. A huge thank you to our amazing Cheffelonians!

In the last few years, some have written-off the mealkit business, and we're happy to prove them wrong. I see great potential in the business model, and with Cheffelo showing growth, solid profits and higher shareholder returns, it confirms that we are on the right track and that we're well-positioned to continue this journey!

Walker Kinman
CEO

Strategy

Our vision

Cheffelo is built on well-known local brands with a strong history of innovation and entrepreneurship, all committed to making everyday life easier for our customers. Our vision is to simplify life with inspiring, great-tasting meals that are easy to prepare. By making meal planning, shopping, and cooking less stressful, we help our customers to eat better and spend more quality time together around the dinner table.

Strategic overview

Cheffelo's strategy is to target the subscription consumer mealkit market with a varied selection of curated, delicious, easy-to-prepare recipes, delivered to the customer's door, using superior tech-enabled solutions in sales, planning and fulfillment processes. The company combines personalized customer experiences, good product quality, and operational excellence to offer unmatched customization with a modest price premium. Profitable growth is driven by scalable capabilities, a nimble capital-light model, and robust cost discipline. By minimizing food waste and using resources more efficiently, we create value for customers, our business, and the communities we serve.

Targeted business outcomes

Cheffelo is building a profitable and sustainable business by continuously strengthening our core operations and optimizing processes that leverage economies of scale. Our immediate focus is on growing the business by:

- **Attracting high-value customers, efficiently** – Using optimized sales and marketing efforts, an attractive offering, and strategic partnership channels to reduce the cost of acquisition and increase onboarding retention rates.

- **Ensuring subscriber loyalty, profitably** – Effectively solving the problem of "what's for dinner" through enhanced personalization, improvements in the customer-facing digital platform, and flexible delivery options; leading to higher retention rates and increased order frequency with Contribution margins exceeding 31%.

Financial goals

Our long-term financial goals are to drive stable and profitable growth:

- **Annual revenue growth:** 6–8%
- **EBIT margin:** 4–6%

Growth drivers

Cheffelo's growth in 2025 is expected to come from four key areas:

- Price optimization
- Active customer growth
- Increased order frequency
- Expansion of add-ons and groceries

Execution

In 2024, we implemented organizational changes to sharpen our focus on executing our strategy, with clear initiatives in marketing, digital development, and operational optimization. By continuing to leverage economies of scale, investing in our platform and employees, and enhancing the customer experience, we are creating the foundation for long-term success.

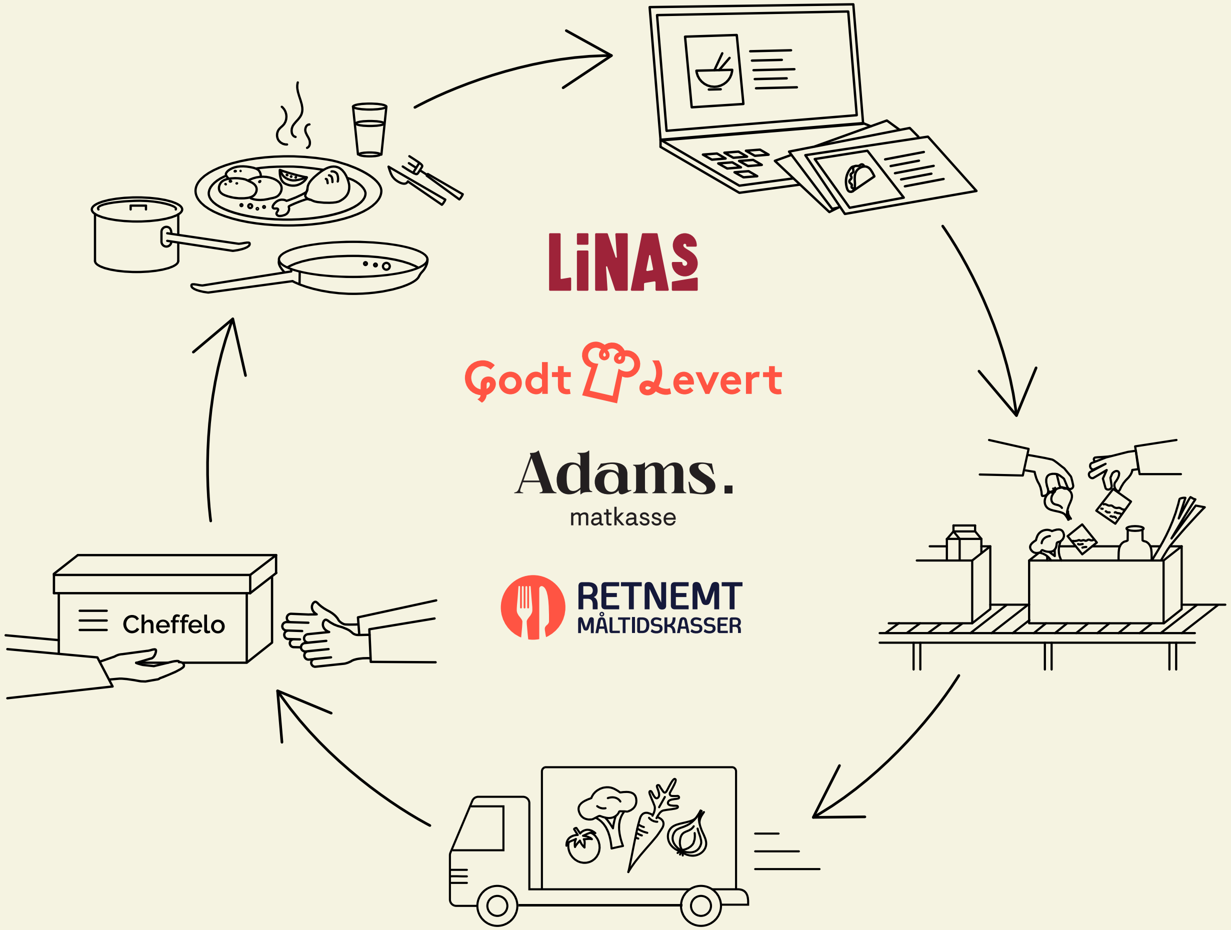
Our business model: subscription-based home delivery of mealkits

Demand-driven business model
- Near-zero inventory
- Minimal food waste

Local taste preferences
- Local chefs and dieticians
- Widest selection of recipes

Personalized customer experience
- Proprietary tech solutions
- AI recommendation engine
- 100% customer unique production

Strong, scalable supply chain
- Efficient processes
- Nordic sourcing

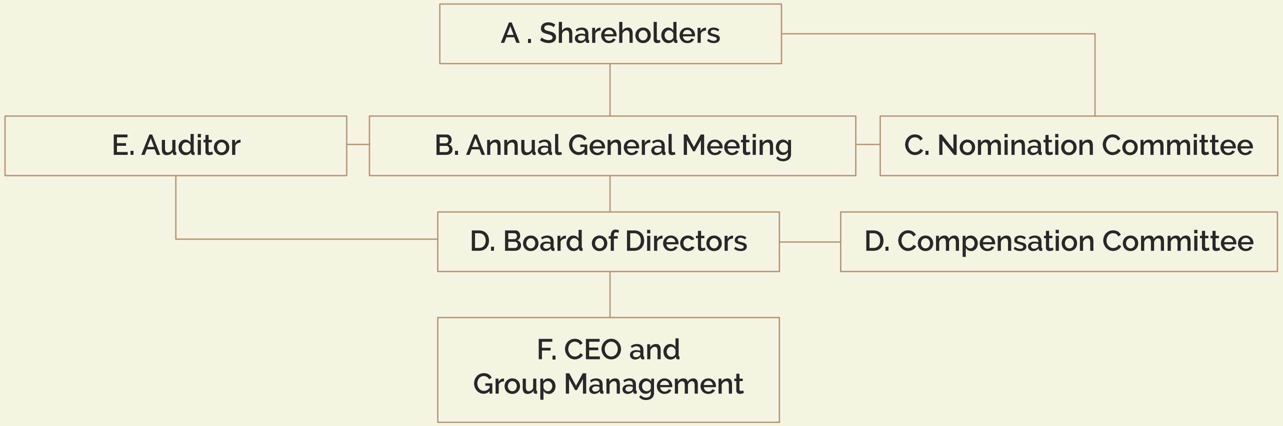


Corporate Governance Report

Good corporate governance is an important element in ensuring the confidence of Cheffelo AB's (publ) (Cheffelo) stakeholders and also strengthens the focus on business value and shareholder value in the company. The Board of Directors and Group Management strive to make it easier for individual shareholders to follow the company's decision-making processes and to clarify where responsibilities and powers lie in the organization.

This Corporate Governance Report has been prepared in accordance with the provisions of the Annual Accounts Act and the Swedish Corporate Governance Code (the "Code"). The corporate governance report has been audited by the company's auditor in connection with the statutory audit.

Cheffelo AB (publ) is a Swedish public limited company. Cheffelo's corporate governance is generally based on Swedish legislation, primarily the Swedish Companies Act, the Articles of Association and internal rules, including policies and instructions. As the company is listed on Nasdaq First North Premier Growth Market, Cheffelo applies Nasdaq First North Premier's rules for issuers and the Swedish Corporate Governance Code.



The Code is based on the "comply or explain" principle. This means that a company applying the Code may deviate from individual rules, but must then give reasons for the deviation. In cases where Cheffelo has chosen to deviate from the Code's rules, a justification is provided.

Responsibility for the management and control of Cheffelo is shared among the shareholders through the Annual General Meeting, the Board of Directors and its elected committees, and the CEO. Governance and internal control comply with the Swedish Companies Act, other legislation and regulations, applicable rules for companies traded on a regulated marketplace, the Articles of Association and the Board's internal governance instruments.

The objective of the work within Cheffelo is to create added value for customers, suppliers, and employees, while also contributing to sustainable societal development. The purpose of corporate governance is to define a clear division of responsibilities and roles among shareholders, the Board of Directors, the CEO and Group Management and the various control bodies.

Cheffelo's Board of Directors has chosen not to establish a separate Audit Committee. The Board as a whole assumes the responsibilities assigned to an Audit Committee under the Swedish Corporate Governance Code, including the oversight of the company's financial reporting and the work of the external auditor.

A. Shareholders

Cheffelo is a Swedish public limited company whose shares are traded on Nasdaq First North Growth Market Stockholm. Cheffelo has approximately 2,600 registered shareholders, where each share carries one vote. The business is Scandinavia-based, with a presence in three countries.

As of December 31, 2024, Cheffelo AB (publ) had 2,625 shareholders. The ten largest shareholders held a total of 58% of the capital and votes as of December 31, 2024.

Shareholder	Number of shares	Share of votes %
Angur Invest AS	1,583,670	12,5%
Niklas Aronsson	1,014,081	8,0%
Avanza Pension	913,726	7,2%
Olle Qvarnström	811,295	6,4%
Carolina Gebäck	676,055	5,3%
Nordnet Pensionsförsäkring	609,415	4,8%
Alexander Eskilsson	550,000	4,3%
Moneta Asset Management	435,000	3,4%
TIND Asset Management	422,886	3,3%
Livförsäkringsbolaget Skandia	330,515	2,6%
Total, 10 largest shareholders	**7,346,652**	**57,9%**
Other shareholders	5,331,940	42,1%
Total	**12,678,592**	**100,0%**

Articles of Association

Cheffelo's current Articles of Association were adopted at an Extraordinary General Meeting on September 15, 2023. According to the Articles of Association, the company's business is the direct or indirect resale of food and related services, such as packaging, home delivery, planning and production of menus and recipes, as well as owning and managing real and personal property, and engaging in related activities. The Articles of Association also stipulate the rights of shareholders, the number of directors and auditors, that the Annual General Meeting shall be held annually within six months of the end of the fiscal year, how notice of the Annual General Meeting shall be given and that the registered office of the company's Board of Directors shall be in the municipality of Sundbyberg.

The fiscal year of the company is the calendar year. The Annual General Meeting shall be held in the municipality of Sundbyberg. The Articles of Association do not limit the number of votes that each shareholder may cast at an annual general meeting. Furthermore, the Articles of Association do not contain specific provisions on the appointment and dismissal of directors and on the amendment of the Articles of Association. For the current Articles of Association, see https://cheffelo.com/

B. Annual General Meeting

The Annual General Meeting (AGM) of Cheffelo is the highest decision-making body and the forum through which the shareholders exercise their influence over the company. The duties of the AGM are regulated by the Swedish Companies Act and the Articles of Association. The AGM decides on a number of key issues such as the adoption of the income statement and balance sheet, discharge from liability of the members of the Board of Directors and the CEO, dividends to shareholders and the composition of the Board of Directors. Further information about the AGM and full minutes of previous AGMs and Extraordinary General Meetings are available at https://cheffelo.com/

The AGM is held annually within six months of the end of the fiscal year. Notice of General Meetings shall be given by advertisement in the Swedish Official Gazette and on the company's website, not earlier than six and not later than four weeks before the meeting.

2024 Annual General Meeting

At the Annual General Meeting on April 24, 2024, shareholders representing approximately 29% of the company's share capital and votes participated. Petter von Hedenberg was elected Chairman of the meeting.

During the meeting, the income statement and balance sheet, as well as the consolidated income statement and consolidated balance sheet, were approved. The meeting also approved the Board's proposal regarding the allocation of the year's result, which included a total dividend of SEK 22,567,894, corresponding to SEK 1.78 per share.

Furthermore, the meeting resolved that the number of Board members shall remain at five without deputies and that a registered audit firm shall be appointed as the company's auditor. It was decided that remuneration shall be paid to the Board members. Petter von Hedenberg, Charlotte Gogstad, Johan Kleberg, Olle Qvarnström, and Therese Reuterswärd were re-elected as Board members. The meeting also resolved to reappoint the registered audit firm KPMG AB as the company's auditor until the end of the next AGM.

C. Nomination Committee

The main duty and responsibility of the Nomination Committee is to present proposals for the election of the Chairman of the Board of Directors, the members of the Board of Directors and the auditors of the company, as well as the fees and other remuneration for Board duties to each of the members of the Board of Directors and the auditors.

The company shall have a Nomination Committee consisting of one representative from each of the three largest shareholders or groups of shareholders in terms of voting rights who wish to appoint a representative, and the Chairman of the Board. If any of the three largest shareholders or shareholder groups in terms of voting rights waives its right to appoint a member to the Nomination Committee, the next largest shareholder or shareholder group shall be given the opportunity to appoint a member.

The current instructions for the Nomination Committee were adopted at the AGM on March 14, 2021.

Nomination Committee for the 2025 Annual General Meeting

The Nomination Committee consists of Andreas von Hedenberg, appointed by Angur invest, Niklas Aronsson representing himself, Robin Gustafsson representing Olle Qvarnström and Servettkalkyl AB, and Petter von Hedenberg as Chairman of the Board of Cheffelo.

Proposals to the Nomination Committee may be submitted to: ir@cheffelo.com. The Nomination Commitee can also be contacted by mail at the address Cheffelo AB (publ.), Nomination Committee, Löfströms Allé 5 (3tr), SE- 172 66 Sundbyberg, Sweden.

The members of the Nomination Committee have not received any remuneration from Cheffelo.

D. Board of Directors

The Board of Directors of Cheffelo, after the General Meeting, is the company's highest decision-making body. The Board of Directors is accountable to the General Meeting in accordance with the duty of care and fiduciary duty imposed on the Board according to applicable legislation, regulations and rules. The Board of Directors is also responsible for the fulfillment of the company's goals decided at the AGM and set out in the Articles of Association. In addition, the work of the Board is governed by rules of procedure adopted by the Board each year. The Board's rules of procedure also govern the distribution of work and responsibilities among the Board, the Chairman and the CEO and contain instructions for the CEO's reporting to the Board.

The current rules of procedure were adopted on May 6, 2024 and require the Board to meet at least four times a year, in addition to the inaugural Board meeting.
The Board of Directors shall decide on all matters that are not within the scope of day-to-day management and on matters requiring the approval of the Board of Directors in accordance with the Companies Act or the Articles of Association. The Board's duties include setting strategies. and preparing business plans, budgets, interim reports and financial statements for Cheffelo. Furthermore, the Board shall supervise the work of the CEO, appoint and dismiss the CEO and decide on significant changes in Cheffelo's organization and business operations.

The main duties of the Board are to set the overall goals of the company's business and decide on the company's strategy to achieve these goals; to ensure that the company has a well-functioning Group Management with appropriate remuneration conditions; to ensure that the company's external reporting is transparent and objective and provides an accurate view of the company's performance, profitability and financial position and risk exposure; to oversee financial reporting with instructions to the CEO and the establishment of requirements for the content of the financial reports submitted to the Board on an ongoing basis; to ensure that the company's insider policy and logbook procedure are complied with in accordance with legislation and the Swedish Financial Supervisory Authority's guidelines, to ensure that there are effective systems for monitoring, controlling and managing the company's operations and financial position against set objectives; to monitor and evaluate the company's performance and alert and support the CEO in taking the necessary measures; to ensure that there is satisfactory control of the company's compliance with laws and regulations applicable to the company's business; to ensure that the necessary ethical guidelines are established for the company's conduct; and to propose to the AGM any dividend, share buyback, redemption or other proposals that fall within the AGM's competence.

According to the Articles of Association, Cheffelo's Board of Directors shall consist of a minimum of three and a maximum of nine members, without deputies. The company's Board consists of 5 ordinary Board members appointed by the General Meeting.

Name	Position	Born	Elected	Independent of the company	Independent of major shareholders
Petter von Hedenberg	Chairman	1979	2023	Yes	No
Charlotte Gogstad	Board member	1977	2021	Yes	Yes
Johan Kleberg	Board member	1975	2022	Yes	Yes
Olle Qvarnström	Board member	1990	2023	Yes	Yes
Therese Reuterswärd	Board member	1981	2021	Yes	Yes

Composition of the Board

According to the Articles of Association, Cheffelo's Board of Directors shall consist of a minimum of three and a maximum of nine members. The current Board consists of five members elected by the General Meeting. In accordance with the Nomination Committee's recommendation, Petter von Hedenberg, Charlotte Gogstad, Johan Kleberg, Olle Qvarnström and Therese Reuterswärd were re-elected. Petter von Hedenberg was elected Chairman of the Board.

Independence of the Board of Directors

Petter von Hedenberg is the CEO and owner of Angur Invest AB, which holds approximately 12.5% of the votes in Cheffelo. Therefore, Petter von Hedenberg cannot be considered independent in relation to the company's major shareholders according to the Code.

The other four members elected by the general meeting, Charlotte Gogstad, Johan Kleberg, Olle Qvarnström, and Therese Reuterswärd, are independent in relation to Cheffelo, the Group Management, and the company's major shareholders according to the Code. None of these individuals holds a larger ownership stake than 10%. Thus, the Board meets the Code's requirement that at least two of the Board members who are independent of the company and Group Management should also be independent of the company's major shareholders.

Rules of procedure

The Board's rules of procedure with instructions for the division of duties between the Board and CEO regarding the financial reporting are updated and adopted annually. In addition to the financial reporting and follow-up of ongoing business operations and profitability trends, Board meetings deal with the company's, goals, business strategies, acquisitions and significant investments as well as matters relating to the capital structure.

The Board holds its inaugural meeting at the Board meeting held directly after the AGM. At this meeting, the Board's rules of procedure are also established along with the CEO instructions, committee instructions and other internal governance instruments. The current Board held its inaugural meeting on May 6, 2024, at which all Board members were present.

Chairman of the Board

At the inaugural Board meeting held on May 6, 2024, Petter von Hedenberg was elected as the Chairman of the Board. The Chairman of the Board is responsible for leading the work of the Board and ensuring that the Board's work is conducted efficiently and that the Board fulfills its duties and responsibilities. The Chairman monitors the development of the business in dialogue with the CEO and ensures that the other members continuously receive the information required for the Board work to be carried out with maintained quality and in accordance with the Companies Act and other applicable laws and regulations, the company's articles of association, and the Board's rules of procedure.

Board work in 2024

The Board dealt with issues related to strategy, human resources and organization. Decisions were made regarding strategy, investments, financial budgets and governing policies.

During the year, the Board met 11 times, where the attendance at Board meetings in 2024 is shown in the following table.

Board member	Board meetings
Petter von Hedenberg	11
Charlotte Gogstad	11
Olle Qvarnström	11
Johan Kleberg	11
Therese Reuterswärd	11

Petter von Hedenberg

Born 1979. Chairman of the Board since 2023.

Education: Holds a degree in Business Administration from BI Norwegian Business School.

Other current positions: Working chairman of the board at Mood Holding, and CEO of Angur Invest.

Previous positions (last five years): One of the founders of the agency group Mood Gruppen (owned by Mood Holding), as well as Godtlevert.no (now part of Cheffelo).

Shareholding in Cheffelo: Petter von Hedenberg owns 1,583,670 shares in the company.

Charlotte Gogstad

Born 1977. Board member since 2021.

Education: International Relations and Bachelor of Business Administration at Pacific Lutheran University, Master of Business Administration at London Business School, and Executive Leadership Program at Harvard Business School..

Other current positions: Vice President International Expansion for LoveHolidays, board member of Topro Industri AS, Norway's Best Group AS and Flåmsbana AS.

Previous positions (last five years): Vice President Product & Tech Enablement for Expedia.com Ltd. and Senior Director Strategy & Business Development for Expedia.com Ltd.

Shareholding in Cheffelo: Charlotte Gogstad holds no shares in the company. Charlotte Gogstad holds 9,600 warrants in the company. [1)]

Olle Qvarnström

Born 1990. Board member since 2023.

Other current positions: Board member of Svenska Medalj AB, Envirologic AB (publ) and Kontigo Care AB (publ).

Previous positions (last five years): CEO of Svenska Medalj AB 2020-2024. Founder of Finwire Media & Services AB in 2015.

Shareholding in Cheffelo: Olle Qvarnström owns 811,295 shares in the company, held both privately and through companies.

1) The warrants were acquired in the framework of the long-term incentive program, which was established by the resolution of the AGM on March 14, 2021.

Therese Reuterswärd

Born 1981. Board member since 2021.

Education: Master of Science in Media Technology from the Royal Institute of Technology in Stockholm.

Other current positions: Chief Marketing Officer of Jump-Yard AB, deputy board member of Robam AB, and member of the Advisory Board at Beyond Retail AB.

Previous positions (last five years): Chief Marketing Officer of Qred AB, Chief Marketing Officer of Mentimeter, board member of Thule Group, Director of Product at MatHem, Head of Digital at Arla Foods.

Shareholding in Cheffelo: Therese Reuterswärd holds no shares in the company. Therese Reuterswärd holds 9,600 warrants in the company. [1)]

Johan Kleberg

Born 1975. Board member since 2022.

Education: Bachelor of Economics from the Stockholm School of Economics.

Other current positions: CEO, chairman and part-owner of Bookbinders Design and Insjöns Väveri; chairman of In-grid AB.

Previous positions (last five years): CEO of Adlibris.

Shareholding in Cheffelo: Johan Kleberg holds 2,000 shares in Cheffelo.

1) The warrants were acquired in the framework of the long-term incentive program, which was established by the resolution of the AGM on March 14, 2021.

Remuneration of the members of the Board of Directors
Fees and other remuneration to the Board members, including the Chairman of the Board, are determined by the AGM. At the AGM held on April 24, 2024, it was decided that the total remuneration to the Board members, for the period until the next AGM, shall amount to SEK 1,300,000. SEK 500,000 shall be paid to the Chairman of the Board and SEK 200,000 each to Charlotte Gogstad, Johan Kleberg, Olle Qvarnström and Therese Reuterswärd. Furthermore, Charlotte Gogstad and Therese Reuterswärd are covered by the warrant program, which was approved at the AGM held on March 14, 2021.

The company's Board members are not entitled to any benefits when they resign as directors.

Evaluation of the CEO
The Board continually evaluates the performance and competence of the CEO and Group Management. This evaluation is conducted once a year without the presence of representatives from Group Management.

Guidelines for remuneration of senior executives
The AGM held on March 14, 2021, resolved on principles for remuneration of senior executives. The company strives to offer total compensation, which is market-based and thereby able to attract and retain qualified employees. Remuneration shall be based on the employee's position, responsibilities and performance. The total compensation for senior executives shall consist of fixed salary, variable cash compensation and pension.

The fixed salary forms the basis of the total compensation package. The fixed salary shall be based on the Group Management member's competence, responsibility and performance and shall be competitive with prevailing market conditions. Variable remuneration shall be linked to predetermined and measurable criteria and shall be mainly based on the Group's financial performance for the year. Variable remuneration paid in cash shall not exceed 100% of the fixed salary. Pensions must be designed to reflect normally accepted levels and practices in the country where the member of Group Management is employed. Where possible, pensions should be defined contribution plans.

The Group applies a maximum notice period of 12 months. In the event of termination by the executive, a notice period of six months generally applies. In the event of termination by Cheffelo, termination benefits of up to nine months' salary may be payable.

In addition to the above-mentioned variable remuneration, share-based incentive programs may be decided on from time to time, which shall be approved by the AGM.

Remuneration Committee
The Board of Directors of Cheffelo as a whole fulfills the duties of the Remuneration Committee in accordance with the Swedish Corporate Governance Code. Members of Group Management shall not participate in such work. Duties related to remuneration issues include monitoring and evaluating compliance with these guidelines as well as preparing decisions on remuneration policies, compensation and other terms of employment for Group Management. In addition, ongoing and completed programs for variable remuneration of Group Management shall be monitored and evaluated.

E. Auditor

Cheffelo's auditors are appointed by the Annual General Meeting. At the 2024 AGM, the auditing firm KPMG AB was re-elected as auditor until the 2025 AGM. Authorized Public Accountant Fredrik Westin has been appointed auditor in charge. All services procured in addition to the statutory audit are specifically reviewed to ensure that there is no conflict of independence or interest. There are no agreements with related parties.

For remuneration and other fees to auditors, see Note 6.

F. CEO and Group Management

The CEO is appointed by the Board of Directors and is responsible for the day-to-day management of the company in accordance with the Board's guidelines and instructions. In this role, the CEO must ensure, through appropriate control systems, that the company complies with applicable laws and regulations. The CEO presents reports at Board meetings and ensures that the Board receives accurate, comprehensive, and relevant information to facilitate well-informed decision-making. Additionally, the CEO maintains an ongoing dialogue with the Chairman of the Board, and keeps the Chairman informed about the company's and the Group's development and financial position.

For most of the year, Cheffelo's Group Management consisted of six members representing different functions within the company: Chief Executive Officer (CEO), Chief Financial Officer (CFO), Chief Operating Officer (COO), Chief Product & Procurement Officer (CPPO), Chief Commercial Officer (CCO), and Chief Technology Officer (CTO).

On October 1, 2024, an organizational change was implemented, assigning new responsibilities to Claes Stenfeldt in the role of Chief Customer Officer (CCO). Additionally, it was announced that Adam Björklund would join the Group Management team as Chief Growth Officer (CGO) as of January 1, 2025, while Klaus Toft-Nørgaard would return to the role of Chief Business Development Officer (CBDO).

Following this organizational change, as of January 1, 2025, Cheffelo's Group Management consists of seven members, based across three countries, representing the following functions: Chief Executive Officer (CEO), Chief Financial Officer (CFO), Chief Operating Officer (COO), Chief Customer Officer (CCO), Chief Growth Officer (CGO), Chief Technology Officer (CTO), and Chief Business Development Officer (CBDO).

Group Management holds meetings at least twice per month, covering performance follow-ups, investments, productivity and development projects, organizational matters, and other strategic and tactical issues. These meetings are led by the CEO, who makes decisions in consultation with the other members of Group Management.

For principles, remuneration and other fees to the CEO and Group Management, see Note 5.

Klaus Toft-Nørgaard, *CBDO*

Born 1964. Chief Business Development Officer from January 2025. Previously Chief Commercial Officer between 2022-2024 and CEO of RetNemt between 2004-2022.

Education: Executive MBA from Copenhagen Business School and Diploma in Marketing from Southern Denmark University.

Other current positions: Chairman of the Board of Cheffelo Denmark ApS and CEO and chairman of the board of Toft Norgaard Holding ApS.

Previous positions (last five years): CEO of Cheffelo Denmark ApS.

Shareholding in Cheffelo: Klaus Toft Nørgaard, through his wholly-owned company Toft Nørgaard Holding ApS, holds 322,401 shares in the company. Klaus Toft Nørgaard holds 25,000 warrants in the 2022/2025 warrant program. (1)

Walker Kinman, *CEO*

Born 1975. Chief Executive Officer since 2019.

Education: Bachelor of Science in Business Administration & Finance Concentration from Boston University.

Other current positions: Chairman of the Board and CEO of Cheffelo Sweden AB, Cheffelo Newco AB, Cheffelo Norway AS, and WJK Strategic Consulting AB and Board member of Cheffelo Denmark ApS.

Shareholding in Cheffelo: Walker Kinman holds 253,740 shares in the company and 80,000 warrants in the 2023/2025 warrant program. (2)

Anton Nytorp, *CTO*

Born 1988. Chief Technology Officer since 2022.

Education: Master of Science in Industrial Engineering and Management from Linköping University.

Previous positions (last five years): Head of Coop Norge's digital business CoopX, project manager at Boston Consulting Group.

Shareholding in Cheffelo: Anton Nytorp holds 45,000 shares in the company, 25,000 warrants in the 2022/2025 warrant program (1) and 20,000 warrants in the 2023/2025 warrant program. (2)

Claes Stenfelt, *CCO*

Born 1968. Chief Customer Officer since October 2024. Previously Group Chief Product and Procurement Officer. He has been with the company since 2018.

Education: Bachelor in Business Administration & Marketing.

Other current positions: Board member of Cheffelo Sweden AB and Cheffelo NewCo AB.

Shareholding in Cheffelo: Claes Stenfelt holds 44,000 shares and 25,000 warrants in the 2022/2025 warrant program (1) and 40,000 warrants in the 2023/2025 warrant program. (2)

Erik Bergman, *CFO*

Born 1982. Chief Financial Officer since 2021, previously Business Controller since 2019.

Education: Master of Science in Business Administration and Economics from Stockholm University.

Other current positions: Board member of Cheffelo Sweden AB and Cheffelo NewCo AB.

Shareholding in Cheffelo: Erik Bergman holds 18,883 shares in the company and 25,000 warrants in the 2022/2025 warrant program (1) and 20,000 warrants in the 2023/2025 warrant program. (2)

Vibeke Amundsen, *COO*

Born 1968. Chief Operating Officer since 2021.

Education: Master of Science from the Norwegian University of Science and Technology and Master of Management from BI Norwegian Business School.

Other current positions: Board member of Cheffelo Denmark ApS and Cheffelo Norway AS.

Previous positions (last five years): Director of Warehouse Management at TINE BA and Senior Project Manager at Vinmonopolet.

Shareholding in Cheffelo: Vibeke Amundsen holds 20,000 shares in the company and 25,000 warrants in the 2022/2025 warrant program (1) and 10,000 warrants in the 2023/2025 warrant program. (2)

1) The warrants were acquired within the framework of the long-term incentive program established according to the resolution of the AGM on April 27, 2022.

2) The warrants were acquired within the framework of the long-term incentive program established according to the resolution of the AGM on April 27, 2023.

Monitoring and internal control
The Board and CEO are responsible for internal control, which is regulated by the Swedish Companies Act and the Code. The Board is responsible for the company's organization and management of the company's affairs and must ensure that the company's organization is designed so that the accounting, financial management and financial affairs of the company are controlled in a satisfactory manner. According to the Swedish Companies Act, the CEO of a company is responsible for the day-to-day management of the company according to the Board's instructions and guidelines. The CEO must also take the necessary measures to ensure that the company's accounts are prepared and maintained in accordance with the law and that funds are managed in a proper manner.

The Group Management team supports the CEO in his day-to-day work. Group Management includes a representative from each of the company's different functions. The organization is designed to enable rapid decision-making where operational decisions within a function are taken at functional level and decisions affecting multiple functions are taken by Group Management. Strategic decisions and overall financial decisions are made by the company's Board of Directors and Group Management. The Board of Directors sets the Group's strategy and financial targets annually.

Internal control of the financial reporting is part of a process that involves the Board, Group Management and other staff. The process has been designed to ensure the reliability of the external reporting. The basis for the internal control of financial reporting consists of an overall control environment where organization, decision-making paths, powers and responsibilities are documented and communicated in governance documents. Cheffelo's finance function uses a common consolidation system and applies a Group-wide accounting instruction. The Group's finance function has close and well-functioning collaboration with controllers regarding the financial statements and reporting, where all of Cheffelo's subsidiaries report on a monthly basis. This reporting forms the basis for the Group's consolidated financial reporting.

Taking into account the size and nature of the company, the Board of Directors has assessed that there is currently no need for an internal audit function. The Board is responsible for the company's internal control, and its effectiveness is continuously monitored. The external auditor conducts an independent review of the company's financial reporting and control systems as part of the statutory audit, which also includes an audit of the company's internal controls.

Cheffelo has a number of policies for the Group's operations and its employees. These include, the following:

Approval Authority
This policy provides guidelines for the delegation and assignment of authority to approve transactions.

Sustainability Policy
The Board has overall responsibility for sustainability issues and works actively to ensure that the company maintains long-term, trusting relationships and good business ethics.

Information Policy
The Group's information policy is a document that describes the Group's general principles for providing information and communication.

Insider Policy
The insider policy aims to inform employees and other stakeholders in the Group about the legislation and regulations, which are applicable to the company's dissemination of information and the special requirements imposed on individuals active in a company listed on the Nasdaq First North Premier Growth Market regarding, for example, price-sensitive information.

Risk assessment and risk management
Through its Scandinavian presence, Cheffelo is exposed to a number of different risks. Risk management within the Group is governed by established policies and routines, which are regularly revised by Cheffelo's Board of Directors.

For further information on Cheffelo's risks, see the Directors' Report.

Effective risk management combines operational business development with the requirements of owners and other stakeholders for control and good long-term value creation. Risk management aims to minimize risks but also to ensure that opportunities are utilized in the best possible way. Risk management covers the following risk areas: strategic risks, commercial risks, operational risks, financial risks and regulatory risks. The risk management approach is mainly based on the keywords identify, analyze, respond and control risk.

The risks identified in respect of the financial reporting are managed through the company's control activities. Control activities aim to prevent, detect and correct errors and deviations. In order to minimize identified risks in the financial reporting, overall policies, guidelines, instructions and timetables have been drawn up for the financial reporting. Essentially, all financial reporting is handled centrally by the finance function, but certain parts of the processes are decentralized throughout the organization. Within the framework of existing processes and routines, built-in control activities exist at all levels across the organization, where management occurs through manual controls in the form of reconciliations and inventories, automatic controls through IT systems and through general controls in the underlying IT environment. Control activities are also supplemented by detailed financial analyses of results as well as follow-up against budgets and forecasts, which provides an overall confirmation of the quality of the reporting.

The effectiveness of the risk assessment process and implementation of the control activities are continuously monitored. Follow-up includes both formal and informal procedures used by those responsible at each level. These routines include follow-up of results against budget and plans, analyses and key performance indicators. The Board receives monthly reports on the Group's financial position and performance. At each Board meeting, the company's financial situation is discussed and Group Management analyzes the financial reporting in detail on a monthly basis.

Auditor's report on the corporate governance statement

To the general meeting of the shareholders in Cheffelo AB (publ), corporate identity number 559021-1263

Engagement and responsibility

It is the Board of Directors which is responsible for the corporate governance statement for the year 2024 on pages 10 - 18 and that it has been prepared in accordance with the Annual Accounts Act.

The scope of the audit

Our examination has been conducted in accordance with FAR's auditing standard RevR 16 *The auditor's examination of the corporate governance statement.* This means that our examination of the corporate governance statement is different and substantially less in scope than an audit conducted in accordance with International Standards on Auditing and generally accepted auditing standards in Sweden. We believe that the examination has provided us with sufficient basis for our opinions.

Opinions

A corporate governance statement has been prepared. Disclosures in accordance with chapter 6 section 6, second paragraph, points 2-6 of the Annual Accounts Act and chapter 7 section 31,second paragraph of the same law are consistent with the annual accounts and the consolidated accounts and are in accordance with the Annual Accounts Act.

Stockholm, March 28, 2025
KPMG AB

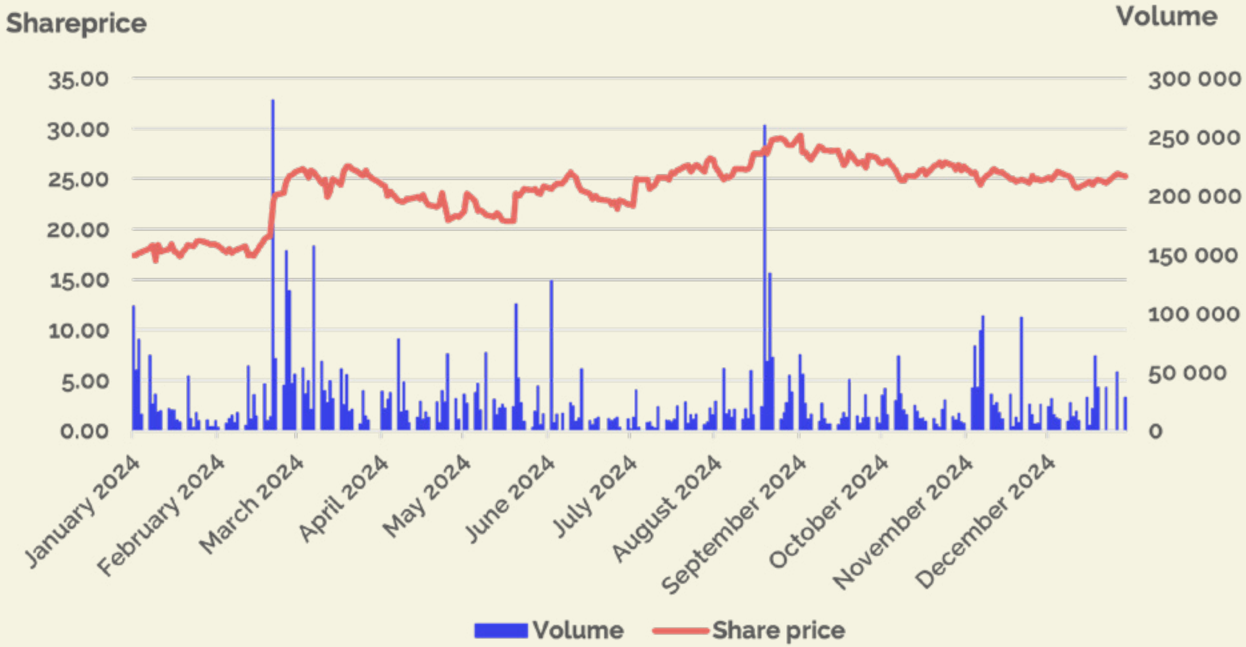
Fredrik Westin
Authorized Public Accountant

The Share

Cheffelo was listed on Nasdaq First North Premier Growth Market, with the first day of trading on March 29, 2021. The closing price as of December 31, 2024, was SEK 25.20, giving Cheffelo a market capitalization of SEK 319.5 million.

In 2024, a total of 6.7 million Cheffelo shares were traded, with an average daily volume of 26,893 shares.

The number of registered shareholders increased during 2024, reaching 2,625 (2,083) by year-end. At the end of the year, 70.5% of the shares were owned by private individuals, while foreign ownership accounted for 33.8% of the shares.



Other share information:
Ticker: CHEF
ISN: SE0015556873
LEI: 529900HKIZBVX08VLG76

Dividend policy
Cheffelo's dividend policy aims to provide shareholders with a dividend that offers a good direct return while enabling the company to invest in strategic growth opportunities.

The target dividend over time should amount to at least 50% of cash flow from operating activities less CAPEX and lease amortization.

Sustainability Report 2024

Cheffelo

Table of content

A message from our CEO

Sustainability is not a checkbox at Cheffelo; the foundation of our mealkit business is to help customers eat well, without stress, and with only a minimum of food waste.

2024 has been a year of progress in this regard. Early on, our management team set new sustainability targets aimed at reducing our environmental impact and clarifying our social responsibility ambitions. Perhaps the most visible example was the initiation of a new partnership with the Red Cross, which strengthens our efforts to tackle food insecurity among vulnerable families in Nordic communities. Furthermore, we are proud to say that we beat our target of max 3.0 g food waste per portion by 16% with a result for 2024 of 2.51 g of food waste per portion. Additionally, we implemented the Better Box project across all production sites in June 2023 to optimize the size of our mealkit boxes for the amount of ingredients. While the project was introduced in mid-2023, the full impact became clear in 2024. To accurately assess this impact, we have compared the distribution of small, medium, and large boxes before the project was implemented (Q1 2023) with the distribution in 2024. This comparison shows a significant increase in the use of small boxes, resulting in a reduction of approximately 50 tons of cardboard for the year. Another positive impact of more small boxes is decreased pallet usage and reduced transport needs.

Overall, we have progressed in relation to all targets and are looking forward to seeing further improvements in 2025.

In the past year we have seen a turbulent macro environment, yet we have managed to swim against the tide by delivering financial sustainability, which is a fundamental building block for everything we do. Around us, companies with weaker and unsustainable business models began to disappear. We have stayed true to our values and continued to focus on responsible practices and long-term goals. Our commitment to work with local suppliers remains firm, because it means better quality, no overproduction (so no food waste), shorter transportation routes and long-term support for local food production infrastructure in the markets where we operate.

What I am most proud of this year is our people. Throughout the company, I have seen incredible engagement, dedication, and fantastic accomplishments, delivering a result for the year that surpassed our expectations. Our latest employee survey speaks volumes. We exceeded benchmarks across the board, and also surpassed top 25% benchmark scores in several areas, reflecting our strong efforts during the year. This is a testament to the culture we have built together; a culture I am committed to nurturing and improving so that Cheffelo continues to be a great place to work.

Since our first sustainability report in 2017, we have committed to ensuring greater transparency and continuous improvements. We have taken big strides, including mapping our CO_2e emissions and incorporating Scope 1, 2 and, for the first time, also Scope 3 emission data into this report.

We have prepared for the EU's Corporate Sustainability Reporting Directive (CSRD) and adjusted our reporting to be in line with the European standard for sustainability reporting (ESRS). Simultaneously we are following the development of the regulatory guidelines, including the Omnibus Proposal amending the CSRD and related regulations. Regardless of the final regulatory requirements, we remain committed to continuing to develop our reporting and sustainability efforts. I am excited to see the brilliant teamwork of Cheffelonians across all functions as we continue to set and achieve ambitious goals.

If you have any comments or questions related to our sustainability work, I would love to hear from you. I hope you will enjoy reading our 2024 Sustainability Report.

Sustainability at Cheffelo

We take pride in assuming responsibility for the impact of our activities on the environment, people, and society, while upholding economic sustainability. Our Sustainability Policy is guided by the UN's Sustainable Development Goals, specifically:

- Goal 2: Zero hunger,
- Goal 3: Good health and well-being,
- Goal 8: Decent work and economic growth,
- Goal 9: Industry, innovation and infrastructure,
- Goal 12: Responsible consumption and production,
- Goal 13: Climate action,
- Goal 14: Life below water, and
- Goal 15: Life on land.

In this report, we highlight our measures to manage our environmental impact, the welfare of our employees and the positive impact we have by simplifying our customers' everyday lives and the positive effects on our surrounding communities.

Our sustainability approach is divided into environmental and social focus areas, which are material to our business and industry.

- **Within the environmental space,** we track and reduce food waste and our carbon emissions, optimize our logistics setup, use our packaging to increase shelf life and reduce packaging material and we source ingredients responsibly to be able to provide our customers with the best meals.

- **Within the social space** we focus on being a responsible employer, support the local communities we operate in, and ensure that we work with responsible suppliers that have a strong focus on animal welfare and nutritious ingredients, which can benefit our customers' health.

Sustainability goals and commitments

In early 2024, we presented new targets for our sustainability work, focused on reducing our environmental impact and increasing our efforts within the social space. Our efforts to achieve these targets in 2024 included the following.

Environmental targets

- **Installation of first solar array on production roofs by 2026.**
  - Discussions have started with our landlords, and we aim to be able to have a final plan in place during 2026.
- **100% renewable energy used in our offices and production*.**
  - Achieved in 2023 by purchasing Guarantees of Origin (GOs) for electricity agreements in Norway.
  - Denmark and Sweden have had GOs since at least 2022.
- **Transparent climate impact labeling on dishes including "Lower Impact" nudging attribute implementation by 2025.**
  - First step of matching all ingredients with emissions factors is completed.
- **80% reduction in ice usage from 2022 level.**
  - Ongoing expansion of refrigerated last mile to reduce the need for ice in the boxes. From 2025, we are targeting 650 g ice per mealkit by 2026, shifting to an absolute target for better tracking, transparency, and alignment with our food waste target.
- **80% recycled material in our indirect packaging materials.**
  - Switched to 100% recycled EPS sheets for box insulation in Denmark. From 2025, we are targeting 50% recycled material in indirect packaging, with limited increases in recycled cardboard due to strength, production, and machine constraints.
- **Food waste from own operations below 3.0 g per portion.**
  - 2.51 g per portion of food waste in 2024 achieved by increased focus on food waste reduction. Updated target for 2025 and onwards: Food waste from own operations below 2.5 g per portion.
- **All key suppliers** have committed to Cheffelo's Supplier Code of Conduct.**
  - All ingredient suppliers have committed to Cheffelo's Supplier Code of Conduct.
  - 66% of all remaining key suppliers (excl. ingredient suppliers) have committed to Cheffelo's Supplier Code of Conduct and for 30% of all remaining key suppliers (excl. ingredient suppliers) Cheffelo have accepted their Code of Conduct instead.

Social targets

- **2% of Net Income committed to dealing with food insecurities in Nordic households.**
  - Partnership with Red Cross in Sweden, Norway and Denmark have been established in November 2024 and the first contributions have been made in December 2024.
- **Shortlist 1 in 4 new hire candidates from an underrepresented background.**
  - We ensure candidates from underrepresented backgrounds are included in interviews and always select the best-qualified candidate while fostering inclusivity.
- **Gender balance across positions with personnel responsibility.**
  - Achieving gender balance in leadership remains a priority, with women constituting 31% of leaders by the end of 2024.
- **Accident and injury free work environment.**
  - Focus on reporting work injuries have led to an increase in reported work injuries. Ongoing work to improve based on reports.

We remain dedicated to achieving our sustainability targets in the years ahead, while continuously refining our goals and commitments to reflect new insights, evolving circumstances, and Cheffelo's sustainability priorities.

*Purchase of Guarantees of Origin (GO) certificates.
**The top suppliers constitute 90% of the cost of our purchased products and services.

Double materiality assessment

At Cheffelo, transparent and continuous dialogue with our stakeholders has always been an important part of our sustainability work to ensure we address what is most material to all those connected to or impacted by our business. In 2024, we maintained ongoing communication with employees, customers, suppliers, owners, investors, and other stakeholders to provide information about our priorities and guide our actions. Feedback from employee surveys, customer insights, and supplier collaborations provided valuable perspectives, while dialogue with owners, investors, and regulators helped align our efforts with broader expectations.

Building on this foundation of engagement, we embarked on our first Double Materiality Assessment (DMA) in 2024. This marks a significant step forward in our sustainability journey by evaluating both the environmental and social impacts of our operations and the financial risks and opportunities posed by sustainability topics. The DMA aligns with the European Sustainability Reporting Standards (ESRS).

For a better understanding of the DMA's value, we spoke with Cheffelo's ***CFO,*** **Erik Bergman.**

How has the Double Materiality Assessment helped you understand and address the priorities of Cheffelo's key stakeholders?
By looking at Cheffelo's impact from both a financial standpoint and an environmental/social perspective, our Double Materiality Assessment helped us identify which issues truly matter to our stakeholders. We are now using these insights to shape our decisions.

How do you expect that the insights from the Double Materiality Assessment will influence your engagement with stakeholders and shape Cheffelo's future strategy?
By zooming in on the issues that matter most to our stakeholders, and measuring them, we are ensuring action where it counts. After all, 'what gets measured gets done.' The insights from our Double Materiality Assessment are helping Cheffelo to move forward in the sustainability area.

The DMA process itself is structured and comprehensive. We began by identifying potential material topics using internal data, stakeholder feedback, and external benchmarks. These topics were then assessed for significance based on criteria such as scope, scale, likelihood, and financial relevance.

While the results of this first DMA are still under development, the process already underscores our commitment to transparency, accountability, and continuous improvement.

The finalized material topics will provide a foundation for refining our sustainability strategy and prioritizing operational efforts in the years ahead. As we continue this journey, we remain dedicated to creating meaningful impacts for our stakeholders and aligning our business with the needs of a sustainable future.

Climate impact

We strive to reduce resource consumption through smart choices and efficient use of resources across our supply chain. Our services enable customers to minimize the climate impact of their daily dinners by reducing food waste and eliminating the need for frequent trips to the store. These efforts reflect our holistic approach to addressing climate change through both operational excellence and consumer empowerment.

Building on this foundation, 2024 marked a significant milestone in our sustainability journey as we began reporting Scope 3 emissions for the first time. Alongside Scope 1 and Scope 2, this comprehensive reporting in accordance with the GHG Protocol standards provides a full view of our carbon footprint, enabling us to identify key emission drivers and to focus on impactful reduction efforts.

Emissions overview

The data for Scope 1, 2, and 3 emissions highlights both progress and areas for continued focus. Scope 1 emissions increased due to a refrigerant leak in our cooling container in Denmark, which resulted in an additional 2.4 kg of R404A refrigerant. To mitigate future risks, we will continue our regular maintenance and service schedule for cooling systems and will consider transitioning to refrigerants with lower global warming potentials where feasible. For Scope 2, we have seen a decrease in the numbers primarily because Norwegian electricity has an emission factor of 0gCO_2e/kWh according to AIB's European Residual Mixes for 2023 (2023 data is used as data for 2024 is not published yet).

To further reduce location-based Scope 2 emissions, we have set an ambitious target to complete the installation of the first solar array on production roofs by 2026. In 2024, discussions with landlords began, and we aim to establish a clear implementation plan within the next year. This initiative is expected to significantly enhance our transition to renewable energy and reduce reliance on grid-based electricity.

Emissions per scope, tons CO_2e	2022	2023	2024
Scope 1 *Refrigerants & fuel from leased cars (cooling & air-conditioning)*	4.32	3.64	10.81
Scope 2, market-based[1] *Energy consumption*	479.82	77.01	29.34[4]
Scope 2, locationbased[2] *Energy consumption*	142.07	145.22	56.90[4]
Scope 3[3] *Indirect value chain emissions*	Not reported	Not reported	42,749.4

Scope 3 emissions breakdown

The inclusion of Scope 3 emissions provides valuable insights into the environmental impact across our value chain. To better contextualize this data, we calculated Scope 3 emissions per mealkit delivered, which provides a clearer understanding of our environmental footprint and offers a metric for year-over-year comparisons. In 2024, we had 34.69 kgCO_2e per mealkit delivered excluding Scope 1 and 2 emissions. By tracking this metric annually, we aim to identify patterns and prioritize efforts to reduce emissions in high-impact areas such as ingredient sourcing and transportation.

1) A market-based method reflects emissions from electricity that companies have purposefully chosen (or their lack of choice). 2) A location-based method reflects the average emissions intensity of grids on which energy consumption occurs (using mostly grid-average emission factor data). 3) Scope 3 emissions include Category 1: Purchased goods and services (purchase of ingredients and indirect packaging), Category 3: Fuel and energy-related activities not included in Scope 1 and 2, Category 4: Upstream transport and distribution (inbound logistics), Category 5: Waste generated in operations, Category 6: Business Travel, Category 7: Employee Commuting, Category 8: Upstream leased assets, Category 9: Downstream transportation and distribution (outbound logistics), Category 12: End-of-life treatment of sold products (packaging waste). 4) Emission factors for district heating in Norway include both upstream and Scope 2 emissions as no other emission factors are available, source: https://www.fjernkontrollen.no/co2/.

Scope 3 categories	Activity	Emissions* (tCO_2e)
Category 1: Purchased goods and services	Ingredients	39,623.69
Category 1: Purchased goods and services	Indirect packaging	765.73
Category 3: Fuel- and energy-related activities not included in Scope 1 and 2	Production and transport of fuel for leased vehicles & Generation, transmission and distribution of district heating and electricity (Scope 2)	30.51
Category 4: Upstream transportation and distribution	Freight for transportation of indirect packaging and ice from storage to own warehouse	85.16
Category 5: Waste generated in operations	Transport and treatment of waste	10.21
Category 6: Business travel	Hotel stays and air and train travel	50.97
Category 7: Employee commuting	Employee commuting to all sites	225.44
Category 8: Upstream leased assets	Warehouse for ice	0.03
Category 9: Downstream transportation and distribution	Last mile and linehaul logistics	1,937.9
Category 12: End-of-life treatment of sold products	Indirect packaging waste treatment	19.71

*When primary data is not available, estimations are used in line with the guidance from GHG Protocol.

The largest contributor to Scope 3 emissions is purchased goods and services and especially ingredients, underscoring the need for sustainable sourcing practices. Transportation and distribution, including last-mile delivery, are also key areas where optimization can deliver meaningful reductions. Smaller contributors, such as waste management, business travel, and employee commuting, present opportunities for incremental improvements.

To gain a better understanding of how this comprehensive reporting was achieved, we spoke with **Fredrik Vabog**, ***Business Controller*** at Cheffelo, about the process of mapping Scope 3 emissions.

How have you been able to effectively map Cheffelo's Scope 3 emissions?

Mapping Scope 3 emissions is a complex task and requires a great deal of collaboration. Internally, we have worked with procurement, supply chain, HR, and operations to gather data and foster ownership, which has helped to identify key emission drivers and to gain deeper insights. Externally, supplier partnerships have been crucial for filling data gaps and ensuring transparency.

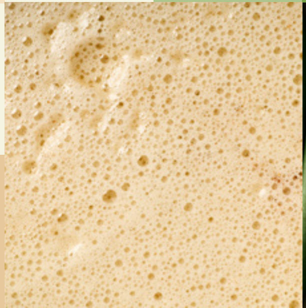
This collaboration has improved reporting quality and strengthened our ability to set targeted reduction initiatives.

How can detailed Scope 3 emissions data help Cheffelo to identify new opportunities for reducing its environmental impact?

Having detailed Scope 3 emissions data gives Cheffelo a clearer insight into the environmental impact of our value chain. This helps us identify key emission drivers, prioritize reductions, track progress, and work with suppliers on sustainable practices.

By spotting patterns and trends, we can find opportunities to innovate - like optimizing logistics, improving product design, or sourcing lower-impact materials.

With much of the Scope 3 data now in place, I expect it to strengthen our sustainability strategy and accelerate emission reductions, thus building long-term value for Cheffelo.



Energy consumption

Energy efficiency and the integration of renewable energy remain a priority for us. A detailed overview of energy consumption across our sites is provided below, showing the percentage of renewable energy used and total energy consumption (MWh) for electricity and heating from 2022 to 2024.

[1] Swedish office heating/cooling data updated from the 2023 sustainability report due to new energy source information.
[2] Only includes heating for Nov-Dec 2022 due to Cheffelo's office move; data for the old office is unavailable.
[3] DK heating is split equally between office and production, as it is reported as a single combined figure for both.

	2022		2023		2024	
Energy type	Renewable energy (%)	Total energy (MWh)	Renewable energy (%)	Total energy (MWh)	Renewable energy (%)	Total energy (MWh)
Swedish production						
Electricity	100	718	100	714	100	711
Heating	*Included in electricity*					
Swedish office						
Electricity	100	30	100	31	100	33
Electricity for heating[1]	100	3[2]	100	24	100	24
Heating/cooling[1]	100	9[2]	100	85	100	89
Norwegian production						
Electricity	11	874	100	817	100	781
Heating	0	13	0	288	98	142
Norwegian office						
Electricity	11	188	100	182	100	206
Heating	0	40	0	40	98	39
Danish production						
Electricity	100	432	100	345	100	334
Heating	0	121[3]	0	172[3]	32	86
Danish office						
Electricity	100	19	100	18	100	15
Heating	0	121[3]	0	172[3]	32	86

Meal planning
– Quality, food safety and sourcing

Being in the food industry, nothing is more important than food safety. We also make responsible ingredient choices, from an environmental and animal welfare perspective. Our Ingredient sourcing guidelines contain instructions and criteria for menu planning, purchasing, marketing, and production.

We want to provide epic customer experiences and ask our customers for feedback after each delivery. This is crucial for us to be able to run a long-term profitable business as competition is tough and in the minds of our customers, we are never better than our latest delivery. The 2024 recipe ratings, for instance, reflect a steady improvement, with Cheffelo's overall score increasing from 75.7 to 76.5. This progress underscores our ongoing commitment to enhancing service quality and fostering stronger customer loyalty year after year.

Brand		2022	2023	2024
Total for Cheffelo	Avg. rating (0-100)	74.7	75.7	76.5
Linas Matkasse	Avg. rating (0-100)	73.2	74.3	75.6
Godtlevert	Avg. rating (0-100)	76.4	77.7	78.4
Adams Matkasse	Avg. rating (0-100)	77.5	78.3	78.9
RetNemt	Avg. rating (0-100)	71.7	74.6	76.5

Food Safety

Consumers put their trust in us to deliver ingredients to them that not only taste good but are also safe to consume. We ensure food safety through our routines and processes, and good deviation management if something unexpected happens. Quality assurance occurs in every step of our processes, from close communication with our suppliers, through our production routines, to the distribution to the customers' doorsteps.

In 2024, we received food safety complaints for only 0.004% of all meals delivered. Our ambition is to have zero severe food safety incidents. Close follow-up on each food safety-related complaint helps us to ensure the highest standards of quality and safety in our products, in collaboration with our suppliers. Each food safety-related complaint is not necessarily a case that poses a health risk for the customer, and the possible severe cases, such as suspected food poisoning and allergic reactions, accounted for just 0.0005% of all meals delivered in 2024.

The most commonly reported food safety cases concern objects of natural origin, e.g., traces of soil and dirt on vegetables, and bones in fish and chicken, which is impossible to prevent completely, due to the nature of these ingredients. One of the advantages of our business model is the ability to directly reach every single customer and the knowledge we have of every ingredient they have received from us. If we need to do a recall on an ingredient, we can act quickly and with precision. All our food safety-related complaints are registered in our deviation system as part of our quality assurance protocol, which allows us to investigate individual cases and analyze complaints systematically.

Animal welfare

As we aim to offer mealkits that suit as many consumer segments as possible, we provide a wide range of recipes, and the source of protein comes either from animals or from plants. Animal-based proteins generally have a greater environmental impact than plant-based proteins, but there are also animal welfare aspects. Consumer awareness on this topic is growing, however, most consumers are not willing to entirely give up their consumption of meat, poultry, and fish. It is up to the customers to set their preferences and choose what they want to eat for dinner. However, we are proud to offer inspiration and educate our customers on how to prepare nutritious, tasty plant-based dishes as part of their menus.

The table to the right provides an overview of the main source of protein in the recipes sold during 2024.

On average, 13% of the recipes sold were vegetarian or vegan in 2024 compared to 15% in 2023. For the remaining meals, Cheffelo is committed to only working with suppliers that prioritize animal welfare. We also strive to purchase local animal protein, in other words from animals, which are born, bred, and slaughtered in the country they are sold in. In general, animal welfare is a well-developed and highly prioritized topic in our Scandinavian markets. All our suppliers are required to adhere to local animal protection legislation as stipulated in our Supplier Code of Conduct. Cheffelo has chosen to work towards ensuring that the requirements of the ECC (European Chicken Commitment) are implemented by 2026 by our suppliers. As part of that ambition, during the year we have:

- Taken the decision to only offer slow-growing chicken in Norway, starting in 2025.
- Introduced the option for consumers to choose slow-growing Bjäre chicken for some dishes in Sweden as a pilot project.
- Updated our mapping of our current chicken suppliers' status in relation to the ECC.
- Continued our ongoing dialogue with existing chicken suppliers on animal welfare.

In the chart to the right, we report the total average status for our chicken suppliers in relation to working towards the ECC requirements. They are working actively with changes in many areas, which we will continue to report on annually in this publication.

Main source of protein	Cheffelo (%)	Linas Matkasse (%)	Godtlevert (%)	Adams Matkasse (%)	RetNemt (%)
Fish & shellfish	19	17	24	26	9
Poultry	32	32	32	29	34
Beef	10	7	8	10	23
Pork	25	25	27	26	22
Plant-based	13	19	7	8	12
Game meat	1	0	2	1	0

ECC requirement	Status Dec 31, 2024
Comply with all EU animal welfare laws and regulations, regardless of the country of production.	100 % -
Implement a maximum stocking density of 30kg/m2 or less. Thinning is discouraged and if practiced it must be limited to one thin per flock.	33 % ↑
Adopt breeds that demonstrate higher welfare outcomes: either the following breeds, Hubbard Redbro (indoor use only); Hubbard Norfolk Black, JA757, JACY57, 787, 957, or 987, Rambler Ranger, Ranger Classic, and Ranger Gold, or other breeds that meet the criteria of the RSPCA Broiler Breed Welfare Assessment Protocol.	50 % ↑
Meet improved environmental standards including:	
At least 50 lux of light, including natural light.	33 % ↓
At least two meters of usable perch space, and two pecking substrates, per 1,000 birds.	16 % ↓
On air quality, the maximum requirements of Annex 2.3 of the EU Broiler directive, regardless of stocking density.	100 % -
No cages or multi-tier systems.	100 % ↑
Adopt controlled atmospheric stunning using inert gas or multi-phase systems, or effective electrical stunning without live inversion.	33 % ↓
Demonstrate compliance with the above standards via third-party auditing and annual public reporting on progress towards this commitment.	33 % ↓
At least 20% free range.	33 % ↑

To gain a better understanding of the actions carried out in relation to chicken in 2024, we spoke to Cheffelo's ***Nordic Supplier & Ingredients Manager***, Bjørnar Bjønness Waage.

From an animal welfare perspective, what are the main benefits of shifting to slow-growing chicken?
Slow-growing chickens have a lower mortality rate and better health and welfare overall. Their foot health is significantly better. While we had heard various claims about these benefits in the past, having documented and verifiable information made it clear that this was the right decision to make when we had the possibility.

What have been the key considerations and challenges in preparing for the complete transition to slow-growing chicken in Norway?
When working with animals, it is crucial to ensure that all changes are implemented responsibly and within a safe timeframe for the entire production chain. Transitioning to slow-growing chickens involves significant changes, from producing eggs from a new breed to making various adaptations at each poultry farm.

To address these challenges, we have worked closely with our supplier to ensure that the transition runs smoothly, safeguarding the welfare of farmers, producers, and the animals. We committed early on to the transition but allowed time to make adjustments that protect everyone's interests – from farm to fork.

What has the response been like from customers on having the option to select slow-growing during 2024 and now with the complete shift in Norway from 2025?
When we announced our decision to make the switch in Norway, it gained some attention from animal welfare organizations and a few consumers. However, the actual transition will take full effect in 2025, so we expect to see the results then.

Throughout 2024, customers have had the option to choose slow-growing chicken in Sweden and Norway, and we already only use slow-growing chicken in Denmark. Feedback so far has been limited, with few positive or negative responses. The usage of slow-growing chicken in 2024 has been just over 2% for Norway and Sweden. However, starting in 2025, all chicken will be slow-growing in both Norway and Denmark.

In Sweden, we collaborate with a supplier that offers slow-growing chicken, but the product focuses on a premium market segment with difficulties in shifting towards mass market production. A full shift away from conventionally farmed chicken is not yet commercially viable in Sweden based on the supply side economics. To address this challenge, we are engaging with large suppliers in the Swedish poultry industry to explore the possibility of developing a commercially viable slow-growing chicken option, similar to what is already established in Denmark and Norway. This is an ongoing effort, and we hope to influence the industry to follow the progress seen in other markets, by making slow-growing chicken a commercially viable and scalable choice in Sweden.


Bjørnar Bjønness Waage
Nordic Supplier & Ingredients Manager

Food waste

Reducing food waste within our own production, at our suppliers, and in our customers' homes, has always been a key part of Cheffelo's way of working and a reflection of our commitment to minimizing our environmental impact while delivering high-quality, personalized mealkits. Food waste contributes significantly to global greenhouse gas emissions, and by addressing it across our value chain – from suppliers to production facilities to customer households – we strive to build a more sustainable food system and provide greater value to our customers.

At the heart of our operations is personalization and precision. By tailoring our mealkits to customer preferences, we ensure ingredients are sourced and prepared with minimal food waste. Our made-to-order model allows us to avoid overproduction, keeping food waste in our facilities exceptionally low. For 2024, this also meant that we have been able to beat our target for food waste from our own operations of below 3.0 g per portion, as we only had 2.51 g food waste per portion in 2024. For 2025 and onwards, we are raising our ambitions, updating the target to 2.5 g food waste per portion. To put this into perspective, two almonds weigh approximately 2.5 g.

Edible surplus food within our production facilities is repurposed wherever possible, either by being used for upcoming orders if the expiration date allows it or through donations to local charities and food banks. For any inedible food waste, we sort it for biomass production, which is then used for biogas production.

Achieving our food waste target is a significant milestone, but we remain committed to further reducing waste throughout our operations. By refining processes, enhancing sorting accuracy, and leveraging data-driven insights, we continue to ensure low food waste. At Cheffelo, food waste reduction is more than a goal; it is central to how we operate and innovate for a better future.

Key figures from production

Referring to the table showing food waste per portion for each production facility, we have reduced our total food waste from 3.12 g per portion in 2023 to 2.51 g per portion in 2024, a reduction of 20%. Furthermore, our food waste level at 37.2 kg per MSEK for 2024 is very low compared to participants in the Swedish initiative, Cooperation to reduce food waste (Samarbete för minskat matsvinn), where they had average food waste of 700 kg per MSEK, according to their annual report for 2022.

We have made significant progress in correctly sorting our food waste throughout the year. while also ensuring optimal use of ingredients. This has helped us to achieve a decrease in food waste in both Denmark and Norway. In addition, we have moved away from repackaging and trimming produce products in Denmark. Not only has this reduced the organic waste generated at our facility but it allows for the repurposing of the waste at an earlier stage of the value chain where additional economic value can be extracted by the supplier.

Food waste, g/portion	2022	2023	2024
Sweden	2.11	1.02	1.35
Norway	3.15	2.06	1.79
Denmark	14.08*	16.77*	9.16*
Total	3.72	3.12	2.51

*Due to the agreement with the waste management supplier, the Danish statistics have been based on container averages instead of the actual weight of the waste produced until November 2024, when the agreement was changed.

Packaging

To deliver quality mealkits to our customers, appropriate packaging is necessary. Having the right packaging materials and formats helps to protect the food and maintain shelf life, which also reduces food waste. Therefore, we want to use packaging in the right way while also minimizing unnecessary packaging. For the packaging we do use, our main priority is always food safety. We strive to find circular systems while ensuring food safety, whenever possible, and we work with our own and our suppliers' packaging to optimize it for recycling. This is how we minimize the environmental impact of packaging:

1. **Packaging for transport of ingredients** to the warehouses consists as far as possible of circular systems like EuroPool. Any remaining packaging, like cardboard boxes, must be recyclable. Dialogue is ongoing with all suppliers to increase the use of circular packaging. The disposable packaging that arrives at the production facility with goods deliveries is sorted into the appropriate recycling categories.

2. **Packaging for the mealkit** consists of cardboard boxes, which come in three sizes for the best possible match between the amount of food ordered and the box size. The boxes may include one or more cooling elements, or none at all, depending on the needs of the order. Paper recipes are included in the box if the customer wants them, as this year, we have made it possible for customers to deselect paper recipes and instead access the recipes on a computer, phone, or tablet.

3. **Individual food packaging** makes up a large part of household waste and we work closely with our suppliers to minimize the volume of packaging material and to improve packaging recyclability, while ensuring food safety and maintaining a good shelf life for the ingredients.

4. **Packaging for shipment of mealkits** to customers consists of plastic film for pallet wrapping to ensure that boxes do not tilt during transport and injure people or damage the food.

In addition to ensuring the best possible packaging for our mealkits and ingredients, we also advise our customers on how to recycle and reuse the packaging at home. As the ice packs only consist of tap water, they can either be reused as cooling elements or the water can be used to water one's plants at home and the plastic can then be recycled. The cardboard box can be discarded as paper waste and will thereby be recycled as well.

2024 results and improvements

In 2024, we made significant progress with our packaging practices, building on the initiatives launched in 2023. One key effort was the Better Box Calculation, implemented across all production sites in February 2024 to optimize box sizes and reduce material usage. Initially, we projected this project would save approximately 20 tons of cardboard annually by switching from larger to smaller boxes. However, the actual results far surpassed our expectations. When comparing our cardboard box consumption rates from Q1 2023 with all of 2024, we can see that we are using much more small boxes, which resulted in a decrease of approx. 50 tons of cardboard for 2024.

In Norway alone, the small box usage increased from 14% to 46%, resulting in savings of approx. 26 tons of cardboard when comparing our cardboard box consumption rates from Q1 2023 with all of 2024. The project also improved logistics by enabling better pallet utilization, increasing the number of boxes per pallet from 36 to 40. This efficiency measure reduced annual pallet usage by 25–30 pallets in Sweden and 15–20 pallets in Norway, cutting transport needs. Additionally, by shipping less air, we reduced the risk of ingredient movement during transit, minimizing the risk of damage, cutting food waste, and improving the customer experience.

In October 2024, we transitioned to 100% recycled expanded polystyrene (EPS) for insulation in the mealkits in Denmark. This change represents one step toward achieving our 2024 sustainability target of 80% recycled material in our indirect packaging materials. Despite these advances, achieving the 80% recycled material target has presented challenges, particularly regarding cardboard materials. Increasing the recycled content in cardboard can reduce its strength, which negatively impacts production and logistics. While we are exploring potential solutions, such as using recycled paper for printed recipes or incorporating recycled materials into the plastic wrap used for pallet shipments, these changes are likely to only deliver marginal improvements. From 2025, our updated target is to reach 50% recycled material in indirect packaging due to these constraints. While full achievement of 80% is not currently feasible, we remain committed to exploring opportunities to increase the percentage of recycled material in our indirect packaging. As part of our approach, we continuously evaluate and adjust our targets to reflect operational realities and ensure that they remain ambitious yet achievable.

Our efforts to reduce ice usage also progressed in 2024, with a final reduction of 18% (11% in 2023) compared to 2022 levels*. The primary driver of this decrease was the expansion of refrigerated last-mile delivery in Sweden, which allows us to eliminate ice packs for a larger portion of deliveries. This initiative reduces material usage and waste while maintaining the cold chain to ensure good quality and food safety. From 2025, we are targeting 650 g ice per mealkit by 2026, shifting to an absolute target for better tracking, transparency, and alignment with our food waste target.

Key figures from production

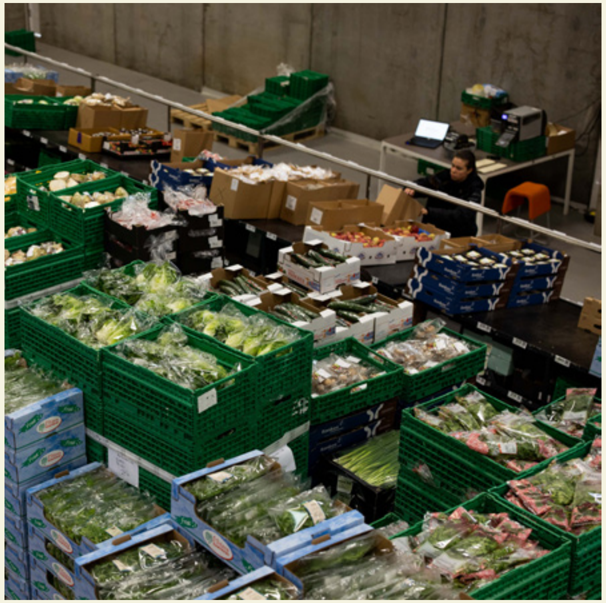
Purchased quantities of cardboard, paper (used for printed recipes), plastic, EPS sheets and absorbent pads are shown in the table. As all these materials are directly linked to our sales volumes, we also report on how much packaging material is used per mealkit. For 2024, we have chosen to only include data from Denmark and Norway in this calculation as the Swedish numbers for 2023 are misleading since we had an approx. 8.5% higher cardboard inventory level in Sweden in 2024 compared to 2023.

Based on Denmark and Norway, in 2024 on average, we used 0.74 kg (0.78 kg in 2023) of packaging material per mealkit. The main explanation for this decrease can be found in the Better Box Calculation as mentioned above.

*2022 data is based on assumptions due to a lack of primary data.

Packaging material	2022 (metric tons)	2023 (metric tons)	2024 (metric tons)
Swedish production			
Cardboard	373.9	254.0	325.8
Paper	29.8	25.7	28.8
Plastic	10.5	3.8	3.5*
Absorbent pad	0.0	0.0	0.2
Norwegian production			
Cardboard	499.5	404.4	375.4
Paper	29.6	27.37	26.6
Plastic	14.5	11.2	8.2*
Absorbent pad	0.0	0.0	6.4
Danish production			
Cardboard	111.6	109.8	132.5
Paper	2.2	5.3	11.3
Plastic	3.9	3.8	4.6*
EPS sheet	0.0	0.0	2.8

*In 2024, plastic for sauces and plastic film have been added to this metric. Previously, it only included plastic for ice packs.



Logistics

At Cheffelo, we work closely with local logistics providers to ensure efficient and reliable delivery of our mealkits. Our logistics process combines linehaul transportation to hubs with streamlined last-mile distribution directly to customers. Wherever feasible, we leverage co-distribution and refrigerated trucks to maintain high food safety standards while reducing the need for ice packs.

For 2024, we begin reporting CO_2e emissions from our logistics operations for the first time, marking an important step toward understanding and addressing our environmental impact. Logistics accounted for 1,937.9 tCO_2e, representing 4.5% of our total carbon footprint. By analyzing this data, we can identify impactful measures to lower emissions. To provide clarity, our emissions have been categorized into key logistics categories.

Emissions by transport type

Category	Sweden (tCO_2e)	Norway (tCO_2e)	Denmark (tCO_2e)	Cheffelo (tCO_2e)
Linehaul	220.5	316.2	88.1	624.7
Last mile	530.3	584.2	198.7	1,313.2

Sweden and Norway exhibit higher linehaul emissions compared to Denmark due to the longer distances required to transport mealkits throughout these larger geographies. This distinction underlines the importance of optimizing logistics flows in these countries to minimize emissions.

Emissions by vehicle type

Category	Sweden (tCO_2e)	Norway (tCO_2e)	Denmark (tCO_2e)	Cheffelo (tCO_2e)
Fuel -based	750.6	900.2	283.4	1,934.2
Electric	0.2	0.1	3.4	3.8

Fuel-based vehicles currently account for most of our logistics emissions. However, Cheffelo's suppliers' use of electric vehicles in all countries demonstrates their effectiveness in reducing emissions. While their overall contribution remains limited, the inclusion of electric vehicles in our suppliers' fleets is an important step toward reducing the environmental impact of logistics. The regulatory change in Sweden in 2024, allowing drivers to operate heavier electric delivery trucks (up to 4.25 tons) with a B-driver's license, is expected to create more opportunities to collaborate with suppliers that use electric delivery vehicles. Furthermore, our partnership with MoveByBike in Malmö and Stockholm highlights the potential for alternative approaches to reducing emissions in urban areas. With 2024 as a baseline year, we plan to evaluate opportunities to expand the use of electric vehicles and other innovative delivery methods across all markets in 2025.

Including these detailed emissions figures provides a clear foundation for setting future reduction targets. As we prepare for compliance with the EU's Corporate Sustainability Reporting Directive (CSRD), tracking logistics emissions enables us to better understand our impact and take meaningful steps toward improvement.

Waste management

Waste at our production sites primarily comes from disposable transport packaging from our suppliers. We minimize this waste by collaborating with our suppliers on increasing the use of circular packaging systems like EuroPool. For the disposable waste we do receive, and any other waste generated within our production, we sort it correctly to ensure that as much as possible of our waste gets recycled instead of being incinerated or sent to landfill. We report on our total waste and diversion rate, which measures the percentage of waste that is not sent to landfill or incineration.

Waste	2022	2023	2024
Total waste disposed (metric tons)	0.67	0.52	0.50
Total waste diverted from landfill or incineration (%)	77.9	79.7	80.4

During 2024, we have maintained a stable diversion rate, which reflects our continued efforts to ensure proper waste sorting and recycling across all production sites. This reinforces our commitment to minimizing waste and prioritizing recycling over incineration or landfill.

Diversity, equity, and employee development

At Cheffelo, our employees are the heart of our success. In 2024, we focused on leadership and team development, with an emphasis on creating an inclusive environment where employees feel supported, valued, and empowered to perform at their best. Looking ahead, our efforts will center on fostering a growth mindset, building a culture rooted in trust, transparency, and psychological safety, and ensuring equal opportunities for all employees - while continuing to work towards greater gender balance in leadership roles.

This section highlights our key initiatives and progress in advancing diversity, equity, and employee development across Cheffelo.

Strengthening our organization and workforce

In 2024, Cheffelo implemented organizational changes to better align with our growth strategy, which became effective in October. The change management process related to the organization resulted in generally positive feedback from across the organization and increased focus and clarity in areas directly related to customer acquisition and retention.

As of December 2024, Cheffelo employed 399 people, compared to 406 in December 2023. Our workforce consists of 142 employees in Sweden, 196 in Norway, and 61 in Denmark. The total number of full-time equivalents (FTE) remained largely unchanged from the previous year, with 267 in 2024 and 266 in 2023, where women make up 48.7% of our workforce and men 51.3%.

Promoting diversity and gender equality

At Cheffelo, we are committed to fostering an inclusive workplace that reflects the diverse nature of the markets in which we operate. Recognizing that recruitment plays a crucial role in encouraging diversity, we enhanced our hiring practices in 2024. Managers now assess what an underrepresented background means for their team before each recruitment process to ensure that a variety of candidates are included in the interview stage. Whenever possible, both male and female colleagues participate in the interview process. These efforts demonstrate our dedication to creating a more equitable recruitment process.

While we have a good gender balance across our entire workforce, representation in leadership positions remains an area of focus for Cheffelo. By the end of 2024, women held 31% of leadership positions - a significant step toward our goal of achieving a gender balance of at least 40/60 within five years. Women account for 17% of our senior management team, while men represent 83%. On our Board of Directors, 40% of members are women, and 60% are men. To support progress in this area, we introduced monthly gender balance statistics for our Management team, helping to drive accountability and opening the door for meaningful discussions on gender balance.

To address the underrepresentation of women in leadership roles, we are launching the Female Forum in 2025, an initiative with the ambition to empower high-potential female employees. This program will prepare participants for leadership responsibilities by offering training, mentorship, and a platform to share experiences with peers and leaders. Through these efforts, we aim to nurture talent from within and advance our broader diversity goals.

Internal recruitment and employee retention

In 2024, we experienced very low employee turnover, and many of our vacancies were filled with qualified internal candidates. Internal recruitment focused in particular on our customer service and production teams by identifying candidates and offering them opportunities to grow in new roles in the organization. When filling roles internally, we benefit from the experience of colleagues who already understand the business and demonstrate alignment with the Cheffelo values.

Training, development, and psychological safety

In 2024, we brought together our Nordic leaders on two occasions for our Leadership Forum, with feedback and psychological safety in focus. These are fundamental building blocks for creating the best workplace for our employees and for fostering the growth and development of our business. The Leadership Forum sessions were well received, and we look forward to continuing them in 2025 with new focus areas. We will also continue to invest in general leadership training across Cheffelo, with an additional emphasis on the large group of managers and team leaders in our Operations teams, including production and customer service.

In 2024, we further developed our Learning Management System (LMS) system, Eloomi. In addition to hosting internally developed training modules, Eloomi now offers external training courses for all Cheffelo employees. These include courses in the Office suite, leadership development programs, AI tool training, and much more.

Employee well-being and workplace safety

At Cheffelo, we are committed to creating a workplace where employees can perform at their best by prioritizing well-being, safety, and engagement, and this work continued in 2024.

One key initiative was the introduction of health insurance for all employees working 50% or more, a benefit that was well received. To further promote good health and a positive team spirit, we launched a Step Challenge in the fall, where 154 employees collectively walked nearly 29,500 kilometers. This fun activity was highly appreciated, and we look forward to this and similar initiatives in 2025.

Employee survey results

We closed 2024 by sending out our annual Employee Survey to all employees. Good participation meant that 92% of all employees responded, a result we are particularly proud of, especially given that half of our employees (production workers) do not have daily access to a computer but still took the time to participate. This high response rate reflects good engagement and a willingness to give feedback on the part of employees.

For all parameters measured, we saw improvements compared to 2023. We not only exceeded benchmarks across the board but also surpassed Top-25% benchmark* company scores in several areas. Significant progress was achieved in Leadership, Engagement and eNPS, reflecting the efforts made in our commitment to organizational development.

*Benchmarks are provided by Brilliant Future, our survey supplier, based on data from 300 companies and over 250,000 employee responses annually. A Top-25% benchmark reflects the average for the top quartile of results across all participating organizations.

To gain more insights into our efforts and their impact, we talked to our ***Chief Operating Officer***, Vibeke Amundsen, who shared details about the initiatives implemented in response to the survey feedback.

What specific actions or strategies have you implemented across the three production facilities to address feedback from the employee survey?
All teams conducted workshops to dig deeper into the results from the survey. We have agreed upon concrete actions for improvements locally and will make sure to highlight the progress going forward.

We have continued with Standup meetings and also tried to make them better, to strengthen the messaging on highlights and improvements. Monthly team meetings provide information and can include fun activities such as educational quizzes. Monthly updates from the company and messages about progress in Operations are printed and placed on the tables in the canteen – for all employees who do not usee computers in their day-to-day work.

In several locations, we have increased the frequency of 1-to-1 conversations between employees and team leaders, to make sure everyone gets regular feedback, positive reinforcement when performing well, and the possibility to raise concerns and make suggestions.

All teams also recognize the good performance of colleagues in meetings – to highlight all the good efforts that are put into the work.

The basis for our continuous improvement work is our Operational Excellence program. During the fall, we held a gathering for all team leaders to learn more techniques for structured problem-solving and other LEAN techniques, and also to learn from each other's progress and projects, and to strengthen the collaboration between the sites and teams.

How have these initiatives influenced employee satisfaction and productivity for 2024?
The overall results from our annual employee survey in the Operations team show a great improvement in engagement (from 79 to 83), with the leadership index increasing from 84 to an impressive 89, together with organizational and social work environment scores rising from 76 to 82.

Together with better engagement, we have seen a significant improvement in quality in our processes, receiving 20% fewer claims from our customers compared to last year – which is absolutely fantastic.

And as we expect, good quality in our processes, together with a great team spirit, creates a better flow and productivity – so the results are clear in the financial reports as well.


Vibeke Amundsen
Chief Operating Officer

In 2025, we will focus on enhancing feedback practices, and will continue to ensure zero tolerance for harassment, and maintain a safe working environment for all colleagues. We will also emphasize gender equality and diversity and make our work in these areas more visible. And finally, we believe it is important to celebrate our successes and take time to recognize our teams and our achievements.

Health and safety

In 2024, Cheffelo continued to prioritize health and safety within Operations, encompassing production facilities and nearly half of the workforce. A series of initiatives explained by Cheffelo's COO, Vibeke Amundsen, aimed to enhance safety, engagement, and well-being in these critical areas. Furthermore, improved reporting processes, combined with efforts to create an environment where employees feel safe to report accidents and near misses, have supported continuous learning and strengthened Cheffelo's commitment to safety and openness. While reported incidents increased from 10 accidents (1 resulting in sick leave) in 2023 to 20 accidents (6 resulting in sick leave) in 2024, this trend reflects improved reporting processes and better transparency, which creates a stronger foundation for a safer workplace. Of the 6 work-related injuries resulting in absence, 4 involved our production employees, and 2 involved our office-based employees.

Although significant progress has been made, fostering a fully inclusive and safe workplace remains an ongoing priority. In 2024, 10% of our employees reported experiencing some form of bullying, discrimination or harassment, which is the same level as in 2023. This highlights the need for continued commitment to our zero-tolerance policy regarding bullying, discrimination and harassment.

Human rights and anti-corruption throughout our value chain

We conduct our business in an ethical way and therefore have zero tolerance for bribery and corruption, and we are committed to respecting human rights and the equality of all people. This is manifested in governance documents such as our Code of Conduct and our Supplier Code of Conduct. Furthermore, we carefully plan and select our products and suppliers to ensure that they are aligned with our guidelines and procedures on these topics.

As part of the sustainability goals and commitments we published at the beginning of 2024, we are working to ensure that all key suppliers commit to Cheffelo's Supplier Code of Conduct. Currently, 100% of our ingredient suppliers have committed to the Code, demonstrating full alignment with our standards for responsible sourcing of ingredients. Among all remaining key suppliers, 66% have committed to Cheffelo's Supplier Code of Conduct, while for 30%, we have accepted their own equivalent Code of Conducts, ensuring comparable commitments to ethical practices. For the remaining 4% (2 suppliers), we are working to secure their commitment.

Supplier risk assessment

This year, we expanded our Transparency Act risk assessment to include all suppliers across all our markets, going beyond the legal requirement to assess Norwegian suppliers only. The assessment identified 34 suppliers across our countries as being moderate to high risk based on factors such as their country of operation and the nature of the goods or services they provide. To address these risks, we sent detailed questionnaires to all 34 suppliers, asking how they work to ensure decent working conditions not only in their own operations but also at their sub-suppliers. Based on the responses received, we are confident that these suppliers are taking appropriate actions to mitigate risks and uphold our standards.

In June 2025, we will conduct an updated risk assessment to evaluate progress and further strengthen our efforts to promote fair working conditions and ethical practices throughout our supply chain. This ongoing focus on environmental and social considerations in supplier selection, coupled with encouraging open dialogue and prioritizing trust-building, ensures that our suppliers continue to meet the high ethical standards that support our business.

Healthy eating habits

In relation to the UN's Sustainable Development Goal 3: Good health and well-being, Cheffelo promotes healthy eating habits by offering well-balanced meals with clear nutritional information, without the hassle of planning and shopping.

To guide our menu team in creating well-balanced recipes, our Nutrition squad annually maps out average nutritional targets for each local consumer brand as well as overall for Cheffelo.

For 2025, we will have the following goals:

- Energy: An average of 600-750 kcal per portion.
- Total fat: An average of 25-40 E%* total fat per portion.
- Saturated fat: An average of under 12 E% saturated fat per portion.
- Vegetables: An average of above 200 g vegetables (fresh and preserved) per portion.
- Salt: An average of less than 3 g salt per portion.

*Energy percentage (E%) is an indication of what share of the food's total energy content comes from carbohydrate, fat and protein.

In 2024, new dietary guidelines were launched in all Nordic countries by the respective national food authorities, based on the Nordic Nutrition Recommendations (NNR), which were developed by a Nordic expert group. These recommendations provide a scientific foundation for promoting health and sustainability through the diet. Comparing these guidelines to Cheffelo's internal guidelines shows that the dinner recipes offered by our brands can fit well into a diet aligned with the NNR.

At the end of 2024, we launched low calorie dishes throughout our markets, for consumers who are keen on weight management and yet still want to eat well. The collaboration with Weight Watchers in Sweden came to a halt in December as WW decided to exit all partnerships globally.

KPI	2024 targets	2024 results
Energy	CHEF: 500–750 kcal RN: 500–750 kcal LM: 500–750 kcal AM: 500–750 kcal GL: 500–750 kcal	CHEF: 687 kcal RN: 728 kcal LM: 618 kcal AM: 698 kcal GL: 704 kcal
Fat	CHEF: 25–40 E% RN: 25–40 E% LM: 25–40 E% AM: 25–40 E% GL: 25–40 E%	CHEF: 36,8 E% RN: 35,0 E% LM: 36,0 E% AM: 38,0 E% GL: 38,0 E%
Saturated fat	CHEF: <13 E% RN: <13 E% LM: <13 E% AM: <13 E% GL: <13 E%	CHEF: 11,8 E% RN: 12,0 E% LM: 12,0 E% AM: 11,0 E% GL: 12,0 E%
Salt	CHEF: 3,5 g pr. portion RN: 3,5 g pr. portion LM: 3,5 g pr. portion AM: 3,5 g pr. portion GL: 3,5 g pr. portion	CHEF: 3,2 g pr. portion RN: 3,3 g pr. portion LM: 3,4 g pr. portion AM: 3,0 g pr. portion GL: 3,1 g pr. portion
Vegetables	CHEF: >200 g RN: >200 g LM: >200 g AM: >200 g GL: >200 g	CHEF: 206 g RN: 217 g LM: 193 g AM: 205 g GL: 207 g

Social responsibility

As a local business, we know that our success depends on the health and well-being of the communities we serve. That is why we focus on being a responsible employer, supporting local initiatives, and partnering with suppliers that prioritize animal welfare and nutritious ingredients, thus helping our customers to live healthier lives.

Our key goal in this field is to dedicate 2% of our Net income to addressing food insecurities in Nordic households. In 2024, we kick-started our efforts to combat food insecurities through a new collaboration with the Red Cross in Norway, Sweden, and Denmark. This partnership marks a new beginning for our social responsibility efforts, and you can read more about this in the interview with our ***Corporate Communications & Sustainability Manager***, Peter Bodor.

We are proud to support local organizations with food donations and, in some cases, through the voluntary efforts of our employees. For example, in Mölnlycke, we regularly donate leftover food to the Smyrna Church, which, in its new premises, provides for families in need and also offers space for people experiencing homelessness to rest and eat. In Helsingør, surplus food goes to Fødevarecentralen, and in Norway, we partner with Holdbart to sell food approaching its expiration date at discounted prices, and any food that cannot be sold is donated to Matsentralen in Oslo, thus ensuring that nothing goes to waste.

In December, our Oslo team again joined forces with the Salvation Army to distribute almost 1,800 Christmas mealkits to families in need. Along with this, they served warm soup and coffee as part of the initiative, bringing some holiday cheer to those who needed it most. This is a much-appreciated tradition for our Norwegian business since 2018.

What inspired the collaboration with the Red Cross in Denmark, Norway, and Sweden, and what impact do you hope it will have on local communities?
We wanted to engage ourselves in a social cause that is close to our core business; gathering families around the dinner table. The Red Cross is a well-renowned international organization with local operations in our markets which means that we can have a common Nordic theme, but with local implementation in the communities where our employees and customers are based. The benefits that we are aiming for are focused on the social value that shared family dinners can bring, as well as nutritional aspects.

How do you collaborate with the Red Cross to achieve the desired impact and how do you see the collaboration developing in the future?
We signed the agreements at the end of 2024 and during the holiday period we conducted campaigns in Sweden and Denmark, to raise awareness and funds for the Red Cross initiatives we have chosen to support. During 2025, this collaboration will be visible through further campaigns, and we are also looking at employee volunteering.

Do you see any additional benefits arising from this collaboration?
I am convinced that this will be positive for our employee engagement. Most people value working for a responsible company, and 86% of our colleagues in the latest employee survey said that Cheffelo is socially responsible, so we are keen to continue working to create the right conditions for even stronger employee engagement.

Peter Bodor
Corporate Communications & Sustainability Manager

Sustainability governance

The Board has the overall responsibility for sustainability and works actively to ensure that Cheffelo maintains long-term, trusting relationships and good business ethics. The Board has delegated responsibility to the Management team to establish policy documents and appropriate structures to ensure compliance. To drive the sustainability work forward at an operational level, the Sustainability squad, led by the Cheffelo's Head of Sustainability, was established in 2022.

The Sustainability squad is responsible for recommending the sustainability strategy and related goals, which are in turn approved by the Management team. In collaboration with the rest of the organization, the squad strives to implement initiatives in line with the strategy, while following up on KPIs.

Board of directors

Management team

Sustainability squad

Assessment and management of business risks
Responsibility for continuously identifying, assessing, and preventing various risks in the business lies with the Management team. The risks have been categorized into commercial, financial, operational, and regulatory risks and have been assessed in terms of impact, likelihood, and preventive strategies.

Following our recent enhancements to risk management, including the integration of additional insights from the double materiality assessment, our risk identification process now incorporates a more robust evaluation of environmental, social, human rights, and corruption-related risks. These risks primarily arise at the supplier level and through our purchasing activities. They are mitigated through our Supplier Code of Conduct, continuous supplier follow-ups, and careful planning and selection of products and suppliers.

In the personnel area, risks such as absence due to illness and work environment concerns are addressed through systematic work environment management. The enhanced framework ensures a more comprehensive understanding of these risks, enabling us to implement targeted and effective mitigation strategies.

About this report

The 2024 Sustainability Report for Cheffelo has been submitted by the Board of Directors. It covers Cheffelo's (including Cheffelo Sweden AB, Cheffelo Denmark ApS, Cheffelo Norway AS and Cheffelo Newco AB) overall sustainability strategy and work for the fiscal year 2024, which runs from January 1, 2024 to December 31, 2024. The ambition is to describe the activities from an economic, social, and environmental perspective, while reporting on our sustainability governance.

The report includes Cheffelo's statutory Sustainability Report as required by the older version of the Swedish Annual Accounts Act. The 2024 Sustainability Report is based on the company's objectives, strategies, and processes, as well as the stakeholder dialogue and materiality analysis. The sustainability work is, in turn, based on the UN's Sustainable Development Goals.

Auditor's opinion regarding the statutory sustainability report

To the general meeting of the shareholders in Cheffelo AB (publ), corporate identity number 559021-1263

Engagement and responsibility

It is the Board of Directors who is responsible for the sustainability report for the year 2024 on pages 21-46 and that it is prepared in accordance with the Annual Accounts Act in accordance with the older wording that applied before 1 July 2024.

The scope of the examination

Our examination has been conducted in accordance with FAR:s auditing standard RevR 12 *The auditor's opinion regarding the statutory sustainability report.* This means that our examination of the statutory sustainability report is different and substantially less in scope than an audit conducted in accordance with International Standards on Auditing and generally accepted auditing standards in Sweden. We believe that the examination has provided us with sufficient basis for our opinion.

Opinion

A statutory sustainability report has been prepared.

Stockholm, March 28, 2025
KPMG AB

Fredrik Westin
Authorized Public Accountant

Annual report and group consolidation

January–December 2024

Cheffelo

Annual report and group consolidation January–December 2024

Directors' Report

The Board of Directors and the CEO of Cheffelo AB (publ) ("Cheffelo") hereby present the Annual Report and the Consolidated Financial Statements for the 2024 fiscal year.

General Information About the Business

Cheffelo provides subscription-based mealkit solutions in the Scandinavian market under the brands Linas Matkasse (Sweden), Godtlevert and Adams Matkasse (Norway), and RetNemt (Denmark). The company's business model is based on delivering high-quality ingredients and recipes directly to customers' doors, with a focus on convenience, inspiration, and sustainability. Customers can choose from a wide range of recipes, and the service saves time, reduces food waste, and provides inspiration in the kitchen. The subscription is easily managed via a mobile app or through each brand's website. The service is enabled by proprietary technology solutions and a strong, scalable supply chain with efficient processes.

Cheffelo has established a strong market position, and its brands enjoy high awareness across the Group's markets. The business was founded in 2008 and has since expanded throughout Scandinavia, operating in three countries: Sweden, Norway and Denmark. The business is run through its subsidiaries: Cheffelo Sweden AB in Sweden, Cheffelo Norway AS in Norway, and Cheffelo Denmark ApS in Denmark.

Cheffelo is part of a group where Cheffelo AB (publ) prepares the consolidated financial statements for the largest group.

Key Events During the Financial Year

During 2024, Cheffelo achieved growth in all quarters compared to the same periods in the previous year, marking a continued recovery post-pandemic and strengthening the company's position in the Scandinavian mealkit market.

Net sales amounted to MSEK 1,058.2 (999.7), representing an increase of 5.8%. With 48% of revenue generated in Norway, the Group's net sales were impacted by the depreciation of the Norwegian krone (NOK) compared to the previous year. Adjusted for currency effects, growth was 7.1%. Increased order frequency and improved customer loyalty were key drivers behind the net sales growth.

Continued Efforts to Enhance the Customer Experience

Throughout 2024, Cheffelo continued to develop and enhance the customer experience by focusing on increasing flexibility, simplifying meal preparation, and strengthening customer loyalty. Through expanded choices, improved delivery options, and more personalized mealkit customization, the company has created a smoother and more attractive service for customers. These improvements have contributed to a higher order frequency and longer customer lifetime, emphasizing the value of a strong and customer-centric offering.

Strategic Initiatives and Partnerships

During the year, Cheffelo entered into several strategic collaborations to expand its customer base and enhance its offering:

- **Partnership with Middagsfrid:**
  In September 2024, a market collaboration was announced, where Middagsfrid referred its customer base to Cheffelo as it exited the mealkit market. The conversion of these customers has been successful, with high purchase frequency and long-term customer engagement.

- **Launch of Calorie-Smart Recipes:**
  After concluding its partnership with Weight Watchers (ViktVäktarna), Cheffelo introduced a new range of low-calorie recipes in Sweden and Denmark in December. The launch was well received by customers and strengthened Cheffelo's product offering.

Increased Efficiency Enabled Investments in the Product

In 2024, Cheffelo continued to strengthen operational efficiency through improvements in both logistics and production. By optimizing linehaul planning, improving resource allocation, and increasing automation in production processes, Cheffelo has enhanced cost efficiency.

The increased efficiency in logistics and production has not only contributed to improved cost control but has also enabled further investments in the product and customer experience. By reducing handling costs per delivery, Cheffelo has been able to reinvest in a broader and more flexible menu, including more ingredients and improved delivery options for customers.

Meanwhile, a more structured approach to raw material management, logistics, and production planning has resulted in fewer customer complaints. Along with optimized production processes and improved quality controls, this has led to a reduction in claims, while more efficient logistics flows have contributed to more reliable deliveries. This has resulted in more satisfied customers and lower costs for claims handling.

Sustainability Initiatives and Regulatory Compliance
Cheffelo continued to advance its sustainability agenda and made significant progress during the year. Food waste was reduced to 2.51 grams per portion, equivalent to the weight of just two coffee beans. At the same time, the use of recycled materials in packaging increased, and transport capacity was optimized to further reduce environmental impacts. The company also conducted a double materiality analysis as part of its preparations for the EU's Corporate Sustainability Reporting Directive (CSRD).

Development of the company's operations, results and position

Amount in MSEK	2024	2023	2022	2021	2020
Net sales	1,058.2	999.7	1,081.4	1,387. 3	1,217.0
Operating margin %	3.9%	3.1%	-13.8%	3.4%	7.5%
Balance sheet total	746.1	760.9	776.1	960.8	838.6
Equity ratio %	59%	58%	58%	63%	33%

Definitions:
Operating margin: Operating profit/net sales
Balance sheet total: Total Assets
Equity ratio: Equity (including non-controlling interests) in relation to total assets.

Net sales and profit
Net sales for the year amounted to MSEK 1,058.2, compared to MSEK 999.7 in the previous year, representing growth of 5.8%. Growth was negatively impacted by exchange rate fluctuations, with the Norwegian krone (NOK) weakening against the Swedish krona (SEK). Adjusted for currency differences, net sales increased by 7.1%.

Fewer customers paying via invoice, combined with a lower invoice fee due to regulatory changes, meant that other operating income was MSEK 1.0 lower than the previous year.

Personnel costs amounted to MSEK 214.2 (208.3), an increase of 2.8% compared to the previous year. A significant portion of personnel costs is related to production staff, primarily driven by volume and the balance between direct employment and contracted production personnel. High wage inflation was offset by increased production efficiency.

EBITDA for the year amounted to MSEK 88.3 (78.3), an increase of MSEK 9.9 compared to the previous year. The higher EBITDA was a result of increased volumes, improved margin after handling costs, and strong overall cost control.

Depreciation amounted to MSEK 46.6 (47.6) and remained stable compared to the previous year. Increased depreciation of leased assets under IFRS 16 was offset by lower depreciation on customer contracts and relationships from the previous acquisition of Adams Matkasse, which are now fully amortized.

The Group's operating profit (EBIT) was MSEK 41.7, corresponding to 3.9% of net sales, an improvement from MSEK 30.7, or 3.1%, in the previous year. This improvement was driven by the same factors that impacted EBITDA.

Net financial items was MSEK -1.3, an improvement from MSEK -3.2, primarily due to exchange rate differences.

Profit before tax amounted to MSEK 40.3 (27.5). Despite the higher profit before tax, the tax expense amounted to MSEK 7.9 (8.2), which was MSEK 0.3 lower than the previous year. The lower tax expense was due to the geographical distribution of profits and the utilization of previous tax losses in Sweden and Denmark.

Net profit for the year amounted to MSEK 32.4 (19.3). Earnings per share before dilution were SEK 2.56 (1.52) and SEK 2.51 (1.52) after dilution.

Liquidity, Cash Flow, and Financial Position
Cash flow for the year amounted to MSEK 24.1 (41.4). Free cash flow, excluding dividends, amounted to MSEK 46.7 (45.2), an increase of MSEK 1.5 compared to the previous year. This was driven by an improved cash flow before changes in net working capital of MSEK 11.5, partially offset by a net decrease of MSEK 8.6 related to changes in net working capital. A higher balance of accounts receivable at year-end, due to increased volumes and the timing of customer payments from late December that were received in early January, contributed to this effect. Additionally, changes in operating liabilities were lower compared to 2023, affected by the timing of supplier payments, which were at a particularly low level at the end of 2022.

Cheffelo operates on the basis of a negative working capital model, as customers pay upon delivery while supplier payments occur at a later stage. This means that working capital fluctuates throughout the year in line with seasonal changes in delivery volumes, where volumes tend to decline during the summer and holiday periods.

Cash flow from investing activities amounted to MSEK -11.0 (-11.4). Investments were related to capitalized development costs and investments in production efficiency.

During the year, the Group paid a dividend of MSEK 22.6, an increase from MSEK 3.8 in the previous year.

At the end of the period, cash and cash equivalents amounted to MSEK 114.2 (91.9).

Goodwill at year-end amounted to MSEK 115.4, down from MSEK 118.6, with the change entirely due to exchange rate fluctuations.

Total equity amounted to MSEK 442.1, compared to MSEK 438.5 in the previous year, corresponding to an equity ratio of 59.3%, an increase from 57.6% in the previous year.

Deferred tax assets amounted to MSEK 20.1, down from MSEK 24.5, where the decrease of MSEK 4.4 was primarily related to the utilization of tax loss carryforwards in Sweden.

Long-term lease liabilities amounted to MSEK 78.0, down from MSEK 103.0, and right-of-use assets amounted to MSEK 93.5, down from MSEK 117.0. The majority of these lease liabilities and right-of-use assets relate to production and office facilities.

Interest-bearing liabilities, net of cash and cash equivalents, resulted in a net debt of MSEK -8.1, an improvement from MSEK 37.8 in the previous year. There were no other interest-bearing liabilities apart from lease obligations recognized under IFRS 16.

Parent company
Cheffelo AB (publ) is the parent company of the Cheffelo Group and operates as a Swedish holding company, where its business activities are conducted through its subsidiaries. The company has three employees.

Net sales for the year amounted to MSEK 4.8 (4.5). Net sales include management fees and Group licenses, which have been eliminated in the Group consolidation.

The parent company primarily carries out Group-wide functions, with costs mainly related to organizational consulting, legal services, and audit expenses. Total costs amounted to MSEK 14.2 (13.8), and the operating result was MSEK -9.5 (-9.3).

Equity amounted to MSEK 471.7 (486.6).

The parent company largely shares the same risks as its subsidiaries.

Information on risks and uncertainties
The Group, like all businesses, is exposed to risks that can affect the Group negatively but which can also add value to the company if they are managed correctly. Risks that can affect the Group include labor market conflicts, IT and information security risks, employee-related risks, regulatory risks, and financial risks. Financial risks are further described in Note 27.

The main risks related to the company's industry and business include the following:

- **Competition Risks:** The Group operates in a highly competitive industry, with numerous food and meal delivery providers. There is a risk that current intense competition, as well as future increased competition, could lead to higher sales costs, both for acquiring new customers and for retaining existing ones.
- **Brand and Reputation Risks:** Since the Group operates in a competitive industry, its reputation and brand recognition, as well as customers associating the brands with positive values, are crucial for growth and success. Any damage to the Group's brand or reputation could negatively impact its financial results. Additionally, negative publicity regarding aspects such as ingredient freshness, mealkit quality, or food contamination could impair brand value.
- **Cost and Raw Material Risks:** The Group's main costs relate to food, and its financial performance is directly influenced by the prices of groceries, fruit, and vegetables. There is also a risk that certain products may become scarce for various reasons, and that the Group may not be able to adapt quickly to price fluctuations.
- **Production and Distribution Risks:** The Group's production is concentrated in a limited number of production facilities in Sweden, Norway, and Denmark. Business operations depend on the reliability of these facilities, and delivery reliability is crucial for service performance and customer relations. Any disruption or failure in production could make it difficult or impossible for the Group to fulfill its obligations or meet customer expectations for timely deliveries.
- **Food Safety Risks:** The handling of food requires strict adherence to traceability, hygiene, and management standards. Contamination or incorrect labeling could lead to recalls, financial losses, and damage to the brand.
- **Regulatory Risks:** The company is subject to extensive legislation, including food laws, consumer protection regulations, and sustainability requirements. Changes in legislation could lead to increased costs and affect profitability.
- **Macroeconomic Risks:** Factors such as inflation, interest rate changes, and shifts in consumer behavior could impact the willingness of households to spend and thereby affect demand for the company's services.
- **IT and Cybersecurity Risks:** The company relies on digital platforms for order management and customer interaction. A cyberattack or technical failure could disrupt its operations, result in financial losses, and damage customer trust.

Guidelines for remuneration of senior executives
Fees and other compensation for Board members, including the Chairman of the Board, are determined by the Annual General Meeting (AGM). At the AGM held on April 25, 2024, it was decided that the total remuneration for Board members for the period until the next AGM would amount to SEK 1,300,000. The Chairman of the Board will receive SEK 500,000, while Charlotte Gogstad, Johan Kleberg, Olle Qvarnström, and Therese Reuterswärd will each receive SEK 200,000. Additionally, Charlotte Gogstad and Therese Reuterswärd are included in the share option program, which was approved at the AGM on March 14, 2021.

The company aims to offer total compensation that is competitive in the market, thereby allowing it to attract and retain qualified employees. Compensation is based on an individual's position, responsibilities, and performance. Total remuneration for senior executives consists of a fixed salary, variable cash compensation, and pension benefits.
Details about the distribution of remuneration among senior executives and other employees are presented in Note 5.

Future development
Cheffelo enters 2025 with efficient business operations and a clear strategy for profitable growth. The company expects to continue its positive development with increased net sales, driven by a combination of higher order frequency, improved customer loyalty, and a continued strong customer value proposition.

In line with its financial targets, Cheffelo aims for net sales growth of 6–8% and an EBIT margin of 4–6% in the medium term.

There is continuing macroeconomic uncertainty, particularly regarding how consumer behavior will evolve. However, an improved economic outlook and increased consumer confidence are expected to contribute to higher demand, although the timing and extent of this impact, as well as market developments in each country, remain difficult to predict.

Cheffelo will continue its efforts to enhance the customer experience through personalized offerings and expanded choices. Through ongoing improvements in procurement, production, and logistics, Cheffelo aims to strengthen the contribution margin and drive increased cost efficiency. Cheffelo expects to continue benefiting from economies of scale as volumes grow. Higher delivery volumes enable better capacity utilization in production and create scale advantages in operating costs, reinforcing the company's cost structure and relative profitability.

With a stable business model, a strong market position, and a continued focus on profitable growth, the company is well-equipped to navigate future challenges and opportunities. Cheffelo remains optimistic about 2025 and is confident that through continued operational development and customer-centric innovation, it can further strengthen the company's position as a leading player in the Scandinavian mealkit market.

Employees

In December 2024, Cheffelo had 399 employees (406), of whom 142 (144) were employed in Sweden, 196 (200) in Norway, and 61 (62) in Denmark. The number of full-time equivalents for 2024 was 267 (266), of whom 48.7% were women and 51.3% were men.

Corporate Governance Report

Cheffelo has published a Corporate Governance Report for the fiscal year 2024, presented on pages 10-18. The Corporate Governance Report has been prepared in accordance with the rules of the Swedish Code of Corporate Governance (the Code).

Sustainability Report

Sustainability, social, and environmental matters are a central part of Cheffelo's code of conduct and operations. As a result, Cheffelo conducts its business in a socially responsible manner. Cheffelo prepares a sustainability report, which is presented on pages 21-46. The company is subject to the Swedish Annual Accounts Act's requirements in relation to sustainability reporting. In accordance with Chapter 6, Section 11 of the Annual Accounts Act (ÅRL), Cheffelo AB (publ) has chosen to prepare its statutory sustainability report as a separate report from the annual report.

The Sustainability Report is submitted to the Swedish Companies Registration Office along with the Annual Report.

Proposed appropriation of the company's result

The following amounts (SEK thousand) are at the disposal of the Annual General Meeting:

Share premium reserve	1,140,154
Retained earnings	-677,281
Net profit for the year	7,618
Total	470,492

The Board proposes that the result be distributed as below: (SEK thousand)

Dividend	42,093
Share premium reserve	1,098,061
To be carried forward	-699,663
Total	470,492

The Board proposes that the retained earnings of SEK 470,492 thousand be allocated, and that SEK 3.32 per share corresponding to SEK 42,093 thousand, based on the number of shares as of December 31, 2024, be distributed to the shareholders.

The dividend proposed by the Board corresponds to 8.9% of the parent company's equity and 9.5% of the Group's equity.

In light of the expected financial development, the Board considers that the proposed dividend is justified with regard to the business's goals, scope and risks, and with regard to the ability to fulfill the company's future obligations. If the dividend had been paid at the end of the year, the Group's equity ratio would have amounted to 54%. Cheffelo is expected to continue to have a good financial position after payment of the proposed dividend.

Cheffelo's dividend policy aims to provide shareholders with a dividend that provides a good return while enabling the company to invest in strategic growth opportunities.

The goal of the dividend is that it should amount to at least 50% of the cash flow from operating activities less acquisitions of fixed assets and amortization of lease liabilities over the next few years.

For the Group's and the parent company's results and position in general, please refer to the following financial statements with accompanying notes.

Financial Reports

Consolidated income statement

January 1 – December 31

SEK Thousand	Note	2024	2023
Net Sales	2	1 058 204	999 724
Other operating income	2	2 167	3 166
		1 060 371	**1 002 890**
Goods for resales		-601 108	-566 537
Other external expenses		-156 134	-149 219
Personnel costs	5	-214 201	-208 319
Depreciation and amortization		-46 579	-47 596
Other operating expenses	4	-664	-480
Operating profit		**41 684**	**30 738**
Financial income		7 663	9 440
Financial expenses		-9 006	-12 646
Net financial items	7	**-1 343**	**-3 206**
Profit before tax		**40 340**	**27 532**
Tax	8	-7 915	-8 229
Net profit for the period		**32 425**	**19 303**
Earnings per share SEK, before and after dilution			
before dilution (SEK)	10	**2.56**	**1.52**
after dilution (SEK)	10	**2.51**	**1.52**

Consolidated income statement and comprehensive income

January 1 – December 31

SEK Thousand	Note	2024	2023
Net profit for the period		**32 425**	**19 303**
Other comprehensive income			
Items that have been or may be transferred to profit/loss for the period			
Translation differences for the period when translating foreign operations		-6 278	-24 543
Tax attributable to items that have been or may be reclassified to the profit/loss for the period		–	–
		-6 278	-24 543
Items that cannot be transferred to profit/loss for the year			
		–	**–**
Other comprehensive income for the year		**-6 278**	**-24 543**
Comprehensive income for the year		**26 147**	**-5 240**

Consolidated statement of financial position

SEK Thousand	Note	31 Dec 2024	31 Dec 2023
Assets	27		
Goodwill	11	115 396	118 569
Trademarks	12	308 319	310 683
Customer contracts and relationships	13	–	1 325
Other intangible assets	14	19 508	20 122
Total intangible assets		**443 223**	**450 700**
Leasehold improvement	15	771	1 025
Machinery and other technical installations	16	5 474	7 648
Equipment	17	10 431	14 388
Right-of-use assets	28	93 461	117 037
Total tangible assets		**110 138**	**140 098**
Deferred tax assets	9	20 075	24 523
Other non-current receivables		9 026	9 143
Total other non-current assets		**29 101**	**33 666**
Total non-current assets		**582 462**	**624 465**
Inventories	18	11 164	12 897
Accounts receivable	19	20 848	14 926
Tax assets	8	3 341	1 378
Prepaid expenses and accrued income	20	13 698	14 871
Other receivables		405	456
Cash and cash equivalents	21	114 207	91 924
Total current assets		**163 662**	**136 453**
Total Assets		**746 124**	**760 918**

Consolidated statement of financial position, cont.

SEK Thousand	Note	31 Dec 2024	31 Dec 2023
Equity	22		
Share capital		1 170	1 170
Other contributed capital		1 140 154	1 162 736
Translation reserve		-411	5 867
Retained earnings including profit/loss for the year		-698 803	-731 228
Total equity		**442 111**	**438 546**
Liabilities	27		
Non-current lease liabilities	27; 28	77 963	103 039
Deferred tax liabilities	9	65 390	65 911
Total non-current liabilities		**143 354**	**168 950**
Liabilities to credit institutions	23	4 704	3 015
Current lease liabilities	27; 28	28 129	26 701
Accounts payable	27	62 013	62 613
Contractual liabilities	1; 2	5 815	6 528
Tax liabilities	8	1 550	2 666
Other liabilities	25	16 057	13 126
Accrued expenses and prepaid income	26	42 392	38 774
Total current liabilities		**160 660**	**153 422**
Total liabilities		**304 013**	**322 372**
Total equity and liabilities		**746 124**	**760 918**

Consolidated statement of equity

	Equity attributable to shareholders in the parent company				
SEK Thousand	Share Capital	Other contributed Capital	Conversion reserve	Balanced earnings including this year's results	Total Equity
Opening Equity, 1 January 2023	1 170	1 166 540	30 411	-750 531	447 590
Comprehensive income for the year					
Net profit for the year				19 303	19 303
Other comprehensive income for the year			-24 543		-24 543
Comprehensive income for the year	–	–	-24 543	19 303	-5 240
Transactions with the Group's owners					
Contribution from and value transfers to owners					
Dividends paid		-3 804			-3 804
Total transactions with the Group's owners	–	-3 804	–	–	-3 804
Closing Equity, 31 December 2023	1 170	1 162 736	5 867	-731 228	438 546

Consolidated statement of equity, cont.

	Equity attributable to shareholders in the parent company				
SEK Thousand	Share Capital	Other contributed Capital	Conversion reserve	Balanced earnings including this year's results	Total Equity
Opening Equity, 1 January 2024	1 170	1 162 736	5 867	-731 228	438 546
Comprehensive income for the year					
Net profit for the year				32 425	32 425
Other comprehensive income for the year			-6 278		-6 278
Comprehensive income for the year	–	–	-6 278	32 425	26 147
Transactions with the Group's owners					
Contribution from and value transfers to owners					
Dividends paid		-22 568			-22 568
Repurchase warrants		-14			-14
Total transactions with the Group's owners		-22 582	–	–	-22 582
Closing Equity, 31 December 2024	1 170	1 140 155	-411	-698 803	442 111

Consolidated statement of cash flows

January 1 – December 31

SEK Thousand	Note	2024	2023
Operating activities	33		
Profit before tax		40 340	27 532
Income tax paid		-5 345	-4 624
Adjustment for items not included in cash-flow		45 445	46 073
Cash flow before changes in Net working capital		**80 441**	**68 981**
Increase (–)/Decrease (+) in inventories		1 732	15
Increase (–)/Decrease (+) in operating receivables		-4 705	-7 320
Increase (+)/Decrease (–) in operating liabilities		7 630	20 527
Cash flow from operating activities		**85 097**	**82 202**
Investment activities			
Acquisition of tangible assets		-2 073	-703
Acquisition of intangible assets		-8 920	-10 735
Cash flow from investment activities		**-10 992**	**-11 437**
Financing activities			
Repurchase warrants		-14	–
Dividends paid		-22 568	-3 804
Amortization of lease liability		-27 385	-25 549
Cash flow from financing activities		**-49 966**	**-29 352**
Cash flow for the period		24 139	41 413
Cash and cash equivalents at the beginning of the period		91 924	56 002
Exchange rate difference in cash and cash equivalents		-1 856	-5 490
Cash and cash equivalents at the end of the period		**114 207**	**91 924**

Parent company - Income statement

January 1 – December 31

SEK Thousand	Note	2024	2023
Net Sales		4 764	4 508
		4 764	4 508
Personnel costs	5	-10 741	-9 818
Other operating expenses	4	-3 491	-3 998
Operating loss		**-9 469**	**-9 308**
Result from financial items:			
Interest income	7	5 644	5 798
Interest expenses	7	-7	-1
Loss after financial items		**-3 832**	**-3 512**
Received group contribution		12 000	–
Profit/loss before tax		**8 168**	**-3 512**
Tax	8	-549	1 886
Net profit/loss		**7 618**	**-1 625**

Parent company – Statement of financial position

January 1 – December 31

SEK Thousand	Note	31 Dec 2024	31 Dec 2023
Assets			
Non-current assets			
Financial fixed assets			
Shares in subsidiaries	32	296 354	296 354
Deferred tax asset	9	7 498	8 048
Total financial assets		303 852	304 402
Total non-current assets		**303 852**	**304 402**
Current assets			
Short term receivables			
Receivables from Group companies	31	163 397	182 306
Current tax asset		431	452
Other receivables		135	129
Prepaid costs and accrued revenue	20	311	241
Total short term receivables		164 273	183 128
Cash and cash equivalents	21	10 007	5 000
Total current assets		**174 280**	**188 128**
Total Assets		**478 133**	**492 530**

Parent company – Statement of financial position, cont.

January 1 – December 31

SEK Thousand	Note	31 Dec 2024	31 Dec 2023
SEK Thousand			
Equity	22		
Restricted equity			
Share capital		1 170	1 170
Non-restricted equity			
Premium reserve		1 140 154	1 162 736
Retained earnings		-677 281	-675 655
Profit/loss for the year		7 618	-1 625
Total Equity		**471 662**	**486 625**
Current liabilities			
Accounts payable		238	158
Other liabilities		1 213	1 166
Accrued expenses and prepaid income	26	5 020	4 581
Total current liabilities		6 471	5 905
Total equity and liabilities		**478 133**	**492 530**

Parent company - Equity statement

January 1 – December 31

SEK Thousand	Restricted equity	Unrestricted equity		
	Share Capital	Share premiums	Balanced earnings including this years's results	Total Equity
Opening Equity, 1 January 2023	1 170	1 166 540	-675 655	492 054
Comprehensive income for the year				
Net profit for the year			-1 625	-1 625
Other comprehensive income for the year				–
Comprehensive income for the year	–	–	-1 625	-1 625
Dividends paid		-3 804		-3 804
Closing Equity, 31 December 2023	1 170	1 162 736	-677 281	486 625

SEK Thousand	Restricted equity	Unrestricted equity		
	Share Capital	Share premiums	Balanced earnings including this years's results	Total Equity
Opening Equity, 1 January 2024	1 170	1 162 736	-677 281	486 625
Comprehensive income for the year				
Net profit for the year			7 618	7 618
Other comprehensive income for the year				–
Comprehensive income for the year	–	–	7 618	7 618
Dividends paid		-22 568		-22 568
Repurchase warrants		-14		-14
Closing Equity, 31 December 2024	1 170	1 140 154	-669 662	471 662

Parent company - Statement of cash flows

January 1 – December 31

SEK Thousand	Note	2024	2023
Operating activities	33		
Profit/loss before tax		8 168	-3 512
Adjustment for items not included in cash-flow		–	–
		8 168	-3 512
Increase (–)/Decrease (+) in operating receivables		18 855	10 584
Increase (+)/Decrease (–) in operating liabilities		566	1 732
Cash flow from operating activities		**27 588**	**8 804**
Investment activities			
Cash flow from investment activities		–	–
Financing activities			
Dividends paid		-22 568	-3 804
Repurchase warrants		-14	–
Cash flow from financing activities		**-22 581**	**-3 804**
Cash flow for the period		5 007	5 000
Cash and cash equivalents at the beginning of the period		5 000	–
Cash and cash equivalents at the end of the period		10 007	5 000

Noter

Note 1 Important accounting principles

(a) Compliance with standards and the law
The Group's Financial Statement has been prepared in accordance with IFRS Accounting Standards issued by the International Accounting Standards Board (IASB) as adopted by the EU. Furthermore, the Swedish Financial Reporting Board's recommendation RFR 1 Supplementary Accounting Rules for Group Concerns has been applied.

The parent company applies the same accounting principles as the Group except in the cases listed below in the section "Parent company accounting principles".
The annual report and consolidated accounts have been approved for issuance by the Board of Directors and the CEO on March 25, 2025. The Group's report on results and other comprehensive income and report on financial position and the parent company's income statement and balance sheet will be subject to approval by the Annual General Meeting on April 24, 2025.

(b) Valuation criteria applied when preparing the financial statements
Assets and liabilities are recognised at historical acquisition value.

(c) Functional currency and reporting currency
The parent company's functional currency is SEK, which is also the reporting currency for the parent company and for the Group. This means that the financial reports are presented in SEK.

(d) Assessments and estimates in the financial statements
Assessments made by management in the application of IFRS that have a significant impact on financial statements and estimates that may result in significant adjustments in the following year's financial statements are described in more detail in Note 35.

(e) New IFRS which is not yet in place
New and amended IFRS with future application is not expected to have a material effect on the company's financial reports.

(f) Consolidation principles and business acquisitions
(i) Subsidiaries
Subsidiaries are defined as companies that are under the control of Cheffelo AB (publ). There is control if Cheffelo AB (publ) has influence over the investment, is exposed to or is entitled to variable returns from its involvement and can use its influence over the investment to influence returns.

Goodwill and trademarks are not depreciated but tested for impairment at least once per year. Other intangible assets in the consolidated financial statements are amortized over the asset's expected economic life.

(g) Foreign currency
(i) Foreign operations' financial statements
Assets and liabilities in foreign operations, including goodwill and other Group surplus and undervalues, are translated from the functional currency of the foreign operation into the Group's reporting currency, SEK, at the exchange rate prevailing at the balance sheet date. Income and expenses in a foreign operation are translated into SEK at an average value that approximates the prevailing exchange rates on each transaction date.

(h) Revenue
(i) Performance commitments and revenue accounting principles
The Group's revenue consists mainly of revenue from the sale of goods (mealkits). The revenue is reported when the Group has delivered the goods to the customer. Since several types of goods are delivered at the same time, the Group has chosen not to allocate the replacement of the various goods in a mealkit on different performance commitments. Customer loyalty schemes that enable customers to acquire additional goods at a discount are considered to give the customer a substantial right and thus constitute a separate commitment, see below.

Payment is made by card payment or invoice. In case of card payment, the customer will be charged a few days after delivery. Invoices usually become due within 14 days, but to a large extent they are sold on to factoring with immediate payment without recourse. The smaller proportion of invoices that have recourse has been transferred to a bank and cash and cash equivalents received. These trade receivables have not been written off from the financial position statement because the company retains the principal risks and benefits, which is the credit risk. The amount received from the bank is reported as a bank loan.

(ii) Customer loyalty programme

The Group has a customer loyalty program wherein the customer receives points for completed purchases. These are used to give the customer a discount on future purchases. Loyalty points are reported as a separate delivery item. This is done by allocating part of the received compensation to loyalty points, based on standalone sales prices and considering the number of points expected to be redeemed.

The amount allocated to the loyalty program is initially recognised as prepaid income (contractual liability) in the financial position report and is recognised as income when the loyalty points are exercised or matured. Loyalty Points must be repaid within 12 months, after which unused points expire. The Group continuously assesses the expected redemption rate based on historical redemption data and adjusts the allocation of the consideration to the customer loyalty program as needed.

(i) Leasing

When an agreement is concluded, the Group assesses whether the agreement is, or contains, a lease. A contract is, or contains, a lease if it transfers the right to determine for a certain period the use of an identified asset in exchange for payment.

(i) Leases where the group is a lessee

The leasing liability is divided into long-term and short-term elements. Lease payments are typically discounted using the Group's marginal borrowing rate, which, in addition to the Group's/company's credit risk, reflects the respective lease term, currency, and quality of the underlying asset intended as collateral. However, in cases where the implicit rate of the lease can be readily determined, that rate is used, as is the case for parts of the Group's leases of production equipment."

Group presents right of use assets and lease liabilities as separate items in the statement of financial position.

For leases that have a lease term of 12 months or less or with an underlying asset of low value, less than SEK 50,000, no right of use asset or lease liability is recognised. Leasing fees for these leases are recognised as an expense on a straight line basis over the lease period.

(j) Taxes

(i) Deferred tax

Deferred tax assets are reported in the financial position report to the extent that it is likely that the tax benefit will be utilized. Deferred tax is calculated with the application of the tax rates and rules that are determined, or de facto determined, at the balance sheet date.

(k) Financial instruments

Trade receivables are recognised when they are issued. The Group makes use of factoring. For the majority of accountsreceivable transferred to the factoring company, the credit risk ceases, which is why the customer receivable is derecognized at that time. For a small proportion of transferred accounts receivable, the factoring company has a right of regress. These accounts receivable and debt to the factoring company are only derecognized once payment has been received from the customer.

(i) Financial assets

The Group's financial assets, primarily trade receivables and other receivables, are classified as valued at accrued acquisition value.

(ii) Financial liabilities

The Group's financial liabilities are classified as valued at accrued acquisition value. Financial liabilities valued at accrued acquisition value mainly refer to trade payables, other current liabilities and interest-bearing liabilities.

(iii) Impairment of financial assets

Financial instruments

The loss reserve for trade receivables is always valued at an amount corresponding to expected credit losses during the remaining term of the receivable.

When it is determined whether a financial asset's credit risk has increased significantly since the initial recognition and when calculating expected credit losses, the Group assumes reasonable and verifiable information that is relevant and available without unnecessary costs or resources. This includes both quantitative and qualitative information and analysis based on the Group's historical experience and credit assessment and including forward - looking information.

The Group applies the simplified method for calculating expected credit losses. The Group estimates that the credit risk on a financial asset has increased significantly if it is overdue by more than 30 days.

The Group assesses that a financial asset is in default when:
– it is unlikely that the borrower will pay all his credit obligations to the Group, without the Group having recourse such as realising a security (if any is held); Or
– the financial asset is overdue more than 90 days.

(l) Tangible fixed assets

Tangible fixed assets are reported in the Group at acquisition value after deductions for accumulated depreciation and any write-downs. The acquisition value includes the purchase price and expenses directly attributable to the asset to bring it into place and into a condition where it may be used in accordance with the purpose for which it was acquired.

The carrying amount of a tangible fixed assets is removed from the statement of financial position on scrapping or divestment.

The gain or loss arising from the scrapping or divestment of an asset is the difference between the selling price and the carrying amount of the asset. Profit and loss are recognised as other operating income/expense.

(i) Depreciation principles

Depreciation occurs on a straight-line basis over the estimated period of use of the asset. Depreciation is made to the estimated residual value, which is normally estimated at zero. Leased assets are also amortised over their estimated useful life or, if shorter, over the agreed lease period.

Estimated useful lives:

• Leasehold improvement costs	Contract length
• machinery and technical fixed assets	3–5 years
• Equipment	5 years

(m) Intangible assets
(i) Goodwill
Goodwill is not amortized but is tested annually for potential impairment and whenever there are indications of impairment. Goodwill is allocated to cash-generating units that are expected to benefit from the synergies arising from the goodwill-generating unit. Each cash-generating unit to which goodwill has been allocated represents the lowest level within the entity at which goodwill is monitored internally.

An impairment is recognized when an asset's carrying amount exceeds its recoverable amount.

Goodwill is recognized at cost less any accumulated impairment losses.

(ii) Other intangible assets
Intangible fixed assets mainly consist of brands and customer relationships that are reported as a result of business acquisitions. Trademarks are tested for impairment at least annually, as they are considered to have an indefinite useful life.

(iii) Depreciation principles
Depreciation is reported in the profit and loss statement for the year on a straight-line basis, over the estimated useful lives of intangible assets to the estimated residual value of zero.

The estimated useful lives are:

• customer contracts and relationships	7 years
• other intangible assets	5 years

(n) Inventories
Inventories are valued at the lower of acquisition value and net realisable value. The acquisition values of inventory items are calculated by applying the first-expired, first-out (FEFO) method and include expenses incurred in the acquisition of inventories and their transportation to their current location and state. During the year, the valuation method was changed from the First In, First Out (FIFO) principle to a method that ensures items with the earliest expiration date are picked first. This change has been implemented to optimize inventory value management and reduce waste but has not had a significant impact on the valuation of the inventory.

(o) Impairment losses
The Group's reported assets are assessed at each balance sheet date to determine whether there is an indication of impairment. IAS 36 is applied to impairment losses of assets other than financial assets which are reported in accordance with IFRS 9, inventories and deferred tax assets.

(i) Impairment of tangible and intangible assets
If an indication of impairment is available, the recoverable amount of the asset is calculated (see below). In addition, for goodwill, other intangible assets with an indeterminable useful life and intangible assets that are not yet ready for use, the recoverable amount is calculated annually.

When impairment is identified for a cash-generating unit (group of units), the impairment amount is first allocated to goodwill. Subsequently, a proportional impairment of other assets within the unit (group of units) is made. The carrying amount of an individual asset is not reduced below its recoverable amount or zero. An impairment is recognized as an expense in the current year's profit and loss statement.

(ii) Reversal of impairment
An impairment loss on assets included in the IAS 36 application area is reversed if there is both an indication that the impairment requirement no longer exists and there has been a change in the assumptions on which the recoverable amount was calculated. However, impairment of goodwill is never reversed.

(p) Employee remunerations
(i) Short-term remunerations
Short-term employee remunerations are calculated without a discount and are recognised as an expense when the related services are received.

(ii) Defined contribution pension plans
Defined contribution pension plans are those plans where the company's obligation is limited to the contributions the company has undertaken to pay. The company's obligations regarding contributions to defined contribution plans are recognised as an expense in the profit and loss statement for the year at the rate they are earned by the employees' performing services on behalf of the company over a period.

Parent company accounting principles
The parent company has prepared its annual report in accordance with the Annual Accounts Act (1995: 1554) and the Swedish Financial Council reporting recommendation RFR 2 Accounting for legal entities. Also, by the Financial Reporting Board issued statements applicable to listed companies are applied. RFR 2 means that the parent company in the annual report for the legal person must apply all adopted by the EU IFRS and statements as far as possible within the framework for the Annual Accounts Act, the Social Security Act and with regard to the connection between accounting and taxation. The recommendation indicates which exceptions and additions to IFRS to be done.

Differences between the Group's and the Parent Company's accounting principles.
The differences between the Group's and the Parent Company's accounting principles are set out below. The ones listed below the accounting principles for the parent company have been applied consistent in all periods presented in the parent company's financial reports.

Classification and layout forms
An income statement and a report are reported for the parent company over profit and other comprehensive income, there for the group these two reports together constitute a report of results and other comprehensive income. It is also used for the parent company the terms balance sheet and cash flow analysis for the reports that in the group have the titles report over financial position and cash flow statement, respectively.

The income statement and balance sheet have been prepared for the parent company according to the schedules of the Annual Accounts Act, while the report of results and other comprehensive income, the report of changes in equity and the cash flow analysis are based on IAS 1 Presentation of financial statements, respectively IAS 7 Cash flow statement. The differences from the group's reports that apply to the parent company's earnings and balance sheets mainly consist of accounting of own capital and deferred tax assets.

Subsidiary
Shares in subsidiaries are reported in the parent company in accordance with the acquisition value method. This means that transaction expenses included in the carrying amount of holdings in subsidiaries. In the consolidated accounts, transaction expenses are reported attributable to subsidiaries directly in the result when these arise.

Financial instruments and hedge accounting
The parent company has chosen not to apply IFRS 9 for financial instrument. However, some of the principles in IFRS 9 are still in place applicable - such as for write-downs, booking / cancellation and the effective interest method for interest income and interest expenses.

Group contribution
Group contributions received / submitted are reported as a year-end appropriation in the income statement. The received / left the group contribution has affected the company's current tax.

Note 2 Revenues

Revenue streams

Group	Total	
SEK Thousand	2024	2023
Revenues from contracts with customers	1 058 204	999 724
Other operating income	2 167	3 166
	1 060 371	1 002 890

Net sales refer to the sale of mealkits containing well-planned and healthy recipes and food.

Distribution of revenue from contracts with customers

The distribution of revenue from contracts with customers in main geographic markets, major product and service areas and the time of revenue recognition are summarized below,

Group	Total	
SEK Thousand	2024	2023
Geographic market		
Norway	505 530	508 649
Sweden	403 088	369 974
Denmark	149 585	121 101
Sum	1 058 204	999 724
Time of revenue recognition		
Goods recognized at a given time	1 058 204	999 724
Total Revenue from contracts with Customers	1 058 204	999 724
Other income	2 167	3 166
Total External Revenue	1 060 371	1 002 890

Contractual liabilities

Information on receivables and contractual liabilities from contracts with customers is summarized below.

Group		
SEK Thousand	31.12.2024	31.12.2023
Accounts receivable	20 848	14 926
Contractual liabilities	5 815	6 528

Contractual liabilities consist of customer loyalty points that have not been utilized. The Group has customer loyalty programs that run for 12 months, previously 36 months; therefore the loyalty program has been reclassified from long-term contractual liabilities to short-term contractual liabilities. Revenues related to these programs will be recognized over the upcoming year. In the event that a customer has not made any purchases in the last three months, accrued points will expire.

Note 3 Revenues and operating segments

The Group's operations are divided into operating segments based on which parts of the business the company's top decision makers follow up, so-called "management approach" or company's management perspective.

The Group's operations are organised in such a way that Group management makes forecasts and monitors the results generated in the Group's various geographic markets. Every operating segment has its own operational business and regularly reports the outcome of the operating segment's performance and resource requirements to Group Management. As Group Management monitors the results of operations and decides on resource allocation based on the geographical markets, these constitute the Group's operating segments.

The Group's internal reporting is therefore structured so that group management can monitor all geographical markets' Performances and results. It is on the basis of this internal reporting that the Group's segments have been identified, as the different parts have undergone a process aimed at merging segments that are similar. This means that segments have been merged when they have similar economic characteristics, such as similar gross margins, and that production processes, customers and distribution methods; and that they operate in an environment with similar regulations.

The classification into operating segments is based on different geographical markets.

The following operating segments have been identified:

- Norway
- Sweden
- Denmark

The operating segments' results have included directly attributable items and items that can be allocated to the segments in a reasonable and reliable manner. The reported items in operating segments' earnings are valued in accordance with the earnings that the company's top decision makers follow up.

Transfer prices between the Group's different operating segments are set on the basis of the principle of "arm's length" i.e. between independent parties, well informed and with an interest in the conduct of transactions.

Geographic market Group SEK Thousand	2024	2023
Total Assets		
Norway	314 003	337 043
Sweden	224 748	235 617
Denmark	14 610	18 139
	553 361	590 798

Information about major customers
The group has no major customers.

Group Operating Segments	Norway		Sweden		Denmark		Group-wide and Eliminations		Total consolidated	
SEK Thousand	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023
Net sales from external customers	505 530	508 649	403 088	369 974	149 585	121 101	–	–	1 058 204	999 724
Operating profit before depreciation (EBITDA)	22 432	34 122	36 182	23 917	4 875	-4 062	25 439	24 837	88 928	78 815
Depreciation									-46 579	-47 596
Other operating expenses									-664	-480
Financial items, net									-1 343	-3 206
Consolidated profit before tax									40 340	27 532

"The column "Group-wide and eliminations" regarding "Operating profit", refers to costs for Group-wide functions of MSEK -8,0 (-7,9) and differences in accounting principles of MSEK 33,4 (32,7). The differences in accounting principles between the information regarding the operating segments and the principles applied in the preparation of the financial statements consist of the application of IFRS 16 Leasing"

Note 4 Other operating expenses

SEK Thousand	2024	2023
Group		
Exchange losses on receivables/liabilities of an operating nature	-664	-480
	-664	-480
Parent company		
Exchange losses on receivables/liabilities of an operating nature	–	–
Audit fee	-917	-737
Consultancy fee	-424	-1 281
Other	-2 150	-1 980
	-3 491	-3 998

Note 5 Employees, personnel expenses and remuneration to senior executives

Employee remunerations SEK Thousand	2024	2023
Group		
Salaries and allowances, etc.	161 424	151 708
Pension costs, defined contribution plans (see further note 24)	11 846	10 838
Social security fees	32 915	31 695
Other compensations	8 016	14 079
	214 201	208 319

Average number of employees	2024	Men%	2023	Men%
Parent company				
Sweden	3	100%	3	100%
Total parent company	3	100%	3	100%
Subsidiaries				
Sweden	97	51 %	98	50 %
Denmark	39	34 %	39	33 %
Norway	127	55 %	126	51 %
Total Subsidiaries	264	50 %	263	48 %
Group total	267	51 %	266	48 %

Gender balance in management	31 Dec 2024 Percentage of women	31 Dec 2023 Percentage of women
Parent company		
Board	40%	40 %
Other senior management	17%	17 %
Group		
Board	24%	24 %
Other senior management	17%	17 %

Note 5 Employees, personnel expenses and remuneration to senior executives, cont.

Salaries and other remuneration and pension costs for senior executives parent company			
Parent company	2024		
TSEK Thousand	Senior management	Other employees	Total
Salaries and allowances	6 981	1 109	8 090
of which bonuses, and the like	–	–	–
Parent company total	6 981	1 109	8 090
of which bonuses, and the like	–	–	–
Social expenses	3 355	579	3 934
of which pension cost	935	185	1 120

SEK Thousand	2023		
SEK Thousand	Senior management	Other employees	Total
Salaries and allowances	6 239	1 211	7 450
of which bonuses, and the like	–	–	–
Parent company total	6 239	1 211	7 450
of which bonuses, and the like	–	–	–
Social expenses	3 037	625	3 662
of which pension cost	866	177	1 043

Salaries and other remuneration and pension costs for senior executives in the Group		
Group	2024	2023
SEK Thousand	Senior management (6 persons)	Senior management (6 persons)
Salaries and allowances	15 984	15 152
of which bonuses, and the like	–	–
Pension	1 968	1 550

Long-term incentive programs

At the annual general meeting in 2021, the shareholders of Cheffelo adopted a long-term incentive program based on warrants directed to external members of the board of directors. A total of 48 000 warrants were authorized, of which 19 200 are currently outstanding at a strike price of SEK 83.2 in 2025. The strike price has been adjusted for dividends paid in 2022, 2023 and 2024.

At the annual general meeting in 2022, the shareholders of Cheffelo resolved to adopt a long-term incentive program aimed at the Company's executive management and other key employees. A total of 215 000 warrants were authorized, of which 125 000 are currently outstanding at a strike price of SEK 28.4 in 2025. The strike price has been adjusted for dividends paid in 2023 and 2024.

At the annual general meeting in 2023, the shareholders of Cheffelo resolved to adopt a long-term incentive program aimed at the Company's executive management and other key employees. A total of 380 000 warrants were authorized, of which 216 832 are currently outstanding at a strike price of SEK 20.6 in 2025. The strike price has been adjusted for dividend paid in 2024. The average share price at the end of 2024 exceeded te exercuse price of the program.

If all outstanding warrants as of 2024-12-31 are fully exercised, the warrant programs from 2021, 2022, and 2023 would result in a dilution of 2.8%. The dilution, considering only the programs with an exercise price lower than the average share price at the end of 2024, would be 1.7%.

Guidelines for remuneration to senior executives

At the 2021 annual general meeting, principles for remuneration to senior executives were decided. The company strives to offer a total compensation that is market-based and that thereby able to attract and retain qualified employees. The compensation must be based on the employee's position, responsibilities and performance. The total compensation to senior executives shall consist of fixed salary, variable cash compensation and pension. The fixed salary forms the basis of the total compensation. The fixed salary must be based on of the group management member competence, responsibility and performance and must be competitive in relation to the current market standard. The variable compensation must be linked predetermined and measurable criteria and is mainly based on the group's financial results for each year. Variable compensation paid in cash must not exceed 100% of the fixed salary. Pensions must be designed in such a way that they reflect normally accepted levels and customs in the country where the group management member is employed. If possible, the pensions should be premium determined. The group applies a notice period of a maximum of twelve months. At own termination generally applies to six months' notice. Upon dismissal from Cheffelo on the Group's side, severance pay can be paid with up to nine months' salary. In addition to the aforementioned movable compensation may be added from time to time decided share-based incentive programs, which must be decided by the annual general meeting.

Note 6 Remuneration to auditors

SEK Thousand	2024	2023
Group		
KPMG AB		
Audit	1 199	1 115
Auditors' activities over and above the auditing assignment	274	170
Tax advice	60	60
KPMG AS		
Audit	449	383
Auditors' activities over and above the auditing assignment	43	116
Beierholm		
Audit	316	564
Auditors' activities over and above the auditing assignment	57	–
	2 398	2 408

SEK Thousand	2024	2023
Parent company		
KPMG AB		
Audit	708	632
Auditors' activities over and above the auditing assignment	189	85
Tax advice	20	20
	917	737

Audit assignments refer to statutory audits of the annual and consolidated accounts and book-keeping as well as the board's and the CEO's management as well as audit and other review carried out in accordance with agreement.

This includes other tasks that the company's auditor is responsible for performing, as well as advice or other assistance that has been prompted by observations during such review or the implementation of such other tasks.

Note 7 Net financial items.

Group SEK Thousand	2024	2023
Interest income	3 804	2 814
Exchange rate gains	3 859	6 626
Total interest income derived from financial assets valued at amortised acquisition value	**7 663**	**9 440**
Financial liabilities measured at amortised acquisition value – interest expense		
Interest expenses relating to leasing	-6 011	-7 179
Other interest expenses	-49	-115
Exchange rate losses	-2 725	-5 103
Other financial expenses	-221	-249
Financial expenses	**-9 006**	**-12 646**
Net financial items reported in earnings	**-1 343**	**-3 206**

Parent company TSEK Thousand	2024	2023
Interest income and similar income items		
Interest income, group	5 492	5 797
Other	152	1
Total	5 644	5 798
Interest expenses and similar expense items		
Other interest expenses	-7	-1
Total	-7	-1
whereof Group	–	–
whereof other	-7	-1

Note 8 Taxes

Reported in the profit and loss statement

Group SEK Thousand	2024	2023
Current tax expense		
Tax expense for the year	-3 654	-5 115
	-3 654	-5 115
Deferred tax expense		
Deferred tax on temporary differences	-4 262	-3 114
	-4 262	-3 114
Total reported tax expense for the Group	-7 915	-8 229

Parent company SEK Thousand	2024	2023
Deferred tax expense		
Deferred tax on temporary differences	-549	1 886
	-549	1 886
Total reported tax expense for the parent company	-549	1 886

Reconciliation of effective tax Group SEK Thousand		2024		2023
Profit before tax		40 340		27 532
Tax at the applicable tax rate for Parent company	20.6%	-8 310	20,6%	-5 672
The effect of other tax rates for foreign Subsidiaries	1.0%	403	1.4%	384
Non-deductible or non-taxable items	-3.3%	-1 312	-7.8%	-2 143
Effect of other permanent differences	-1.7%	-676	-1.2%	-329
Increase in loss carry forwards without corresponding activation of deferred tax	0.0%	–	-5.8%	-1 606
Utilization of previously unrecognized tax loss carryforwards	0.7%	298	0.0%	–
Tax attributable to previous years	1.3%	521	-0.2%	-57
Tax financial net	2.9%	1 161	3.0%	1 194
Reported effective tax	***-19.6%***	***-7 915***	***-29.9%***	***-8 229***

For the years 2023 and 2024, the reimbursement of interest expenses is included, as interest deduction restrictions exist for these years.

Parent company SEK Thousand		2024		2023
Profit before tax		8 168		-3 512
Tax at the applicable tax rate for Parent company	20.6%	-1 683	20.6%	723
Non-deductible or non-taxable items	0.1%	-6	-0,1%	-4
Tax attributable to previous years	0.3%	-22	-0,8%	-27
Tax financial net	-14.2%	1 161	34,0%	1 194
Reported effective tax	***6.7%***	***-549***	***53.7%***	***1 886***

Not 9 Deffered Tax

SEK Thousand	2024	2023
Opening balance	-41 388	-40 993
Tax loss carryforward	-4 283	-3 584
IFRS 16 leasing	-138	637
Depreciation	–	495
Translation difference	493	2 057
Closing balance 2023-12-31	-45 316	-41 388
Deferred tax liability		
Assets	-65 390	-65 911
Total deferred tax liability	-65 390	-65 911
Deferred tax asset		
Deficit	17 550	21 861
IFRS 16 leasing	2 525	2 663
Total deferred tax asset	20 075	24 523

In the parent company, the deferred tax assets amount to KSEK 7,498 (8,048)

Deferred tax assets are recognized based on expected gains in the coming years.

Unrecognized deferred tax assets
Deductible temporary differences and tax loss deductions for which deferred tax assets have not been recognized in the financial position report.

Group SEK Thousand	2024	2023
Tax deficits	32 508	32 744
	32 508	32 744
Parent company		
Tax deficits	–	–
	–	–

In addition to the above deficits, there are unused deficits attributable to interest deduction restrictions that are limited in time.

Note 10 Earnings As of share

Earnings As of share before dilution

SEK Thousand	2024	2023
Earnings As of share	2.56	1.52

Earnings As of share after dilution

SEK Thousand	2024	2023
Earnings As of share	2.51	1.52

The amounts used in numerators and denominators are set out below.

Earnings As of share, before and after dilution

Profit for the year attributable to the parent company's shareholders.

SEK Thousand	2024	2023
Profit for the year attributable to shareholders of the parent company	32 425	19 303
Profit attributable to the parent company's shareholders	32 425	19 303

Weighted average number of shares, before dilution

thousand shares	2024	2023
Weighted average number of shares	12 679	12 679
Weighted average number of shares, before and after dilution	12 679	12 679

Weighted average number of shares, after dilution

thousand shares	2024	2023
Weighted average number of shares	12 679	12 679
Effect of warrants	217	–
Weighted average number of shares, after dilution	12 895	12 679

Not 11 Goodwill

Group SEK Thousand	2024	2023
Cumulative acquisition value		
Opening balance	659 569	671 872
Exchange rate differences for the year	-3 173	-12 302
Closing balance	656 396	659 569
Accumulated depreciation		
Opening balance	-541 000	-541 000
Impairment	–	–
Closing balance	-541 000	-541 000
Carrying values		
Opening balance	118 569	130 872
Closing balance	115 396	118 569

Impairment testing of goodwill and brands

Goodwill and brands are distributed among the Group's cash-generating units as follows:

SEK Thousand	Goodwill	Trademarks
Sweden	11 308	176 654
Norway	99 222	131 664
Denmark	4 866	–
Carrying value 2024-12-31	115 396	308 319
Sweden	11 308	176 654
Norway	103 450	134 028
Denmark	3 812	–
Carrying value 2023-12-31	118 569	310 683

The fair value is based on the value in use, which is calculated based on discounted futures cash flows. These estimated future cash flows are based on the budget for the future year and an assumption about the financial development for a five-year period. The forecasts are based on assumptions about turnover and EBIT margins, based on historical experience and the company's upcoming planned launches. The cash flows calculated after the first five years have been based on a constant annual growth rate of 2% for all countries.

The annual impairment test conducted at the end of 2024 did not result in any impairments.

The discount rate which applied for the present value calculation of expected future cash flows consists of a weighted average cost of capital (WACC) after tax..

The following discount rates have been used:

Pre-tax discount rate (WACC), %	2024	2023
Sweden	17.3	21.5
Norway	18.7	23.1
Denmark	17.6	21.8

After -tax discount rate (WACC), %	2024	2023
Sweden	13.7	17.1
Norway	14.6	18.0
Denmark	13.7	17.0

A sensitivity analysis has been carried out on the updated test results, regarding further change in discount rate and growth assumptions. The group management assesses that reasonable changes in these variables (assumptions) would not have such significant effects that each individually would reduce the recoverable amount to a value lower than the carrying amount after impairment.

Note 12 Trademarks

Group SEK Thousand	2024	2023
Cumulative acquisition value		
Opening balance	313 689	323 204
Exchange rate differences	-2 364	-9 515
Closing balance	311 324	313 689
Accumulated depreciation and amortisation		
Opening balance	-3 005	-3 005
Closing balance	-3 005	-3 005
Carrying amounts		
Opening balance	310 683	320 198
Closing balance	308 319	310 683

Given the strong brands that the company holds, the company believes that there is no specific useful life and thus no depreciation according to plan. Trademarks are subject to impairment in accordance with the same principle as for Goodwill, see note 11.

Note 13 Customer contracts and relationships

Group SEK Thousand	2024	2023
Cumulative acquisition value		
Opening balance	96 894	98 017
Exchange rate differences	-306	-1 123
Closing balance	96 588	96 894
Accumulated depreciation and amortisation		
Opening balance	-95 569	-94 217
Depreciations	-1 320	-2 302
Exchange rate differences	301	950
Closing balance	-96 588	-95 569
Carrying amounts		
Opening balance	1 325	3 800
Closing balance	0	1 325

Note 14 Other intangible assets

Group SEK Thousand	2024	2023
Cumulative acquisition value		
Opening balance	66 479	58 876
Other investments	8 797	10 573
Exchange rate differences	-885	-2 970
Closing balance	74 392	66 479
Accumulated depreciation		
Opening balance	-46 358	-39 201
Depreciations	-9 191	-9 039
Exchange rate differences	664	1 882
Closing balance	-54 884	-46 358
Carrying amounts		
Opening balance	20 122	19 675
Closing balance	19 508	20 122

Other intangible assets consist mainly of the Group's proprietary technical and digitial platform which the Group's business processes.

Note 15 Improvement expenses to third party property

Group SEK Thousand	2024	2023
Acquisition Value		
Opening balance	8 115	8 072
Acquisitions	–	76
Exchange rate differences	-9	-33
Closing balance	8 106	8 115
Depreciations		
Opening balance	-7 090	-6 356
Depreciations	-248	-737
Exchange rate differences	2	3
Closing balance	-7 336	-7 090
Carrying amounts		
Opening balance	1 025	1 716
Closing balance	771	1 025

Note 16 Machinery and other technical fixed assets

Group SEK Thousand	2024	2023
Acquisition Value		
Opening balance	21 549	22 399
Acquisitions	955	–
Divestments	–	-46
Exchange rate differences	192	-804
Closing balance	22 696	21 549
Depreciations		
Opening balance	-13 901	-11 096
Depreciations	-3 202	-3 250
Divestments	–	39
Exchange rate differences	-120	406
Closing balance	-17 222	-13 901
Carrying amounts		
Opening balance	7 648	11 303
Closing balance	5 474	7 648

Note 17 Equipment

Group SEK Thousand	2024	2023
Acquisition Value		
Opening balance	37 638	38 207
Acquisitions	497	578
Ongoing construction	611	–
Exchange rate differences	23	-1 147
Closing balance	38 769	37 638
Depreciations		
Opening balance	-23 251	-18 476
Depreciations	-5 151	-5 484
Exchange rate differences	64	710
Closing balance	-28 338	-23 250
Carrying amounts		
Opening balance	14 388	19 731
Closing balance	10 431	14 388

Note 18 Inventory

Group SEK Thousand	31 Dec 2024	31 Dec 2023
Commodities	11 164	12 897
	11 164	12 897

The valuation method for inventory was changed during the year from the first-in, first-out principle (FIFO) to the first-expiry, first-out principle (FEFO) to ensure that items with the earliest expiration dates are picked first.

Note 19 Accounts receivable

Trade receivables are recognized after taking into account the loss reserve. Bad debt losses for the group during the year amounted to KSEK 2,452 (2,439). In the Parent Company, customer losses amounted to KSEK 0 (0).

Group SEK Thousand	31 Dec 2024	31 Dec 2023
Accounts receivable at face value	22 696	17 678
Provisions for losses on accounts receivable	-1 848	-2 751
	20 848	14 926

The company has transferred accounts receivable to a bank in the form of a factoring arrangement and received cash and cash equivalents. The accounts receivable have not been booked away from the financial condition report because the company retains the main risks and benefits, which constitute of credit risk, see Note 27. The amount is recorded as Short-term liability, see Note 23.

The amount that the company has received from the bank:

Group SEK Thousand	31 Dec 2024	31 Dec 2023
The carrying amount of accounts receivable that have been transferred to bank	4 704	3 015
The carrying amount of the related liabilities	4 704	3 015

Note 20 Prepaid expenses and accrued revenues

Group SEK Thousand	31 Dec 2024	31 Dec 2023
Accrued revenue from suppliers	2 263	2 788
Prepaid leasing fees	3 305	3 444
Prepaid goods costs	1 712	846
Prepaid marketing costs	2 501	3 999
Other	3 917	3 794
	13 698	14 871
Parent company		
Other	311	241
	311	241

Note 21 Cash and cash equivalents

Group SEK Thousand	31 Dec 2024	31 Dec 2023
The following components are included in cash and cash equivalents:		
Cash and bank balances	114 207	91 924
Total according to consolidated statement of financial position	114 207	91 924
Total according to consolidated cash flow statement	114 207	91 924
Parent company		
The following components are included in cash and cash equivalents:		
Cash and bank balances	10 007	5 000
Total according to consolidated statement of financial position	10 007	5 000
Total according to consolidated cash flow statement	10 007	5 000

Note 22 Total Equity

Share class – Thousands of shares	2024	2023
Shares		
Issued as of 1 January	12 679	12 679
Issued as of December 31 – paid	12 679	12 679

As of 31 December 2024, the registered share capital comprised SEK 1,170,129 (1,170,129) with a quota value of SEK 0.09 (0.09).

Holders of shares are entitled to dividends that are determined gradually and the shareholding entitles to voting rights at the general meeting with one vote per share.

Translation reserve
The translation reserve includes all exchange differences arising from the translation of financial statements from foreign operations that have prepared their financial statements in a currency other than the currency in which the Group's financial statements are presented. The Parent Company and the Group present their financial statements in the Swedish kronor (SEK).

Premium fund
When shares are issued at a premium, i.e. at an issue price higher than the quota value of the shares, an amount equal to the amount received in addition to the quota value of the shares shall be transferred to the share premium fund.

Retained earnings
Retained earnings consist of the previous year's retained earnings and profit after deduction of dividend paid during the year.

Note 23 Liabilities to credit institutions

Group SEK Thousand	31 Dec 2024	31 Dec 2023
Liabilities to credit institutions		
Right of recourse factoring companies	4 704	3 015
Other	–	–
	4 704	3 015

Note 24 Pensions

Defined contribution pension plans

The Group only has defined contribution pension plans.
Payment to these plans is made on an ongoing basis according to the rules in each plan.

Group SEK Thousand	2024	2023
Costs of defined contribution plans	11 846	10 838
Parent company		
Costs of defined contribution plans	1 120	1 043

Note 25 Other liabilities

Group SEK Thousand	31 Dec 2024	31 Dec 2023
Other current liabilities		
Other	16 057	13 126
	16 057	13 126

Note 26 Accrued expenses and deferred income

Group SEK Thousand	2024-12-31	2023-12-31
Accrued personnel costs	29 188	25 951
Accrued lease expenses	769	979
Accrued goods and delivery costs	1 778	1 329
Other	10 656	10 515
	42 392	38 774
Parent company		
Accrued personnel costs	4 114	2 807
Other	906	1 774
	5 020	4 581

Note 27 Evaluation of assets and liabilities, financial risks and risk management

Fair value
The fair value of interest-bearing liabilities is calculated by discounting future cash flows of principal and interest to current market rate.

Carrying amount of long-term receivables, accounts receivable, other current receivables, cash and bank, accounts payable, other non-current liabilities and other current liabilities constitute a reasonable approximation of fair value.

Financial risks and risk management
Through its operations, the Group is exposed to various types of financial risks.

- Credit risk
- Liquidity risk
- Market risk

Financial risk management framework
Responsibility for the Group's financial transactions and risks is managed centrally by the Group's finance function. The overall objective of the finance function is to provide cost-effective financing and to minimize adverse effects on the Group's earnings arising from market risks.

Liquidity risk
The liquidity risk is the risk that the Group may have problems fulfilling its obligations associated with financial liabilities. The Group is based on a 12-month liquidity plan covering all of the Group's units. The planning is updated every quarter. The Group's 3-year forecasts include medium-term liquidity planning. Liquidity planning is used to manage the liquidity risk and the costs of financing the Group. The goal is for the Group to be able to cope with its financial commitments in ups as well as downturns without significant unforeseeable costs and without risking the reputation of the group. The Group's policy is to minimize the need for borrowing by using excess liquidity within the Group through cash pools that have been set up by the central finance department. Liquidity risks are managed centrally for the entire Group by the central finance department.

The company's financial liabilities at year-end amounted to MSEK 67 (66) and maturity structure of debt is shown in the table below.

Capital management
The Group's financial objective is to have a good financial position, which helps to ensure that investors, creditors' and market confidence and provide a basis for the continued development of business operations; while maintaining the long-term returns generated to shareholders are satisfactory. Capital management in the Group aims to ensure that the business is adequately capitalized to meet the risks in the business taking into account the scope of the Group's financing activities and associated risks and, in the long term, increasing the value of ownership. The capital structure is mainly affected by the profitability of the business, possible dividends and investments. Liquidity planning within the Group also takes into account how capital needs are expected to develop over the next three years.

The reported equity in the consolidated balance sheet is defined as capital.

	2024	2023
Equity ratio %		
Total equity	442 111	438 546
Balance sheet total	746 124	760 918
Equity ratio (Total equity/Total assets)	59.3%	57.6%

During the year, there was no change in the Group's capital management.

Neither the parent company nor any of the subsidiaries are subject to external capital requirements.

Note 27 Evaluation of assets and liabilities, financial risks and risk management, cont.

Maturity structure financial liabilities – undiscounted cash flows

Group 31.12.2024	Cur-rency	Nom. Amount original currency	KSEK	< 1 month	1-3 month	3 month -1 year	1-5 years	> 5 years
Accounts payable		62 013	62 013	62 013				
Leasing liabilities	SEK	36 931	39 955	1 028	2 056	9 254	27 617	–
Leasing liabilities	NOK	67 639	73 177	1 421	2 842	12 789	55 250	874
Leasing liabilities	DKK	2 320	3 659	273	547	2 459	380	–
Total			178 803	64 735	5 445	24 502	83 247	874

Group 31.12.2023	Cur-rency	Nom. Amount original currency	KSEK	< 1 month	1-3 month	3 month -1 year	1-5 years	> 5 years
Accounts payable		62 613	62 613	62 613				
Leasing liabilities	SEK	45 803	50 695	1 048	2 096	9 433	38 118	–
Leasing liabilities	NOK	78 887	88 865	1 409	2 818	12 681	60 863	11 095
Leasing liabilities	DKK	4 076	6 368	251	501	2 255	3 360	–
Total			208 541	65 321	5 415	24 369	102 342	11 095

Market risk

Market risk is the risk that the fair value of or future cash flows from a financial instrument vary due to changes in market prices. Market risks are divided by IFRS into three types; currency risk, interest rate risk and other price risks. The market risks that primarily affect the Group consist of interest rate risks and currency risks. According to current policy, the company does not hedge against market risks.

The Group's objective is to manage and control market risks within established parameters and at the same time optimize the result of risk-taking within given frameworks. The parameters have been determined with the aim that the short-term market risks (6–12 months) will only marginally affect the Group's earnings and position. In the longer term, however, sustained changes in exchange rates and interest rates will have an impact on consolidated earnings.

Interest rate risk

Interest rate risk is the risk that the value of financial instruments varies due to changes in market interest rates. Interest rate risk can lead to changes in fair values and changes in cash flows. A significant factor that affects interest rate risk is the fixed interest period.

The Group's interest rate risk arises mainly through long-term borrowing and is managed by the central financial function. The group currently has no long-term borrowing.

The Group has actively chosen not to secure itself against risks regarding changes in interest rates.

Sensitivity analysis – interest rate risk

The impact on interest income and interest expenses during next twelve-month period in the event of a rise/decrease in interest rates of 1 percentage point on the balance sheet date amounts to +/- alt. -/+ KSEK 0 (2023 +/- alt. -/+ 0) – given the interest-bearing assets and liabilities that exist as of the balance sheet date.

Currency risk

The risk that fair values and cash flows regarding financial instruments may fluctuate when the value of foreign currencies changes is called currency risk. The group has limited exposure to currency risk on transactions because income and expenses are mainly in the same currency. The functional currency for the group companies is primarily in SEK. Transactions are primarily made in the currencies SEK, EUR, NOK and DKK.

The group has chosen not to hedge translation exposures in foreign currency.

Sensitivity analysis - currency risk

A 10% strengthening of the Swedish krona against other currencies as of 31 December 2024 would mean a change in equity by MSEK -23.3 (-23.2) and in profit by MSEK -0.2 (-0.2). The sensitivity analysis is based on all other factors (eg the interest rate) remaining unchanged. The same conditions were applied for 2023.

Credit risk

Credit risk is the risk that a client or counterparty of a financial instrument is unable to meet its commitment, thereby causes the Group a financial loss and arises mainly from the Group's accounts receivable. The carrying amount of financial assets constitutes the maximum credit exposure. Bad debt does not amount to significant amounts and has historically amounted to less than MSEK 8.5.

Credit risk in cash and cash equivalents

The Group has cash and cash equivalents of KSEK 114,207 as of December 31, 2024 (91,924). For cash and cash equivalents, banks and financial institutions counterparties, which are rated AA- to AA+, based on Standard & Poor's Credit Market Services Europe Ltd credit rating.

Note 27 Evaluation of assets and liabilities, financial risks and risk management, cont.

Credit risk in receivables from Group companies

The Parent Company's credit risk exposure is mainly affected by the individual characteristics of each Group company. Management takes into account however, the factors that may affect the credit risk of the group companies, including the risk of default in the country where the Group companies are active.

Changes in write-down reserves for accounts receivable

The change in impairment reserves for accounts receivable during the year was as follows.

Group SEK Thousand	2024	2023
Opening balance as of January 1	2 751	2 032
Change in loss reserve	-903	719
Closing balance as of December 31	1 848	2 751

Below is a summary of the credit risk exposure and feared credit losses for consumer accounts receivable as of December 31, 2024.

31 December 2024 SEK Thousand	Gross carrying amount	Loss reserves	Net
Not overdue	19 753	–	19 753
Overdue 1–30 days	–	–	–
Overdue 31–60 days	709	72	637
Overdue 61–90 days	654	196	458
Overdue 91– days	1 580	1 580	–
	22 696	1 848	20 848

31 December 2023 SEK Thousand	Gross carrying amount	Loss reserves	Net
Not overdue	14 043	–	14 043
Overdue 1–30 days	–	–	–
Overdue 31–60 days	417	32	385
Overdue 61–90 days	694	196	499
Overdue 91– days	2 524	2 524	–
	17 678	2 751	14 926

Note 28 Lease agreement

Leases where the company is a lessee

The Group's property, plant and equipment consists of both owned and leased assets.

The Group leases several types of assets. No lease agreements contain covenants or other limitations in addition to the security of the leased asset.

Right of use assets SEK Thousand	Real estates	Machines	Vehicles	Total
Depreciation 2023	-23 854	-1 998	-754	-26 606
Closing balance 2023-12-31	110 053	4 260	2 723	117 037
Depreciation during the year	-24 677	-1 800	-943	-27 420
Closing balance 2024-12-31	89 176	2 339	1 946	93 461

Additional usufruct assets ("Additions to right-of-use assets") in 2024 amounted to KSEK 5,117 (11,640). This amount includes the acquisition value of new acquisitions during the year rights of use and additional amounts when reconsidering leasing liabilities due to changed payments as a result that the leasing period has changed.

For a maturity analysis of the leasing liabilities, see Note 27 Financial risks and risk management in the section on liquidity risk

Amounts reported in earnings Group SEK Thousand	2024	2023
Depreciation of right-of-use assets	27 420	26 606
Interest on leasing liabilities	6 011	7 179
Costs of low-value leases	692	596

Amounts recognised in profit or loss SEK Thousand	2024	2023
Total cash outflows attributable to leases	33 736	31 730

The above cash outflow includes both amounts for lease agreements recorded as leasing liabilities, as well as amounts paid for variable lease fees and leases of low value.

Note 28 Lease agreement cont.

Realestate leasing

The Group leases buildings for its office premises. The leasing agreements for office premises have normally a term of 3-5 years. Some leasing agreements include an option to at the end of the leasing period renew the leasing agreement for another period with the same term.

Some leasing agreements include leasing fees that are based on changes in local price index. Some leasing agreements require the Group to pay fees relating to property taxes which is placed on the lessor. These amounts are determined annually.

Extension and termination options

Some leasing agreements contain extension options and termination options, respectively The Group can use or not use up to one year before the expiry of the non-cancellable the leasing period. When it is practical, the Group tries to include such options in new leasing agreements as it contributes to operational flexibility. The options can only be used by the Group, not by the lessor. Whether it is reasonably certain that an extension option will be utilized or not is determined on the commencement date of the leasing agreement. The Group reconsider whether it is reasonably certain that an extension option will be exercised or not if there is an important event or significant changes in circumstances within Group control.

The Group's lease agreements for office premises mainly consist of non-cancellable periods of 3 years, which is extended by additional periods of 3 years if the Group does not terminate the agreement with 0 to 9 months notice. For offices, the Group assesses in the majority of cases that it is not reasonably certain that the agreements will be extended beyond the first period - i.e. the leasing period is usually assessed as a period. Reported lease liabilities for these agreements amount to KSEK 27,728 (36,157).

The Group's agreement for the lease of other premises in the business consists of non-cancellable periods in 2-15 years, with options for the Group to exercise additional periods. The agreements contain no final end date. For agreements with a non-cancellable period of 5-15 years, it has considered that it is not reasonably certain that additional periods will be utilized. For agreements such as has a shorter non-cancellable period than 5 years, it is judged in most cases that it is reasonably safe that additional period or periods will be utilized, resulting in leasing periods if usually 7-15 years. Reported lease liability for these agreements amounts to KSEK 73,652 (86,291).

During the year, the Group did not exercise any options that were not previously included in the lease liability. Significant changes may occur in the future in the event of a reconsideration of the leasing period would occur in respect of any of the Group's significant property agreements.

Other leasing agreements

The Group leases vehicles and equipment with leasing periods of 1 to 8 years. In some cases have The Group an opportunity to buy the asset at the end of the leasing period. In other cases, guarantees The Group the residual value of the leased asset at the end of the leasing period. Extension options occurs only to an insignificant extent.

Estimated residual value guarantees are reconsidered at each balance sheet date to revalue the lease liability and the right of use asset. On December 31, 2024, the Group estimates that residual value guarantees amount to KSEK 0.

The Group also leases machines such as coffee machines and IT equipment with leasing periods in one to three years. These leasing agreements are leases of low value. The Group has chosen not to report right of use assets and lease liabilities for these leases.

Note 29 Pledged collateral, contingent liabilities and contingent assets

Contingent liabilities and contingent assets.

The Group has no pledged collateral, contingent liabilities or contingent assets.

Note 30 Appropriation of profit or loss

Proposed appropriation of profit and loss

Unrestricted equity is available to the Annual General Meeting are as below.

Share premium reserve	1 140 154
Retained earnings	-677 281
Profit/loss for the year	7 618
Total	470 492

The Board of Directors proposes the following profit allocation KSEK

Dividend of SEK 3,32 per share	42 093
Share premium reserve	1 098 061
Retained earnings	-669 663
Total	470 492

Note 30 Appropriation of profit or loss, cont.

The board proposes that KSEK 470,492 be allocated to SEK 3,32 per share corresponding to KSEK 42,093, based on the number of shares as of 31 december 2024. The remaining amount of KSEK 428,399 is carried forward to new account, of which KSEK 1 098,061 to the share premium reserve and KSEK -669,663 to retained earnings.

The dividend proposed by the Board corresponds to 8,9 percent of the parent company's equity, respectively 9,5 percent of the Group's equity.

The board asses that the proposed dividend is well-balanced with regards to the business targets, scope and risks. The group will continue to be able to fulfil the company's future obligations. If the dividend had been paid at the turn of the year, the equity / assets ratio in the Group would have been 54 percent. After payment of the proposed dividend, Cheffelo is expected to continue to have a good financial position.

Cheffelo's dividend policy aims to provide shareholders with a dividend that provides a good dividend yield while providing the company has the opportunity to invest in strategic growth opportunities.

The goal of the dividend is for it to amount to at least 50% of the cashflow from current operations minus the acquisition of fixed assets and amortization of leasing debt over the next few years.

Note 31 Associated companies

Associated relationships

The parent company has an associated relationship with its subsidiaries, see Note 32. Details of the remuneration to the respective key senior executive, see Note 5.

Summary of related party transactions

Group SEK Thousand	Year	Claim associated company per 31 December	Debt associated company per 31 December
Associated company			
	2024	–	–
	2023	–	–

Parent company SEK Thousand	Year	Claim associated company per 31 December	Debt associated company per 31 December	Revenue associated company
Associated company				
Cheffelo Denmark ApS	2024	–	–	–
Cheffelo Denmark ApS	2023	–	–	–
Cheffelo Norway AS	2024	1 337	–	4 764
Cheffelo Norway AS	2023	1 228	–	4 508
Cheffelo Sweden AB	2024	150 060	–	–
Cheffelo Sweden AB	2023	181 078	–	–
Cheffelo NewCo AB	2024	12 000	–	–
Cheffelo NewCo AB	2023	–	–	–

The companies' transactions with associated parties primarily consist of management costs and services. Transactions with associated parties are priced on market terms.

Note 32 Group companies

The consolidated financial statements include Cheffelo AB (publ) and subsidiaries (the Group). Subsidiaries are companies over which Cheffelo AB (publ) (directly or indirectly) has control. Control is achieved when the group is exposed to or is entitled to a variable return from its involvement in a company where it invested, and has the opportunity to influence this return through its influence over this company.

Participations in Group companies	Subsidiary's registered office, country	Ownership % 31 Dec 2024	Ownership % 31 Dec 2023
Cheffelo NewCo AB	Sundbyberg, Sweden	100%	100%
Cheffelo Sweden AB	Sundbyberg, Sweden	100%	100%
Cheffelo Norway AS	Oslo, Norway	100%	100%
Cheffelo Denmark ApS	Helsingör, Denmark	100%	100%

Note 32 Group companies, cont.

Parent company SEK Thousand	31 Dec 2024	31 Dec 2023
Cumulative acquisition value		
Opening balance	953 454	953 454
Closing balance December 31	953 454	953 454
Accumulated depreciation and impairments		
Opening balance	-657 100	-657 100
Impairment	–	–
Closing balance December 31	-657 100	-657 100
Carrying value December 31	296 354	296 354

If there is an indication of the need for impairment, the asset's recovery value is calculated. The recovery value is based on the value in use, which is calculated based on discounted future cashflows. The impairment requirement in 2024 for shares in subsidiaries has been assessed at KSEK 0 (0).

Specification of the parent company's direct holding of shares in subsidiaries

Subsidiaries/ Organization number/ registered office	Number of shares	Shares %	Carrying value 31 Dec 2024	 31 Dec 2023
Cheffelo NewCo AB, 559020-2536, Sundbyberg	727 064	100	296 354	296 354

Note 33 Specifications for cash flow statement

Cash and cash equivalents - Group SEK Thousand	31 Dec 2024	31 Dec 2023
The following components are included in cash and cash equivalents:		
Cash and bank balances	114 207	91 924
Total according to consolidated statement of financial position	114 207	91 924

Cash and cash equivalents - Parent company SEK Thousand	31 Dec 2024	31 Dec 2023
The following components are included in cash and cash equivalents:		
Cash and bank balances	10 007	5 000
Total according to statement of financial position	10 007	5 000

Interest paid and dividends received Group SEK Thousand	2024	2023
Interest received	3 804	2 814
Interest paid	-271	-364
	3 533	2 450
Parent company		
Interest received	5 644	5 798
Interest paid	-7	-1
	5 637	5 797

Adjustments for items that are not included in cash flow Group SEK Thousand	2024	2023
Depreciation	46 579	47 596
Other non-cashflow impacting items	-1 134	-1 523
	45 445	46 073

Transactions that do not entail payments Group SEK Thousand	2024	2023
Acquisition of asset through leases	5 117	11 820

Note 33 Specifications for cash flow statement, cont.

Reconciliation of liabilities arising from financing activities

Group SEK Thousand	Leasing liabilities	Total debt originating from financing the business
Closing balance 2022	148 512	148 512
Cash flow	-24 551	-24 551
Non-cash flow affecting changes		
New leasing agreements	11 640	11 640
Exchange rate differences	-5 861	-5 861
Closing balance 2023	129 740	129 740

Group SEK Thousand	Leasing liabilities	Total debt originating from financing the business
Closing balance 2023	129 740	129 740
Cash flow	-27 725	-27 725
Non-cash flow affecting changes		
New leasing agreements	5 115	5 115
Exchange rate differences	-1 038	-1 038
Closing balance 2024	106 092	106 092

Note 34 Significant events after the end of the financial year

No significant events have occurred since the end of the reporting period.

Note 35 Important estimates and assessments

Management has together with the Board evaluated development, election and disclosures regarding the Group's accounting principles and estimates, as well as the application of these principles and estimates.

Important assessments in the application of the Group's accounting principles

Some important accounting assessments made in the application of the Group's accounting principles are described below.

Key sources of uncertainty in estimates

The sources of uncertainty in estimates listed below refers to those that involve a significant risk that the value of assets or liabilities may need to be adjusted substantially in the coming financial year.

The Company management assesses that none of the asset and liability amounts without controlling influence that are reported are associated with a risk of having to be adjusted to a significant degree during the coming year.

The most significant non-current assets where impairment testing is deemed critical are goodwill and trademarks. The estimated recoverable amount for identified cash-generating units relies on several assessments and estimates based on management's best judgment. Changes to these could result in a significant impact on the recoverable amount. The most significant assumptions are disclosed in note 11.

Note 36 Information concerning parent company

Cheffelo AB (publ) is a Swedish-registered limited liability company based in Sundbyberg. The address of the head office is Löfströms Allé 5, 172 66 Sundbyberg.

The consolidated financial statements for 2024 relate to the parent company and its subsidiaries, together named the Group.

The parent company is listed on Nasdaq First North Premier Growth Market.

Declaration

The Board of Directors and the CEO declare that the annual accounts have been prepared in accordance with generally accepted accounting principles in Sweden and that the consolidated accounts have been prepared in accordance with the international accounting standards referred to in Regulation (EC) No 1606/2002 of the European Parliament and of the Council of July 19, 2002 on the application of international accounting standards. The annual report and the consolidated financial statements give a true and fair view of the position and performance of the parent company and the Group. The Directors' Report for the parent company and the Group gives a true and fair view of the development of the parent company's and the Group's business, position and profit or loss, and of the principal risks and uncertainties facing the parent company and the companies in the Group.

The annual report and the consolidated financial statements were approved for issue by the Board of Directors and the Chief Executive Officer on March 25, 2025, as stated above. The consolidated income statement and consolidated statement of comprehensive income and statement of financial position and the parent company's income statement and balance sheet will be subject to approval at the Annual General Meeting on April 24, 2025.

Sundbyberg, March 28, 2025

Petter von Hedenberg
Chairman of the Board

Johan Kleberg
Board member

Olle Qvarnström
Board member

Charlotte Gogstad
Board member

Therese Reutersward
Board member

Walker Kinman
CEO

Our Audit report was submitted on March 28, 2025
KPMG AB

Fredrik Westin
Authorized Public Accountant

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172 66 Sundbyberg.
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For more information, please contact:
Erik Bergman, CFO
Mail: ir@cheffelo.com

Auditor's Report

To the general meeting of the shareholders of Cheffelo AB (publ), corp. id 559021-1263

Report on the annual accounts and consolidated accounts

Opinions

We have audited the annual accounts and consolidated accounts of Cheffelo AB (publ) for the year 2024. The annual accounts and consolidated accounts of the company are included on pages 48-85 in this document.

In our opinion, the annual accounts have been prepared in accordance with the Annual Accounts Act, and present fairly, in all material respects, the financial position of the parent company as of 31 December 2024 and its financial performance and cash flow for the year then ended in accordance with the Annual Accounts Act. The consolidated accounts have been prepared in accordance with the Annual Accounts Act and present fairly, in all material respects, the financial position of the group as of 31 December 2024 and their financial performance and cash flow for the year then ended in accordance with IFRS Accounting Standards, as adopted by the EU, and the Annual Accounts Act. The statutory administration report is consistent with the other parts of the annual accounts and consolidated accounts.

We therefore recommend that the general meeting of shareholders adopts the income statement and balance sheet for the parent company and the statement of comprehensive income and statement of financial position for the group.

Basis for Opinions

We conducted our audit in accordance with International Standards on Auditing (ISA) and generally accepted auditing standards in Sweden. Our responsibilities under those standards are further described in the Auditor's Responsibilities section. We are independent of the parent company and the group in accordance with professional ethics for accountants in Sweden and have otherwise fulfilled our ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinions.

Other Information than the annual accounts and consolidated accounts

This document also contains other information than the annual accounts and consolidated accounts and is found on pages 1-9 and 20-45. The other information comprises also of the Remuneration Report, which we obtained prior to the date of this auditor's report. The Board of Directors and the Managing Director are responsible for this other information.

Our opinion on the annual accounts and consolidated accounts does not cover this other information and we do not express any form of assurance conclusion regarding this other information.

In connection with our audit of the annual accounts and consolidated accounts, our responsibility is to read the information identified above and consider whether the information is materially inconsistent with the annual accounts and consolidated accounts. In this procedure we also take into account our knowledge otherwise obtained in the audit and assess whether the information otherwise appears to be materially misstated.

If we, based on the work performed concerning this information, conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Board of Directors and the Managing Director

The Board of Directors and the Managing Director are responsible for the preparation of the annual accounts and consolidated accounts and that they give a fair presentation in accordance with the Annual Accounts Act and, concerning the consolidated accounts, in accordance with IFRS Accounting Standards as adopted by the EU. The Board of Directors and the Managing Director are also responsible for such internal control as they determine is necessary to enable the preparation of annual accounts and consolidated accounts that are free from material misstatement, whether due to fraud or error.

In preparing the annual accounts and consolidated accounts The Board of Directors and the Managing Director are responsible for the assessment of the company's and the group's ability to continue as a going concern. They disclose, as applicable, matters related to going concern and using the going concern basis of accounting. The going concern basis of accounting is however not applied if the Board of Directors and the Managing Director intend to liquidate the company, to cease operations, or has no realistic alternative but to do so.

Auditor's responsibility
Our objectives are to obtain reasonable assurance about whether the annual accounts and consolidated accounts as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinions. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs and generally accepted auditing standards in Sweden will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these annual accounts and consolidated accounts.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the annual accounts and consolidated accounts, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinions. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of the company's internal control relevant to our audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board of Directors and the Managing Director.

- Conclude on the appropriateness of the Board of Directors' and the Managing Director's, use of the going concern basis of accounting in preparing the annual accounts and consolidated accounts. We also draw a conclusion, based on the audit evidence obtained, as to whether any material uncertainty exists related to events or conditions that may cast significant doubt on the company's and the group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the annual accounts and consolidated accounts or, if such disclosures are inadequate, to modify our opinion about the annual accounts and consolidated accounts. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause a company and a group to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the annual accounts and consolidated accounts, including the disclosures, and whether the annual accounts and consolidated accounts represent the underlying transactions and events in a manner that achieves fair presentation.

- Plan and perform the group audit to obtain sufficient and appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the consolidated accounts. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our opinions.

We must inform the Board of Directors of, among other matters, the planned scope and timing of the audit. We must also inform of significant audit findings during our audit, including any significant deficiencies in internal control that we identified.

Report on other legal and regulatory requirements

Opinions
In addition to our audit of the annual accounts and consolidated accounts, we have also audited the administration of the Board of Directors and the Managing Director of Cheffelo AB (publ) for the year 2024 and the proposed appropriations of the company's profit or loss.

We recommend to the general meeting of shareholders that the profit be appropriated in accordance with the proposal in the statutory administration report and that the members of the Board of Directors and the Managing Director be discharged from liability for the financial year.

Basis for Opinions
We conducted the audit in accordance with generally accepted auditing standards in Sweden. Our responsibilities under those standards are further described in the Auditor's Responsibilities section. We are independent of the parent company and the group in accordance with professional ethics for accountants in Sweden and have otherwise fulfilled our ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinions.

Responsibilities of the Board of Directors and the Managing Director
The Board of Directors is responsible for the proposal for appropriations of the company's profit or loss. At the proposal of a dividend, this includes an assessment of whether the dividend is justifiable considering the requirements which the company's and the group's type of operations, size and risks place on the size of the parent company's and the group's equity, consolidation requirements, liquidity and position in general.

The Board of Directors is responsible for the company's organization and the administration of the company's affairs. This includes among other things continuous assessment of the company's and the group's financial situation and ensuring that the company's organization is designed so that the accounting, management of assets and the company's financial affairs otherwise are controlled in a reassuring manner.

The Managing Director shall manage the ongoing administration according to the Board of Directors' guidelines and instructions and among other matters take measures that are necessary to fulfill the company's accounting in accordance with law and handle the management of assets in a reassuring manner.

Auditor's responsibility

Our objective concerning the audit of the administration, and thereby our opinion about discharge from liability, is to obtain audit evidence to assess with a reasonable degree of assurance whether any member of the Board of Directors or the Managing Director in any material respect:

- has undertaken any action or been guilty of any omission which can give rise to liability to the company, or

- in any other way has acted in contravention of the Companies Act, the Annual Accounts Act or the Articles of Association.

Our objective concerning the audit of the proposed appropriations of the company's profit or loss, and thereby our opinion about this, is to assess with reasonable degree of assurance whether the proposal is in accordance with the Companies Act.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with generally accepted auditing standards in Sweden will always detect actions or omissions that can give rise to liability to the company, or that the proposed appropriations of the company's profit or loss are not in accordance with the Companies Act.

As part of an audit in accordance with generally accepted auditing standards in Sweden, we exercise professional judgment and maintain professional scepticism throughout the audit. The examination of the administration and the proposed appropriations of the company's profit or loss is based primarily on the audit of the accounts. Additional audit procedures performed are based on our professional judgment with starting point in risk and materiality. This means that we focus the examination on such actions, areas and relationships that are material for the operations and where deviations and violations would have particular importance for the company's situation. We examine and test decisions undertaken, support for decisions, actions taken and other circumstances that are relevant to our opinion concerning discharge from liability. As a basis for our opinion on the Board of Directors' proposed appropriations of the company's profit or loss we examined the Board of Directors' reasoned statement and a selection of supporting evidence in order to be able to assess whether the proposal is in accordance with the Companies Act.

Stockholm, March 28, 2025
KPMG AB

Fredrik Westin
Authorized Public Accountant