

MORE SUSTAINABLE EVERY DAY

Annual and Sustainability Report 2024

**martin &
servera**
GROUP

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39

Martin & Servera towards halving food waste.



COVER PICTURE Eric Hristov's take on fish gratin. One of sixteen sustainable dishes from our cook-book "Framtidens krogklassiker" (Restaurant Classics of the Future). Read more on page 27.



"I like that it's a large workplace, so you can try out different professions and departments."
Page 46



I run on 100% electricity.

29

Fossil-free transport



Caroline Berg, owner and CEO of Axel Johnson: "The Martin & Servera Group is part of Axel Johnson."



Fiskhallen Sorunda's boquerones reduce waste streams.



Group CEO

Liv Forhaug on the Martin & Servera Group in 2024



CHAPTER
01
INTRODUCTION

The year in brief

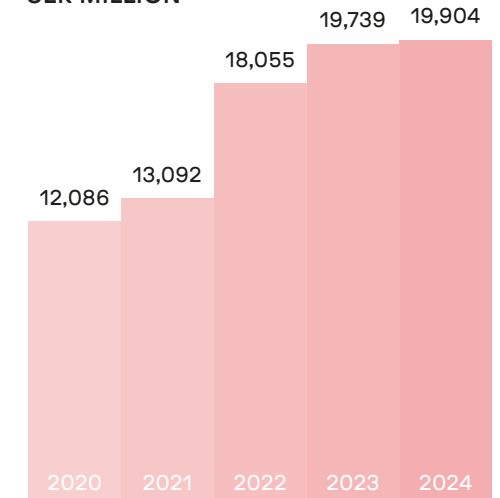
During the year, we continued to work together to develop all aspects of our organisation. Step by step, we are improving our offering while increasing our sustainability ambitions, in small ways and big ways.

Work experience placements to attract more people to the catering professions

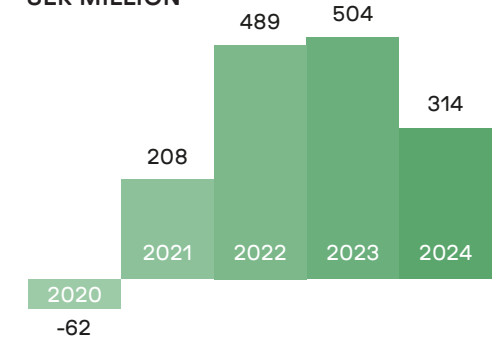
During the year, the Martin & Servera Group started working with the Chefs Camp initiative. Read more on page 51.



NET SALES, SEK MILLION



EARNINGS*, SEK MILLION



Fossil-free

The Martin & Servera Group's entire vehicle fleet now runs on fossil-free fuels. More electric vehicles delivered, switching from diesel to HVO fuel, and faster investments in biogas vehicles mean that the target was met earlier than expected.

3,337
employees in the group.

Climate scores in e-commerce

There are now two different climate values for food and beverages: climate scores showing how climate-smart a product is compared to others, and climate metrics showing carbon footprint in CO₂-equivalents. All to make it easier for our customers to make climate-smart choices.



New CEO at Sorunda-hallarna

We welcomed Jonas Sjökvist as the new CEO of Sorundahallarna.



Martin & Servera Group's five-year review

Financial overview	2020	2021	2022	2023	2024
Net sales, SEK million	12,086	13,092	18,055	19,739	19,904
Sales growth	-20 %	8 %	38 %	9 %	1 %
Earnings, SEK million*	-62	208	489	504	314
Profit margin*	-0.5 %	1.6 %	2.7 %	2.6 %	1.6 %
Operating margin (EBIT)	-1.9 %	1.3 %	2.1 %	2.2 %	1.0 %
Balance sheet total, SEK million	3,253	4,274	4,805	4,996	5,153
Return on capital employed	-13.0 %	10.8 %	23.0 %	22.6 %	10.1 %
Equity ratio	37.0 %	28.6 %	28.3 %	31.0 %	31.3 %

* Profit before appropriations and tax excluding goodwill and items affecting comparability.

CEO's comments

The Martin & Servera Group entered 2024 strong, with two record years behind it. The contrast proved stark as the year was characterised by an economic downturn and a sharp drop in consumption, especially in the restaurant sector. More cost-effective logistics helped us offset the effects of weak growth and squeezed margins, but we still ended up with lower earnings. At the same time, we have continued to invest in customer experience and the future.

Market situation, sales and earnings

The year was characterised by a weak economic climate and a squeeze on consumption. Consumers, businesses and municipalities all cut their spending, resulting in lower average billing and a shift towards cheaper products.

In contrast to the previous year's record sales and earnings, cost inflation outpaced growth in 2024, resulting in squeezed profitability and weaker earnings. Cost efficiency was therefore even more important than usual.

When willingness to pay for higher quality is lower, it has a particularly strong impact on the subsidiary Sorundahallarna, where the offering is based on premium quality, exciting local and small-scale suppliers and a high level of service.

The subsidiary Galatea has seen a favourable trend in sales and earnings

and is generally less sensitive to economic climate. We have successfully launched several new products in the wine segment and have also worked on our cost position.

In 2024, the Martin & Servera Group achieved total sales of SEK 19.9 billion (+ 1 percent compared to 2023) and a profit of SEK 314 million. The profit margin ended up at 1.6 percent.

Fossil-free transport

A key part of the Martin & Servera Group's climate work is efforts to reduce the climate footprint of our transport. We can now proudly say that we reached the target of having our own transport fossil-free a whole five years earlier than we originally planned. We have also reduced our distribution costs by reorganising our flows and increasing the utilisation rate of the more expensive electric vehicles. This marks a



Liv Forhaug, President and CEO.

great success for Martin & Servera, for our customers – and for the climate.

The transport we purchase from external hauliers needs slightly longer to meet the target. The target of 100% for all transport in 2030 therefore remains in place.

Digitalisation with a focus on customer needs

The e-commerce platform is constantly evolving, and new features this year are a simplified search and purchasing process and the fact that customers can now see climate scores in CO₂ equivalents for all food products.

All digital services, menu planning, stock-taking and statistics & analysis, were made free of charge for customers during the year. The popular Martin & Servera app, where customers can track their orders and easily manage complaints, improves the customer experience and streamlines the administration of our deliveries. Several of our companies have also started experimenting with AI to improve service and streamline internal processes.

During the year, there was a first release of the ERP system SAP for Kött hallen Sorunda and Fiskhallen Sorunda. The next step on the journey towards a

new ERP in the whole Group is to also implement SAP in 2025 for Grönsakshallen Sorunda.

Sustainable development with care

The Martin & Servera Group has formulated science-based climate targets for the entire value chain, which were approved by the Science Based Targets initiative in December 2024. It provides a clear direction for the Group's climate efforts.

In an action plan, Martin & Servera Restauranghandel has identified the activities necessary to achieve the target of 30 percent lower climate impact from the products we sell.

In addition to the work on fossil-free transport, we created the digital cookbook Framtidens krogklassiker (Restaurant Classics of the Future), where chefs inspire other chefs on how easy it is to make new climate-smart dishes.

The impact of operations on global biodiversity has been identified and risk-assessed. In 2018, we set a target to halve waste by 2025. Thanks to dedicated work on procedures and product care, we met this year's target, with 0.29 percent. Next year's target is 0.25 percent, equivalent to a halving of food waste compared to 2018.

An exciting new development was the



co-operation with the Chefs Camp initiative. They provide marginalised people with practical training and the chance for a fun and fulfilling career as a chef. Good for the individual, good for the restaurant industry, where there is still a shortage of chefs, and good for society.

Expectations of a stronger economy

We entered 2024 with consumption squeezed but with an expectation of improvement from the second half of the year. This improvement did not materialise, and the economic downturn was both deeper and longer than forecast. However, cuts in interest rates and taxes give us reasonable hope of a better 2025 with gradually strengthening household purchasing power and consequently increased restaurant consumption.

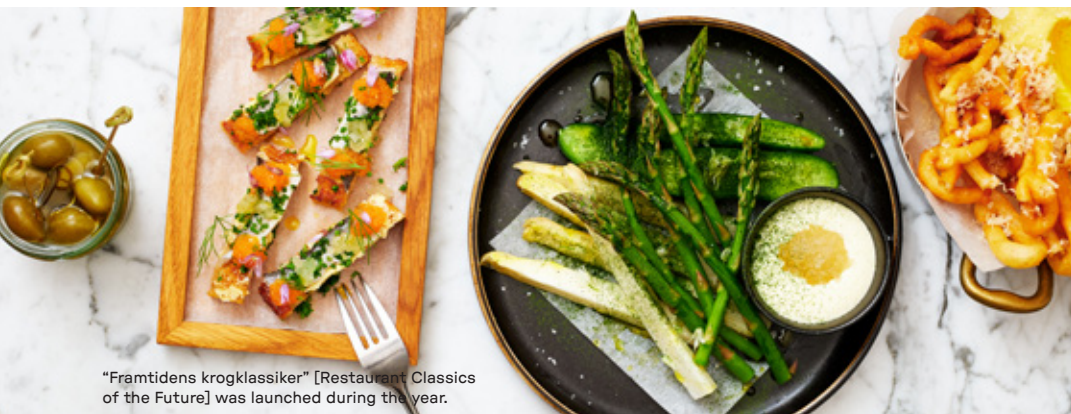
We continue to live in an uncertain geopolitical and macroeconomic

environment. We therefore remain grateful that, in the family business Axel Johnson, we have long-term and committed owners who drive our investments for the future.

Thank you for the year

Despite a challenging market environment, we have continued to develop the Martin & Servera Group's businesses, improved our customer offering and raised our competitiveness. We should be proud of that. I would like to thank all our customers for their trust and all our suppliers for their excellent co-operation. Finally, I would especially like to thank all our colleagues within the Martin & Servera Group for their commitment, enthusiasm and important contributions to developing and improving our own and our customers' business – every day.

Liv Forhaug, President and CEO.



"Framtidens krogklassiker" [Restaurant Classics of the Future] was launched during the year.



A leading force in making everyday a little better

As market leader, we drive development. We respond to the challenges facing the industry and create change. The Martin & Servera Group is large enough to make a difference, and we take responsibility for doing just that.

We work hard to make every day a little better, including for our planet. For us, sustainability is not just a fancy word, it's an integral part of our entire business. We want to create real change with our combined knowledge and our daily work throughout the value chain.

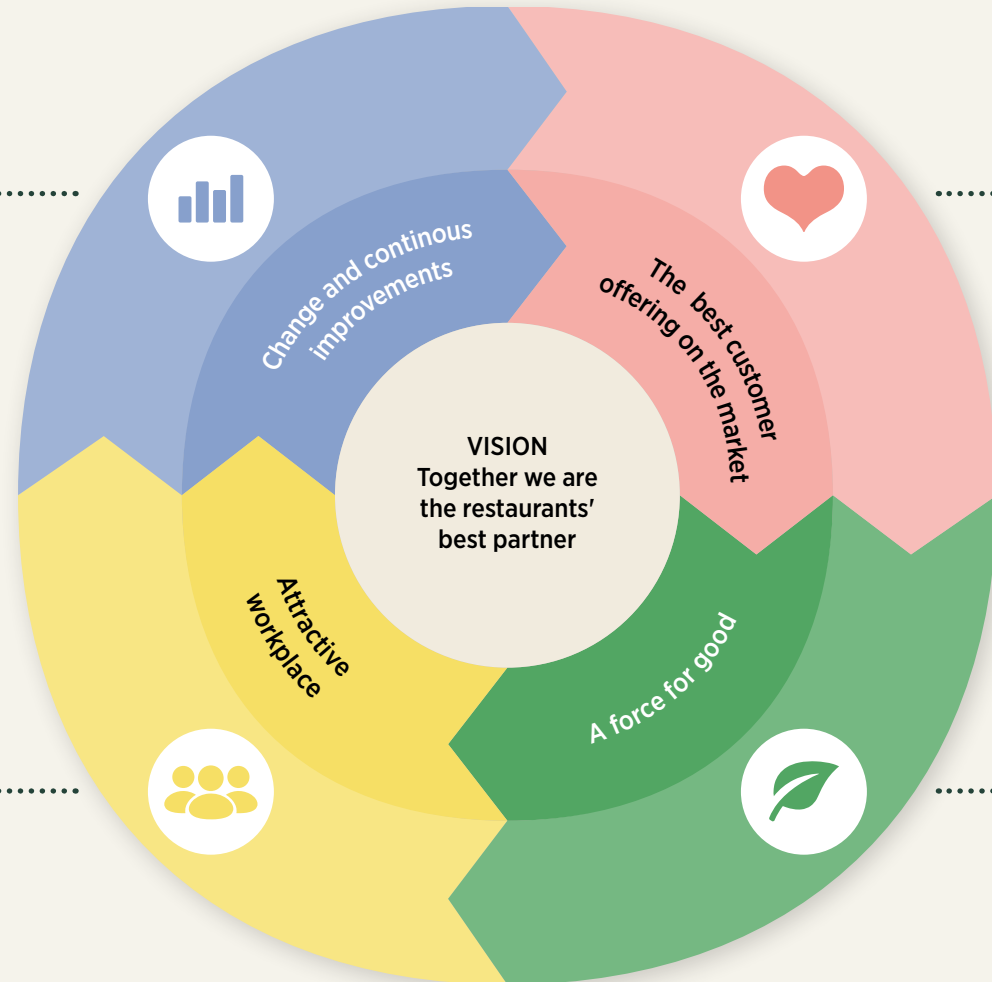
While we think big and have a long term perspective, we also focus wholeheartedly on the next delivery and meeting. We strive every day to make everything a little better for you as a customer, so you can continue to do what you do best.

The restaurants' best partner

The companies in the Martin & Servera Group have a common ambition – to be the best partner for restaurants. The long-term strategy contains four pillars that will help us get there.

We are always striving to develop and streamline both our business and our day-to-day work.

We meet the customers' need for breadth and cutting edge, reliable logistics and attractive services – always with the customer as the focal point.



We are inclusive, committed and curious – together we make a difference.

We want to make a difference – and for us, sustainability and long-term vision are essential.



Caroline Berg, owner and CEO of Axel Johnson.

Long-term view, renewal, capacity for change.

The Martin & Servera Group is part of Axel Johnson, a family business now run by the fifth generation. Axel Johnson's renewal target – 10/50/50 – drives development and sustainability work forward in the companies.

Axel Johnson's 10/50/50 renewal target means that in ten years' time, 50 percent of what the Group's companies do should be new things that are not being done today. Last year, the target was expanded to include a sustainability component where the Group takes on the challenge of halving its climate footprint within ten years.

"Naturally, part of the renewal work is the development of technology," says Caroline Berg, owner and CEO of Axel Johnson. Like many other companies, the Martin & Servera Group is working to explore how AI can develop its business. A number of initiatives were launched in 2024 to gain practical experience and create small-scale improvements that will set the stage for larger initiatives in the future.

Axel Johnson is a family business, now in its fifth generation, that builds strong long-term businesses that contribute to responding to the major social developments of our time. Through long-term, active and value-driven ownership,

they, together with their companies, can influence and be a positive force for change in society.

"We have a strong commitment to sustainability, diversity and inclusion. We are the main partner of the Järvaveckan Foundation, where in 2024, we participated together with the Martin & Servera Group in "Ett Godare Samtal" (A Better Conversation), an initiative where people from different parts of society met to share perspectives on important social issues," says Caroline.

AXEL JOHNSON'S COMPANIES:

- The Martin & Servera Group
- Axel Johnson International
- Axfood
- Dustin
- Novax



CHAPTER

02

ORGANISATION
& COMPANY

The Martin & Servera Group

The group is Swedish, family-owned and in total has more than 3,300 employees. Our company supplies food, beverages and services to hotels, restaurants, shops, cafés and public catering establishments.

**martin &
servera**

**Martin & Servera
Restauranghandel**

Martin & Servera
Restaurangbutiker

**Martin & Servera
Logistik**

Cleano Production

Sorundahallarna

Grönsakshallen
Sorunda

Köttshallen
Sorunda

Fiskhallen
Sorunda

**The Galatea
group**

Galatea

Domaine Wines

Sundance Wines

Still Sparkling

KGA Logistik

**martin &
servera**

GROUP

Everything for restaurants

Martin & Servera Restauranghandel is Sweden's leading wholesaler for restaurants and public sector catering, with a comprehensive range of ingredients, personalised service and a focus on sustainability. With care and local proximity, we are always on hand to help customers in their everyday lives.



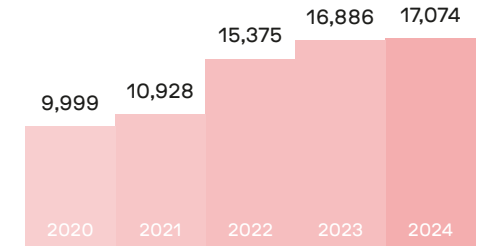
Martin & Servera Restauranghandel

When the restaurant industry makes life better for many people, Martin & Servera Restauranghandel is always close by. With a full range of raw materials, smart services, the best e-commerce on the market and personalised service, we help our customers improve their business.

Martin & Servera Restaurangbutiker

Two restaurant shops in Stockholm, where restaurants, businesses and organisations can find everything they need. Matklubben makes the shops available to private individuals.

NET SALES*, SEK MILLION
Martin & Servera Restauranghandel
Martin & Servera Logistik



*excl. intra-Group logistics



Two questions for

Irene Waldemarson

CEO Martin & Servera Restauranghandel

What was the most important thing that happened for your company in 2024?

"The continued trust of several large and successful customers, while many new customers have chosen to start working with us. It's also great that both customers and employees give us high marks in the surveys we regularly conduct."

What are you hoping for in 2025?

"Strengthened market position with more restaurant visits. We are continuing to develop our offering and deliver care to our customers."

Reliable deliveries throughout the country

Martin & Servera Logistik manages warehousing and distribution for Martin & Servera Restauranghandel's customers. We keep our promises and we act with due consideration for our customers, for each other and for the environment.



Martin & Servera Logistik

This is the company that ensures that our customers get what they order, on time and in a sustainable way. With four large warehouses and a reliable logistics system, we deliver goods to restaurants across the country every day.

In 2024, Martin & Servera Logistik was certified by Fair Transport, which shows that we fulfil strict requirements for the environment, road safety and the work environment.



Cleano Production

The Group's own production plant for chemical, hygiene and cleaning products.



Two questions for

Per-Erik Kanström

CEO Martin & Servera Logistik

What was the most important thing that happened for your company in 2024?

"Becoming completely fossil-free for our own transport. That's proof that you can make a difference if you put your mind to it!"

What are you hoping for in 2025?

"That our customers will continue to appreciate what we do, that more talented logistics professionals will find their way to us and our exciting industry."

"Of course, I also want to see a clear recovery in the economy and more restaurant visits by our customers."

World-class fresh produce

The fresh food specialists Grönsakshallen Sorunda, Fiskhallen Sorunda and Kötthallen Sorunda offer top-quality fresh ingredients, excellent product knowledge and a very high level of service.



Grönsakshallen Sorunda

Specialist company with the widest range of fruit and vegetables on the market. We have our own kitchen with the production of pre-cut and processed fruits and vegetables.

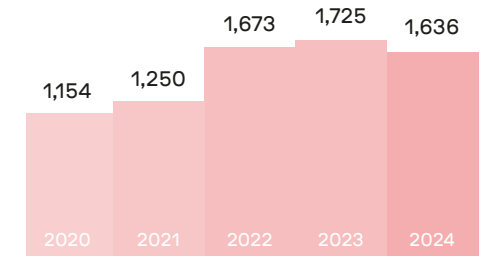
Fiskhallen Sorunda

Specialist company in sustainable seafood. Fiskhallen supplies restaurants, hotels, conference centres and canteens throughout Sweden with raw materials and processed products from the sea.

Kötthallen Sorunda

A specialist company supplying meat, game, poultry and charcuterie to the restaurant market. We buy raw materials from our own farms and producers throughout Sweden, as well as from selected producers abroad.

NET SALES, SEK MILLION
Sorundahallarna



Two questions for

Jonas Sjökvist

CEO Sorundahallarna

What was the most important thing that happened for your company in 2024?

"We introduced a new ERP system in two of our companies. It demanded a lot from the organisation. I am proud that we were able to maintain good relationships and proximity to our customers at the same time."

What are you hoping for in 2025?

"I hope for even more development projects with customers. We know about ingredients and flavours and can support customers with prepped products that allow them to focus on cooking and serving great food!"

The best beverages from around the world

Galatea is one of the leading beverage suppliers on the market. We offer the best from around the world, to suit all tastes and needs.

Galatea

Galatea's companies supply beer, wine, spirits, cider and non-alcoholic beverages to the alcohol retail monopoly Systembolaget and the restaurant market. We specialise in beer and spirits, and also have an innovative range of ciders and beverages in both the alcohol-free and ready-to-drink segments. We develop the beverage range for our customers with responsibility and lots of passion.



Domaine Wines, Sundance Wines

The Galatea Group's specialist company for wine. Both companies have extensive experience and solid expertise in wines and the wine business – and have a strong offering for both restaurants and private individuals.



Still Sparkling

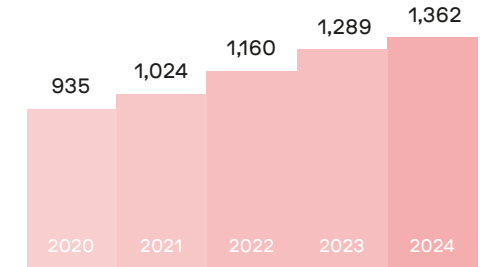
Still Sparkling offers customised water and draught beer installations for restaurants and bars. The concept is suitable for those who have strict demands in terms of quality, environment, economy and design.



KGA Logistik

The Galatea Group's beverage distribution is handled by KGA Logistik. We also offer storage and transport solutions for other operators. Over 50 million litres of beverages per year are handled from the Örebro facility.

NET SALES, SEK MILLION
Galatea



Two questions for

Gustav Fernström

CEO Galatea

What was the most important thing that happened for your company in 2024?

"We increased our market share in the wine segment, thanks to the success of best-sellers in bag-in-box. We extended a number of large agency agreements, brought in new strong brands in beer and cider and initiated collaborations with several important restaurant customers."

What are you hoping for in 2025?

"Because we import a lot: a stronger exchange rate for the Swedish krona. And our new launches at Systembolaget gaining momentum and occupying space on the shelves."



CHAPTER

03

OUR SUSTAINABILITY
WORK

Our sustainability goals

Sustainability is one of the four cornerstones of the Martin & Servera Group's strategy. As a major player at the centre of the food chain, we can be and wish to be a force for change throughout the industry.

"We set targets, not only for our own operations, but also for other parts of our value chain. We wish to influence our suppliers and we wish to inspire customers to make wise purchasing decisions."



Emelie Hansson, Sustainability and Quality Manager.



Our suppliers

Co-operate and set requirements for suppliers.

2030

Plastic packaging for own-label products¹⁾ must be made from fossil-free or recycled raw materials.

2028

82% of the climate impact of sales should come from suppliers with science-based climate targets.



Own activities

Fossil-free transport and resource-efficient operations.

2025

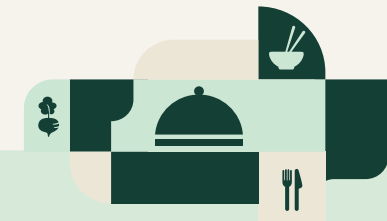
Halved food waste in Martin & Servera's²⁾ own operations.

2030

70% lower climate impact from our own operations.

2025

Fossil-free transport.



Sales of products

Increased sales of sustainable and climate-smart products.

2030

30% lower climate impact from our food sales.

2030

Increased share in sales of organic and eco-labelled goods¹⁾, **20%** for private customers and **50%** for public sector customers.

¹⁾ Martin & Servera Restauranghandel

²⁾ Martin & Servera Restauranghandel and Martin & Servera Logistik

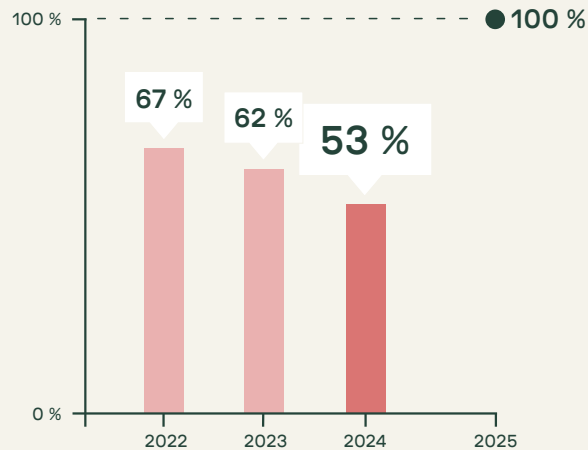
Our suppliers

The products we purchase are an important part of our offering to the market. So, our co-operation with producers and suppliers is important. To successfully drive sustainable development for the catering industry, we need sustainable innovations, new ideas and climate-smart products from the supply chain.



Plastic packaging

Interim target for 2025: Plastic packaging for our own-label products¹⁾ will be recyclable.

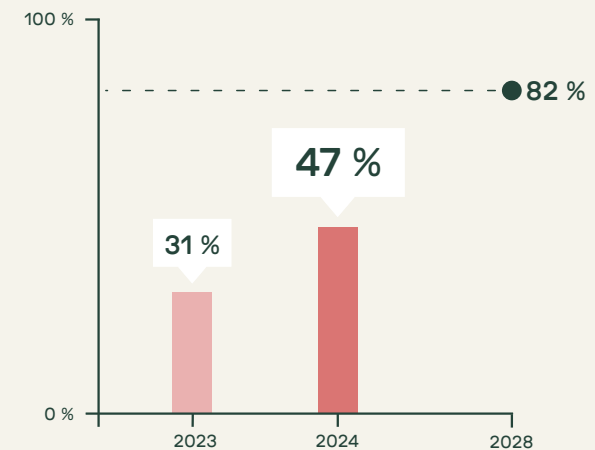


The 2025 packaging target is a step towards our long-term goal – by 2030, all plastic packaging will be made from fossil-free or recycled raw materials. The criteria for what counts as recyclable plastic packaging have changed in several stages. The outcome has therefore decreased.

¹⁾ Applies to Martin & Servera Restauranghandel

Suppliers with their own climate targets

Target 2028: 82% of the climate impact of sales will come from suppliers with science-based climate targets.



Baseline year 2023. In 2024, many suppliers applied for and received approval for science-based targets under the Science Based Targets initiative.

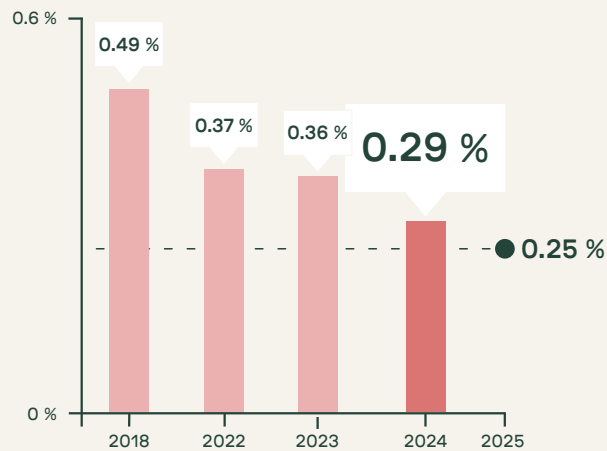
Own activities

Sustainability and climate activities within our own operations include areas such as how we heat our buildings and cool our warehouses, what fuel our trucks use, how we distribute goods with the lowest distance driven possible, and how we handle our goods and work to reduce food waste. It is also the area we have most control over – we can make decisions and prioritise our resources.



Food waste

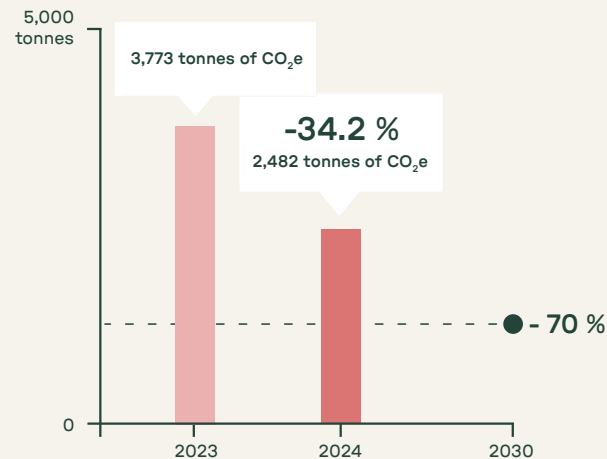
Target 2025: Halved food waste in Martin & Servera's¹⁾ own operations.



Baseline year 2018. Read more on page 39.
Basis of calculation: Waste in relation to kg sold.

Climate impact in our own operations

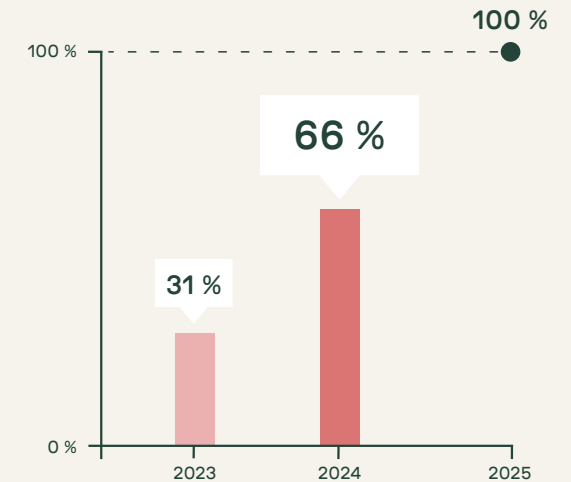
Target for 2030: 70% lower climate impact in our own operations, Scope 1 and 2.



Baseline year 2023. All climate targets and projections approved by the Science Based Target initiative. Martin & Servera's target for reducing the climate impact of its own operations is more ambitious than Science Based Targets' minimum requirements.

Fossil-free transport

Target for 2025: Fossil-free transport in our own vehicle fleet.



In recent years, the Group has invested rapidly to phase out fossil fuels from its own transport. The outcome in the graph is for the full year. From December 2024, transport with our own vehicles will be fossil-free.

¹⁾ Martin & Servera Restauranghandel and Martin & Servera Logistik

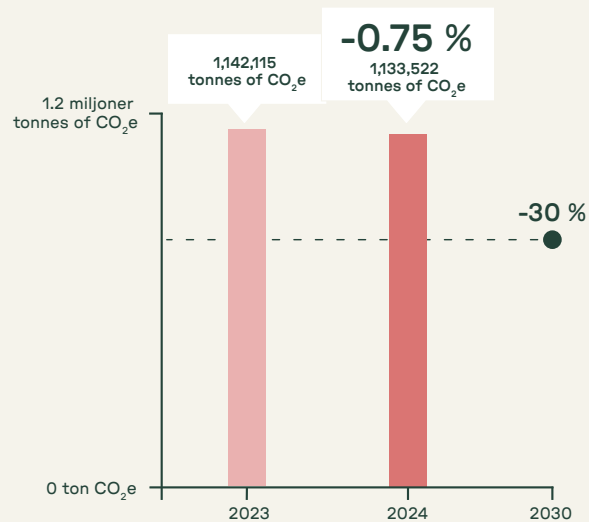
Sales of products

We work with customers, chefs and providers of inspiration to drive sustainable development. Together, we want to influence and inspire consumers to make demands on the food they order or are served – regardless of whether it's children's school meals, a conference lunch or the local restaurant.



Climate impact from food sales

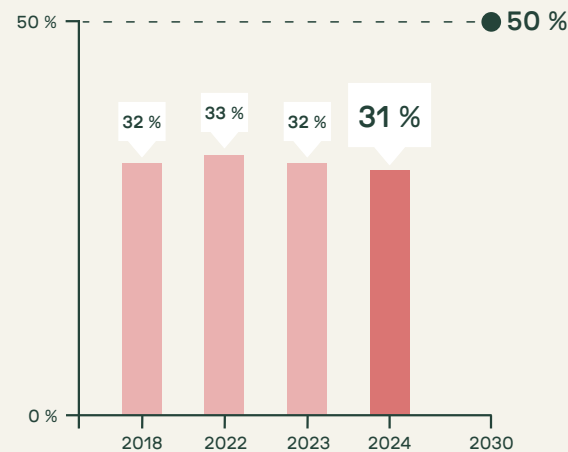
Target for 2030: 30% reduction in the climate impact of our food sales.



Baseline year 2023. The Group has developed action plans with a range of activities to help us attain this target. Read more on pages 25–32.

Organic and eco-labelled sales, public market¹⁾

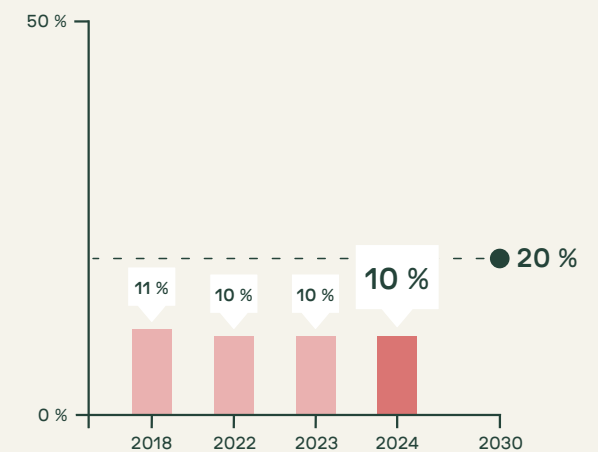
Target for 2030: 50% of sales to the public market¹⁾ will be organic and eco-labelled products.



Sales of organic and eco-labelled products to the public sector decreased compared to the previous year. Inflation and rising costs have reduced the budgetary headroom for our public sector customers, and this has reduced interest in organic and eco-labelled products.

Organic and eco-labelled sales, private market¹⁾

Target 2030: 20% of sales to the private market¹⁾ will be organic and eco-labelled products.



Sales of organic and eco-labelled products to hotels and restaurants have declined. Inflation and rising costs have had a negative impact on the profitability of many restaurants, which has meant that many have not prioritised organic and eco-labelled products.

¹⁾ Martin & Servera Restauranghandel

Our key sustainability issues

Sustainability is an important strategic area for the entire Martin & Servera Group. We need to understand which sustainability issues are prioritised by different stakeholders and how our activities impact our stakeholders.

The Martin & Servera Group's most important sustainability issues are prioritised through a double materiality assessment based on our impact on the environment and people and how our business is affected financially by sustainability risks and opportunities.

Read more about the process and the double materiality analysis on page 66. After endorsement and prioritisation in the Group Management and the Board, seven sustainability areas were identified as being most material for the Martin & Servera Group.

2024 focus areas



CLIMATE



BIODIVERSITY



CIRCULARITY /
RESOURCE USE



WORKERS IN THE
VALUE CHAIN



MARTIN & SERVERA'S
EMPLOYEES



CLIMATE

The path to a lower carbon footprint

We want to be the restaurant industry's most sustainable partner. Through our science-based targets, and in cooperation with our suppliers and customers, we take responsibility for driving development to limit greenhouse gas emissions throughout the value chain in line with the 1.5 degree target of the Paris Agreement.

Working towards a lower carbon footprint is important for us in the Martin & Servera Group. It's about future-proofing our business and taking responsibility for our organisation's impact on climate change.

Fossil-free transport is at the top of the agenda in our own operations, but our climate calculations clearly show that emissions from our own operations are small compared to

the production emissions from the products we sell.

We cannot control what others do, but we can influence, inspire and drive development in collaboration with our customers and suppliers. The online cookbook, Framtidens krogklassiker (Restaurant Classics of the Future), is an example. Helping to develop the animal feeds of the future is another.



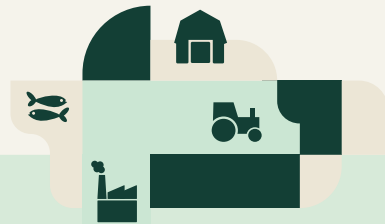
Our climate targets

Our ambitious climate targets were endorsed in 2024 by the Science Based Targets initiative (SBTi), a scientific methodology that ensures that the targets are in line with the 1.5 degree target of the global Paris Agreement.

The Martin & Servera Group's climate targets were validated and approved by the Science Based Targets initiative in 2024. We have high ambitions for climate action and are well advanced in our own operations (Scope 1 and 2).

Getting more suppliers to set science-based climate targets, deforestation-free value chains or influencing restaurant guests to choose more climate-smart dishes from the menu are challenges that lie outside our own

direct operations. Meeting climate targets requires co-operation. That's why most, and the best, climate action is taken in dialogue with our customers and suppliers.



Our suppliers

Co-operate and set requirements for suppliers.

2028

82% of the climate impact of our sales will come from suppliers with their own climate targets.



Own activities

Fossil-free transport and resource-efficient operations.

2030

70% lower climate impact in our own operations.



Sales of products

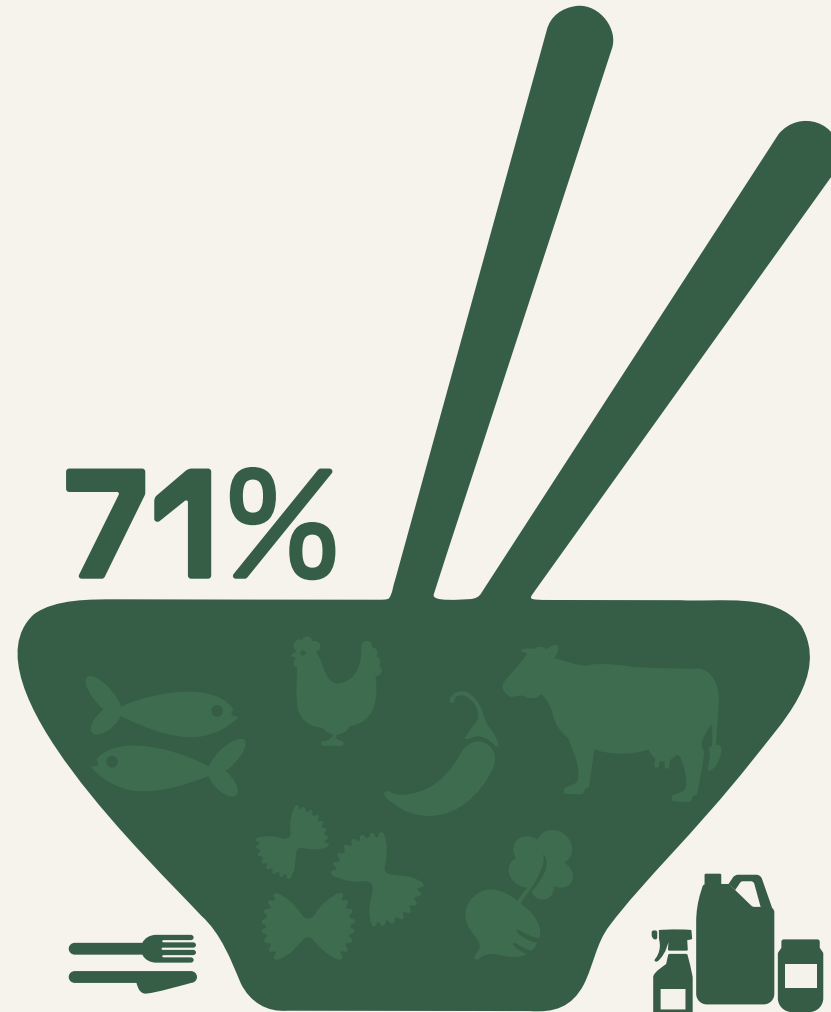
Increased sales of sustainable and climate-smart products.

2030

30 % lower climate impact from food sales.

Climate impact in our value chain

Food production accounts for the largest share of emissions in our value chain. When packaging is also included, the products' total climate impact becomes even higher. Transport and energy account for the largest share of emissions from our own operations. The figures below show the distribution of climate impact in our value chain for 2024.



OWN ACTIVITIES





Climate change on the agenda in Almedalen 2024

In the summer of 2024, we had five representatives in Visby to participate in discussions and panels, as well as holding our own seminar in Almedalen – the world's largest democratic meeting place for social issues.

The theme of Martin & Servera's seminar was 'The restaurant menu of the future – how do we make it sustainable? The seminar focused on how the catering industry, as role models, sources of inspiration and entrepreneurs, can contribute to more sustainable food production.

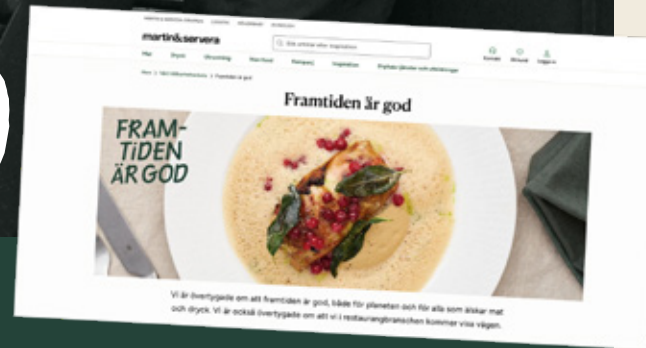
The panel included Kaj Török from MAX Burgers, Tommy Myllymäki from Aira and other restaurants, Anna Henning Moberg from Axfoundation/Torsåker Gård and Martin & Servera Group's Sustainability Manager Emelie Hansson. The seminar opened up a dialogue with our customers about how we can make restaurant menus more sustainable.

Among other things, they talked about how reducing the climate impact of meals also contributes to tasty and inspiring dishes, where increasing the share of vegetables and reducing the amount of meat on the plate increases the restaurant's profitability.



Maria Ståhl, Louise Johansson and Desirée Jaks are three of the chefs in the cookbook.

THE FUTURE IS GOOD



In 2023, we set a target to reduce the carbon footprint of the food we sell by 30 percent by 2030. One way to achieve this goal is to educate, inspire and clearly demonstrate more sustainable alternatives that allow us to both eat well and do good. We wish to use the "The future is good" concept to inspire restaurateurs and the industry to get started (and to move forward) with cooking more sustainably. To show that it is possible to reduce the carbon footprint and offer great flavour experiences. This year, for example, we released the cookbook 'Framtidens

krogklassiker' (Restaurant Classics of the Future) with recipes from chefs for chefs, in order to offer guests tasty and sustainable dishes using climate-smart ingredients and new ways of thinking.

"Reducing our carbon footprint is something we cannot do on our own, we need to collaborate with customers and suppliers throughout the chain. We want to inspire in different ways and show that sustainability is not complicated, it is attractive to guests and tastes superb," says Kristina Ossmark, Communications and Sustainability Director at the Martin & Servera Group.

"Reducing our carbon footprint is something we can't do alone, we need to work with customers and suppliers throughout the chain."



The Martin & Servera Group



CO₂e value per product in e-commerce

The product information in Martin & Servera's e-commerce platform was expanded in autumn 2024 to include CO₂ equivalents per kg of product. Packaging is also part of a product's total climate impact and is therefore included in the climate calculation.

Climate values are produced by Consuperdia and are based, among other things, on the RISE climate database for food.

This is very helpful for our customers. With information about a product's carbon footprint in CO₂ equivalents, they can calculate the climate impact of a dish or a menu and thus make the information available to the restaurant guest," says Irene Waldemarson.



Irene Waldemarson, CEO of Martin & Servera Restauranghandel.



50/50 mince
16.5 kg CO₂e/kg

Our new 50/50 mince reduces the climate impact of everyday dishes

ORDER HERE



item no 461602, frozen

Oskar Dahl, marketing planner for private label products in the Category & Purchasing Department at Martin & Servera Restauranghandel, was the internal project manager for the development of the new mince, which is made from 50 percent Swedish beef mince and 50 percent mince made with Swedish-grown legumes. From concept to launch, it took about a year.

The basic idea is that chefs should not have to change their approach in the

kitchen too much. You should be able to cook burgers using 50/50 minced meat in much the same way as if it was pure minced meat. It's gratifying therefore that the product has been well received by the chefs who have tried it, and by the restaurant guests who have tasted it.

"This product makes the transition to being a climate-smart consumer much easier," says Oskar Dahl.



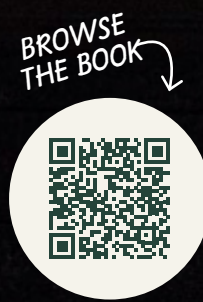


The chefs' restaurant classics of the future

This year, we released the digital cookbook "Framtidens krogklassiker" (Restaurant Classics of the Future). It's a source of inspiration that shows that it is possible to offer great flavour experiences while reducing carbon footprint.

We firmly believe that together we in the restaurant industry can lead the way towards a future where it is possible to both eat well and do good. To inspire more chefs to get started with sustainable cooking, we brought together chefs Klas Lindberg, Johanna Rampitsch, Eric Hristov, Frida Nilsson, Desirée Jaks, Melvin Glimstål, Louise

Johansson and Rasmus Johansen to create the cookbook "Framtidens krogklassiker" (Restaurant Classics of the Future). This book is full of both new ways of thinking and 16 recipes that could become future, climate-smart restaurant classics, and which restaurateurs can already put on the menu today.





Try a true classic with a sustainable twist. Melvin Glimstål's recipe takes the Wallenberger patty into the future with half veal mince and half legume mince.

10 PORTIONS

Wallenberger

- 500 g minced veal
- 500 g minced legumes
- 6 egg yolks
- 600 g cream
- 20 g salt
- Breadcrumbs
- Butter for frying

Mix everything except the cream into a smooth batter, preferably in a food processor.

Stir in the cream a little at a time, until you have a homogeneous batter.

Shape the mince into patties and roll in breadcrumbs.

Fry in plenty of butter for about 4 minutes on each side.

Mashed La Ratte potatoes

- 2 kg La Ratte potatoes
- 300 g cream
- 300 g milk
- 200 g butter
- Salt
- White pepper

Peel and boil the potatoes in water until they are soft.

While the potatoes are cooking, pour the milk, cream and butter into a saucepan and heat gently.

Pour off the water from the cooked potatoes and let them steam for 5 minutes.

Then press the potatoes into a food processor.

Mix with a whisk and add the milk mixture little by little to the desired consistency.

Season to taste with salt and white pepper.

Lingonberry preserve

- 5 dl lingonberries
- 2 dl granulated sugar

Mix the lingonberries and sugar in a bowl.

Stir occasionally until the sugar has dissolved.

Serving

- 500 g green peas
- 300 g browned butter
- 1 dl chopped parsley

Heat the peas in a little butter and water.

Then place them at the bottom of the plate.

Add the Wallenbergare and lingonberry preserve.

Top with plenty of browned butter and chopped parsley. Serve the mashed potatoes in a bowl on the side.





”We now drive fossil-free.”

By the end of 2024, the Martin & Servera Group reached the climate target of fossil-free transport for its own vehicle fleet.

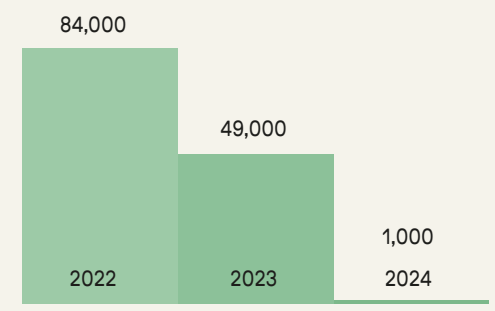


”When we switch, it also means that we contribute to our customers' climate efforts and climate footprint.”

There are more than 6,000 deliveries every day from Martin & Servera Logistik warehouses to restaurants, cafés, schools, care homes and other customers throughout Sweden. And the carbon footprint of the vehicle fleet is steadily decreasing. Håkan Ekmyr, Vehicle Manager at Martin & Servera Logistik, saw a steep drop in diesel purchases for trucks in 2024. Martin & Servera's trucks now run exclusively on electricity, biogas or HVO.

"The transition has happened quickly. In 2018, we set a target to make our transport fossil-free by 2030. But we will already reach the target for our own vehicles in 2025. We are very far advanced in the transition to electric and biogas trucks compared to the rest of the industry," says Ekmyr.

TREND IN LITRES OF DIESEL, 2022-2024¹⁾



¹⁾ Applies only to Martin & Servera Logistik. Annual outcome for the month of December.



"At Sorundahallarna, we also deliver goods fossil-free. All our own vehicles run on electricity, biogas or HVO."

Johan Werner, Finance and Logistics Manager at Sorundahallarna.



Håkan Ekmyr, Vehicle Manager at Martin & Servera Logistik.

Martin & Servera has invested heavily in converting its own vehicle fleet, which has also meant changes in the customer offering. In order for the investment in electric lorries to pay off, they need to be on the road a lot, not only during the day but also in the afternoons, evenings and nights.

"This requires customers who demand deliveries at those times and municipalities that are in favour of late and early deliveries. Fortunately, both are available," says Ekmyr, who also says that Martin & Servera's trucks meet the City of Stockholm's requirements for the low-emission zone planned in central Stockholm.

With an increasing number of electric trucks in the fleet, our own charging

infrastructure is now being built at Martin & Servera's terminals. This is essential for a large-scale transition, as trucks need to be able to recharge during loading and unloading. This means that Martin & Servera will also be able to offer charging for other people's vehicles, primarily our various partners.

"Making our charging infrastructure available is a way for us to speed up electrification for others too. We need to work together to increase our reach and make the transition," says Håkan.

The transition to fossil-free transport means that customers can make an active choice for the climate by choosing Martin & Servera.

"When we switch, it also means

that we contribute to our customers' climate efforts and climate footprint," says Håkan.

Biogas tax exemption

On 13 December 2024, the Swedish Tax Agency reintroduced the tax exemption on biogas that had been removed for the last two years.

"The announcement was a great relief and positive news for us. We have a large proportion of biogas vehicles in our own fleet," says Håkan.

”The working environment has improved significantly for all staff.”

Along with Mjölby Municipality, Motala Municipality has procured transport with fossil-free fuels and evening and night-time deliveries with electric trucks. "It has been incredibly successful and appreciated," says Tomas Hemmingsson, Head of Operations at Motala Municipality. "Now, when we design new units, we prepare them for evening and night-time deliveries right from the start."



Reliable deliveries



Safer school playgrounds



The goods in place



Less stress, fewer interruptions



Lower climate impact

Tomas Hemmingsson, Head of Operations at Motala Municipality.



"We aim for fossil-free goods transport," says Tomas Hemmingsson. "The idea behind value-added procurement was to focus on sustainable transport. The Motala and Mjölby value-added model, which was used in the procurement, included a value-added deduction for sustainable transport. The model was also used for night-time and evening deliveries."

"This is the first time we have applied the value-added model in this way for fossil-free fuels in goods transport," says Tomas.

Evening deliveries are good for kitchen staff

Motala currently has eight large-scale kitchens (pre-schools, primary schools and a secondary school) that can receive night-time and evening deliveries. Mjölby has one kitchen.

"The night-time and evening deliveries have been very successful," says Tomas. "This is excellent from a health and safety perspective and for staff. When staff arrive at work in the morning, the goods are already in the fridge, freezer and dry store. The working environment has improved significantly for all the staff."

The number of evening and night-time deliveries is gradually increasing

Tomas says that Motala Municipality has considered night-time and evening deliveries in the past, but that it only became relevant when Martin & Servera came up with the suggestion that their electric trucks could deliver goods in the evenings and at night-time.

"We realised that this was a really good opportunity from so many points of view. We are now continuing to expand night-time and evening deliveries, including when we are designing several new large units for nursery schools and other facilities."





BIODIVERSITY

Biodiversity for both the planet and the business

Biodiversity, i.e. the wealth of variation among animals and plants, maintains healthy soils, water purification and crop pollination, among other things. It enables people to produce food and get drinking water, for example.

It is becoming increasingly clear that food production is the main driver of biodiversity loss. Our work to maintain or increase biodiversity is important in order to future-proof the Martin & Servera Group's business and product range.

A balanced ecosystem with a rich and

diverse natural environment makes us better equipped to deal with climate change. That's why we have policies for product ranges such as seafood or risk crops such as palm oil and soya, and we set targets to increase sales of organic and eco-labelled products.



The importance of protecting biodiversity

"Safeguarding biodiversity is more important than ever and is a priority in our work. Through careful analyses, we now have the tools to contribute to change through collaboration with suppliers and customers," says Emelie Hansson, Quality and Sustainability Manager at Martin & Servera.

In 2024, the Martin & Servera Group tracked and prioritised the company's biodiversity footprint across the value chain, using the Science Based Targets for Nature methodology. Based on these facts, the Martin & Servera Group decided which areas the company should focus on.

"We have systematised the way we look at how the production of the food and raw materials we sell affects the environment in small and large ways, such as changes in land use, deforestation and crop cultivation," says Emelie Hansson.

The Martin & Servera Group can now see how its production affects biodiversity in a variety of areas. This will be very helpful in setting requirements for suppliers of products related to these areas.

Clear positions

Martin & Servera's stance on biodiversity includes, among other things, only selling organic bananas and prioritising eco-labelled fish in its range. We also favour biodiversity here at home in Sweden, by selling local and regional products from Sweden, organic meat and Swedish natural grassland meat. Martin & Servera collaborates with several networks on these issues.

"Together we become stronger and can have a better impact internationally," says Emelie Hansson. Martin & Servera is also participating in a research collaboration with RISE to develop a database of biodiversity footprint values that can be linked to the product range.



Emelie Hansson, Sustainability and Quality Manager.

"We have systematised the way we look at how the production of the food and raw materials we sell affects the environment in small ways and big ways."

Tracking biodiversity



The Martin & Servera Group's operations have a major impact on biodiversity, both in our immediate vicinity and in the countries where the products we sell are produced. Food production is one of the main drivers of negative impacts on biodiversity, and we therefore tracked our potential impacts along the value chain in 2024. We based the tracking on the eight drivers of biodiversity loss used in Science Based Targets for Nature.



“This work is part of our preparations for the new EU legislation on sustainability reporting, the CSRD. The tracking of the foods we sell shows the highest impact is from cultivation and production.”

Elisabeth Poring, Environmental and Quality Assurance Manager.





Risk commodities and risk countries

The tracking of our impacts resulted in a risk map of products and countries based on biodiversity risk. Within the Martin & Servera Group, we have policies and guidelines to manage these risks, and the work to reduce our impact is continuing.

Cocoa



- **Deforestation:** Ivory Coast, Ghana, Indonesia, Cameroon, Nigeria
- **Water stress:** Dominican Republic

Palm oil



- **Deforestation:** Indonesia, Malaysia, Thailand, Nigeria
- **Water pollution:** Indonesia, Guatemala, Ecuador

Beef



- **Deforestation:** Brazil, Argentina, Australia, Mexico
- **Water pollution:** China
- **Water stress:** Italy, Mexico
- **Soil pollution:** impact independent of country
- **Climate impact:** risk independent of country of production

Coffee



- **Deforestation:** Brazil, Indonesia, Honduras
- **Water stress:** India, Mexico
- **Soil pollution:** independent of country of production

Fish & seafood



- **Deforestation:** shrimp farms in Vietnam and Indonesia
- **Water pollution:** shrimp farms in India, Indonesia, Thailand and tilapia farming in China
- **Water stress:** shrimp farms in India, China and tilapia farming in China and Mexico
- **Over-exploitation of biological resources:** risk independent of country of production
- **Change and use of marine ecosystems:** risk independent of country of production
- **Change and use of freshwater ecosystems:** risk independent of country of production
- **Soil pollution:** risk independent of country of production

Bananas

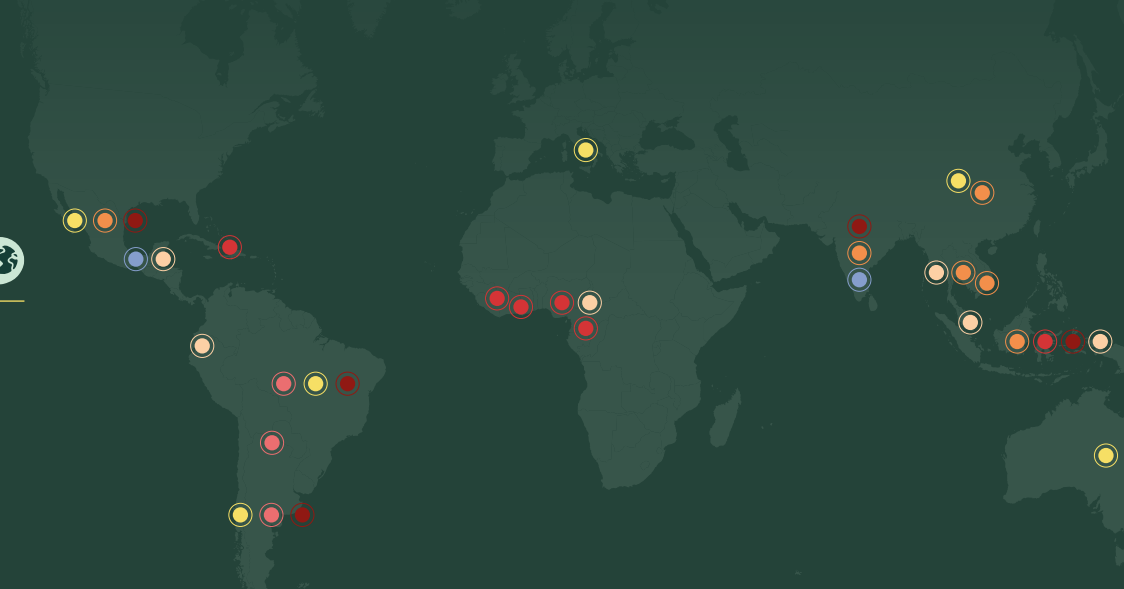


- **Deforestation:** Guatemala
- **Water pollution:** India
- **Soil pollution:** risk independent of country of production

Soya



- **Deforestation:** Brazil, Argentina, Paraguay
- **Water pollution:** Brazil, Argentina
- **Soil pollution:** risk independent of country of production



Soya, palm oil and other risk crops

How should we deal with crops that we know affect vegetation, animals and people, but which contribute to economic growth in the places where they are grown and harvested? As a major player in the market, taking responsibility is as important as it is obvious.

Martin & Servera, like many other retailers, is a member of the Swedish Platform on Risk Commodities. The goal is sustainable risk crops (commodities) that do not contribute to deforestation or land conversion and that are produced with respect for human rights.

As a first step, there is a commitment for soy and palm oil: by 31 December 2025, members will require that all soy and palm oil – in all goods handled – is verified as more sustainable, for

example that it is certified.

It is important that many of us work together on these issues. Naturally, the products we sell should be produced with care and responsibility. "The Swedish Platform for Risk Commodities" is of great benefit and you as a customer can feel safe with the goods you buy from us," says Henrik Hellström, Sustainability and Quality Manager at Martin & Servera Restauranghandel.

"It is important that many of us work together on these issues."



Last summer, Nicklas Schön met Beefarm's Andreas Åkesson in a rapeseed field in Halland.

Beefarm is buzzing

With support from the Martin & Servera Group, Beefarm is placing beehives in rapeseed fields and measuring the effect. With more bees, pollination increases and so do harvests.

Biodiversity, i.e. the variety of animals and plants, is essential for all life on Earth and the basis for humans to have food, fresh air and clean water.

One third of Sweden's wild bee species are on the verge of disappearing.

"Bees do vital work.

75% of the world's food production depends on pollination, so if bees disappear, the world's food supply is threatened. That's why we support Beefarm's research project," says

Nicklas Schön, Business Area Manager for Fruit & Vegetables, Martin & Servera Restauranghandel.

Outcome in 2024:

140 beehives

7 fields

10% increase in harvest

36 tonnes less CO₂ emissions



CIRCULARITY /
RESOURCE USE

Taking care of raw materials and resources

We work every day towards the goal of halving food waste in our own operations. When we develop new products, we like to make something good out of raw materials and materials that have previously gone to waste. Packaging for our own-label products should preferably be made from materials that can be recycled or reused.

For both us and for our restaurant customers, making efficient use of raw materials and other resources is a given. It saves money. However, it is also about conserving natural resources and reducing emissions from food production and packaging materials.

Food needs to be packaged so that it lasts longer, but it is also important to ensure that plastic packaging is recyclable. Dialogue with producers and suppliers is an important step towards our overarching 2030 goal of increasing the supply of recycled materials.



“We are on track to meet the target.”

Food waste is an important sustainability issue. Martin & Servera works in several different ways to reduce waste and to increase customers' knowledge of how everyone can help each other to reduce food waste.

About one third of all food produced is thrown away. This means that reducing food waste is an important sustainability issue. We work extensively to reduce food waste and strive for good agreements with suppliers, wise assortment building, optimal stock management (the right goods, in the right quantity, at the right time), good checking of goods upon receipt, careful handling of goods in warehouses and in transport, date inventories of goods in stock, active sales and donations. And the trend is going in the right direction.

“We are now well on track to meet the target of halving food waste by 2025.”

“We had a tough time at the beginning of this year, but we achieved really good figures during and after the summer and met the annual target of 0.29 percent food waste in the business,” says Birgitta Niemi, Quality Manager at Martin & Servera Logistik.

A key success factor in reducing food waste is the coordination of different parts of the organisation.

“The cause of waste is often the expiry date, meaning that we don't have time to sell the goods on time, so it's incredibly important that we have good system support and can work

daily with inventories and communication between different functions in the business. That way we can keep track of, sell off or donate items with short dates.”

Customers can help reduce waste via the e-commerce clearance list or the *Save Food* website. Martin & Servera is also part of the focus group working on updates to the industry agreement that establishes practices for public procurement of food and creates conditions for good business. Among other things, the agreement includes a “sustainability ladder” aimed at reducing waste throughout the food chain.

“We are now aiming to reach the 2025 target of halving food waste compared to 2018, i.e. 0.25 percent. It will require even more resources and wisdom, but it's good to feel we have a positive trend,” says Birgitta.



Birgitta Niemi, Environment and Quality Manager.

“We rescue 95% of the goods donated.”

Martin & Servera works hard to reduce food waste. For example, there is a structured approach to the donation of goods that have not been sold for whatever reason. Some end up in Linköping at Matmissionen, the City Mission's shop for people on low incomes.

In Skäggetorp in Linköping there is a different kind of food shop, Matmissionen. People on low incomes who are struggling to make ends meet can apply to become members, and as a member they can buy goods at a third or less of the normal retail price. The assortment varies from day to day depending on the goods donated to the shop by Martin & Servera and others.

"We get everything we can get: meat, milk, frozen bread, cheese, vegetables and fruit and we save 95 percent of the food we get. This year, we have saved almost 200 tonnes from becoming waste," says Roger Reznik, head of the Östergötland City Mission shop.

The fact that so much of the donated goods can be used is partly the result of better foresight on the part of donors. For example, Roger Reznik describes how contact and dialogue with the food

rescuer at Martin & Servera's warehouse in Norrköping has meant that more of the donations are put to use.

"In the past, we may have had only one day to sell the goods. Now Martin & Servera has brought forward the day when we receive the donations. The goods have a longer expiry date, which means we have more time to save them," says Mr Reznik.

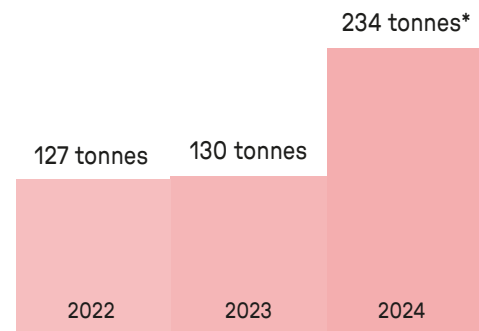
The donated goods go primarily to Matmissionen, but they also get a second and even a third chance at Stadsmissionen. Peder Barrling, Chief Operations Manager of Östergötland Stadsmission, calls it a three-stage rocket:

The vast majority of what we receive ends up in the shop, but we also have the opportunity to rescue food in other parts of our business. We have a restaurant and a café, where donations can become ingredients in production. We



Roger Reznik, Unit Manager for the shop Östergötlands Stadsmisson and Peder Barrling, Chief Operations Manager Östergötlands Stadsmisson.

TREND IN TOTAL TONNES DONATED 2022-2024



*In 2024, we donated to more organisations than ever before.

also have a contact centre for individuals living in homelessness and dependency where we distribute food bags, among other things," says Peder Barrling.

Rescuing food

All Martin & Servera customers can rescue food and make money. On the website räddamat.se, Martin & Servera's customers who do not shop on our e-commerce platform can also rescue food and other products from becoming waste.





“Everyone is focused on vendace roe, that's where the money is.”



When vendace is fished, it is the roe that becomes food. This is an enormous waste of resources and is completely unnecessary. Sorundahallarna have found a way to get more out of the fish.

Too much food is wasted – even before it becomes food. More than 25 percent of all fish caught by Swedish boats never becomes food. For vendace, the figures are even higher.

“The females are fished for their roe, while the males, which make up about half of the catch, are used for animal feed. This is despite the fact that it is a perfectly edible fish. That's not reasonable. We need to be better at utilising the residual streams, i.e. what is left over when we produce certain products,” says Louise Söderqvist, Marketing Manager at Sorundahallarna.

Vendace is an example that it is actually possible to reduce residual streams. Louise Söderqvist describes how the path to this point has been fraught with new challenges. The first problem that arose was finding a machine that could fillet small fish. The next challenge was to man it during the few weeks that vendace fishing takes place.

“Naturally, all vendace producers are focused on vendace during the fishing season, because that's where the money is,” says Louise.

The solution was a little unusual. The company Guldhaven Pelagiska, which owns the machine, was able to help, but only up to a limit.

“They could offer a person to handle and service the machine, but they told us: “You need to provide the manpower”. So we took some customers with us, went to Kalix, manned the machine and started filleting fish,” says Louise.

Chef Fredrik Hedlund of the Liura company helped experiment with a recipe for a marketable product and the result, boquerones made from vendace, filleted and marinated in vinegar, is now sold by Sorundahallarna.

“We've had great feedback from customers who have either replaced existing boquerones with ours, or added them to their menu,” says Anton Wallin, Business Developer at Sorundahallarna.

Residual streams of vendace have also decreased significantly. And it will get better.

“The market could handle at least half of all male vendace, and it 's great to know we are helping to reduce waste,” says Anton Wallin.

Bringing a completely new product to market requires collaboration. Without Guldhaven Pelagiska, Liura and Axfoundation, boquerones produced with Kalix vendace would never have been launched on the market.



Madeleine Linins Mörner, Programme Manager for Food of the Future at Axfoundation.

”It's crazy that our food eats our food.”

The Martin & Servera Group works with Axfoundation, which runs a number of projects to tackle sustainability challenges. One of the projects is focused on developing the animal feed of the future, another on making it possible for us humans to absorb almost as many minerals from wholegrain as from meat.

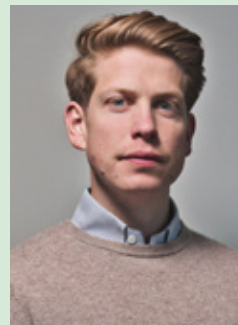
Axfoundation is an independent, non-profit sustainability organisation that works specifically for a sustainable society. Together with various partners, where the Martin & Servera Group is one, Axfoundation tackles practical issues related to the things we buy, the food we eat and the resources we consume.

One of Axfoundation's projects, in which the Martin & Servera Group is involved, is Future Feed for Poultry, Fish and Pork. The goal is to create a process for the production and sale of fish, pork, poultry and eggs from laying hens raised on feed with a low climate impact and ingredients that benefit biodiversity.

"The project was born out of the realisation that it is completely ridiculous that our food eats our food. We feed our animals things we could eat ourselves instead. Of course, it should be the case that our food eats things that we cannot eat or do not want to eat," says Madeleine Linins Mörner, Programme Manager for the Food of the Future programme at Axfoundation.

The project is working to replace ingredients such as imported soya and wild-caught fish in conventional animal feed with more resource-efficient and circular raw materials such as insect larvae that is fed on food waste and residues. Other feed ingredients that will be tested and evaluated are mycoprotein and blue mussels from the Baltic Sea. The animal feed produced has a significantly lower carbon footprint than conventional feed.

"If I say that 75 percent of the climate impact of Swedish chicken and eggs comes from the feed, it is easy to see that there are major climate gains to be made here," says Christian Sjölund, Project Manager in the



Christian Sjölund, Project Manager in the programme area Future Food at Axfoundation.

Food of the Future programme area at Axfoundation.

Another Axfoundation project aims to develop the next generation of tasty and healthy cereal-based meals. By treating cereals with something called hydrothermal treatment, the human body can absorb almost as many minerals from whole grains as from meat. Good for both your health and for the planet. No one missed the serving of cultured porridge at the 2024 Nobel Dinner – created by Jessie Sommarström and made from hydrothermally adapted cereals.

"When substances like iron and zinc are made easier for the body to absorb, completely new possibilities open up. For example, the pancakes in schools or hospitals can basically become health food," says Madeleine.



WORKERS IN
THE VALUE CHAIN

Responsibility for the value chain

The Martin & Servera Group's Code of Conduct ensures that the goods and services we purchase are in line with our requirements for social and environmental responsibility. Our work on social responsibility was bolstered during the year through a human rights policy.

The Code of Conduct applies to both Swedish and foreign suppliers. The Code of Conduct is intended to ensure that the goods and services we purchase are in line with our social and environmental responsibility requirements.

Through membership of ETI Sweden (Ethical Trading Initiative), we collaborate to address complex human rights and labour challenges in the

supply chain. We monitor developments and implement the OECD International Due Diligence Guidelines to create long-term sustainable business relationships.

Naturally, the products we sell should be produced with care and responsibility. Our customers should feel confident about the goods they buy from us.



Co-operation improves working conditions in supply chains

We have a major responsibility to identify and manage risks in global supply chains related to human rights, working conditions and the environment. During the year, we worked on updating our Code of Conduct to be in line with Amfori/BSCI and we also developed a human rights policy.

Democracy weakened around the world in 2024. Several reports describe how democracy and human rights in the workplace are being eroded globally, and we are witnessing a continued deterioration of workers' rights in every region of the world. This, as well as forthcoming EU legislation, the Corporate Sustainability Due Diligence Directive (CSDDD), means that we need to continue to develop our work on human rights. During the year, we refined our assessment and follow-up of suppliers, as well as the systems and tools used for evaluation. We are gearing up to work with our suppliers to manage the increased risks that may be associated with our supply chains.

Improving conditions for workers in the value chain requires co-operation with other operators in the food industry. Martin & Servera actively participates in ETI Sweden's working group for food and beverages. This working group works to improve labour conditions and respect for human rights in Swedish food and beverage chains. During the year, the group worked to improve the working conditions of workers in the agricultural sector in the Almería region of Spain, resulting in new collective agreements at companies in the region. Martin & Servera also participated in discussions between banana producers and labour representatives in Ecuador to help improve working conditions for workers on the banana plantations in that country.



MARTIN & SERVERA'S
EMPLOYEES

Our employees, our success

Our employee promise says "Join us and make every day a little better" and describes well who we are, what we do and where we are going. Caring for each other, our customers and the planet, we improve the restaurant industry every day.

Employees who are content, develop, feel secure and have fun at work – that's our vision and the basis for our success. As a member of our team, you are an important part of our overall enterprise.

We appreciate that everyone has different experiences, knowledge and ideas. Whatever our role or location, we work together to exceed customer expectations.

When we solve challenges, we sit in a room with representatives from different parts of the company, who bring different perspectives. That's when we make the best decisions. Such a strong internal community rarely creates itself. We have achieved this through conscious and strategic efforts in recent years.



Damien Blanchard, driver at Martin & Servera Logistik, Norrköping.

“You are heard
and you can make
a difference.”

Hello Damien, How did you end up at Martin & Servera Logistik?

"I started as a picker at the warehouse nineteen years ago thanks to a tip from my sister-in-law who was already working here. I had only lived in Sweden for nine months, but I got an interview, did a month's work placement through the Swedish Public Employment Service and then got a job."

What roles have you had in the company?

"I have had quite a few roles here – clerk, filler, goods reception, I became a safety representative in 2018, then

gained a truck driving licence through the driver training programme at work. I was a trade union chairman for Handels in Norrköping and then switched to my current role as a driver."

Why did you choose to become a driver?

"What little boy hasn't dreamed of becoming a driver? When the opportunity arose, I jumped at it. I see change as a positive thing – it leads to progress. Now it's even more fun because I get to drive one of our electric trucks. A good working environment is a matter of concern to

“A good day starts with me picking up my route and then hanging out and joking with the other drivers.”

me, and I train managers and safety representatives internally on work environment issues.”

“Martin & Servera is a good employer. I like that it's a large workplace, so you can try out different professions and departments. I really enjoy it when I get to develop.”

What does a really good working day look like?

“A good day starts with me picking up my route and then hanging out and joking with the other drivers. And it's good if all the cargo actually fits in! When I head out, the roads are dry – no rain and absolutely no snow on the slopes, that's the worst thing I know.”

“It's great to meet all the customers. I feel that they like it when I arrive, not just because they then also get their goods. I manage to drive past where my youngest daughter is just getting off the bus at school, that's a bonus. That feels good. By the way, my entire family is in the restaurant business. My eldest daughter is one of our customers!”

“I only drive locally and don't have so much driving time, I can drive 6 hours without a break. If it's summer and the

weather is nice, I park by the harbour, take out my rug and have lunch there on the lawn. It's a really lovely end to my working day.

If there are afternoon customers, I drive on and then it's time to empty the truck and park for the evening. I think the vast majority of working days are good days!”

What is your favourite moment of the working day?

“Apart from when I see my daughter waving to me, of course it's when a customer offers me coffee and I have time to stop and chat for a few minutes.”

Why are your colleagues important to you? How do you build good relationships with colleagues and managers?

“We meet every morning, we talk and discuss any problems and challenges. It is good to listen, both as a colleague and as a safety representative. Sometimes we call each other during the day. But I also like being on my own, you still meet customers all the time.”

What have you learned from changing your role in the organisation?

“Change is not dangerous. I have had



the opportunity to try out many different jobs and departments. It has given me a better understanding of the whole company and the processes required to make everyday life run smoothly. I always strive to improve the working environment - and that usually has a positive impact on the company in terms of employee satisfaction and savings.”

Would you recommend Martin & Servera as an employer? Why?

“Every day of the week. It's a stable company that cares about its employees, a company that complies with laws

and regulations and gives its employees the opportunity to develop. You are heard and you can make a difference.”

If you were CEO for a day, is there anything you would do/change?

“Oh, that's a difficult one. But I'm particularly passionate about the holistic perspective. Understanding how other departments work and the challenges they face – I think that would create efficiencies, better processes and eliminate unnecessary and hidden costs.”

Being a leader at Martin & Servera

We see leadership as an important part of contributing to a growing and prosperous Group. That's why we offer opportunities for growth, both for those who are new to the leadership role and for those leaders who have been around for a while.

More than 150 leaders have completed the programme since our leadership programme started in autumn 2022. The leadership programme "Being a leader at Martin & Servera" is divided into two levels. Level 1, which provides basic leadership tools for anyone

new to leadership. Level 2 is intended for leaders with at least three years' experience and aims to create leaders who can confidently lead strategically and manage long-term as well as day-to-day challenges.



Katarina Olsson Andersson,
HR Director at the Martin & Servera Group:

"During the year, we have focused on developing our leadership offer to provide our leaders with the tools and support they need, whatever their level of experience. We want our leaders to feel equipped to drive the Martin & Servera Group's business forward and also contribute to a strong and sustainable corporate culture."



Anna Hammargren, Warehouse Manager at Martin & Servera Logistik, Halmstad, is one of the leaders taking the new leadership programme:

"As an experienced leader, the programme challenges me on a deeper level. I get the chance to reflect on my strategic leadership and how my actions and leadership affect my employees and, by extension, the entire organisation. It's incredibly useful to exchange experiences with other participants!"



Award for best leadership development

In addition to clear positive impacts on the business, in September 2024 we were awarded a bronze Brandon Hall HCM Excellence Award in the Best Leadership Development category.

Thriving diversity



Diversity is about human differences and the view that differences enrich – in our daily work, in our customer encounters and in our collaborations with others.

Diversity develops our employees, and the company and allows us to understand the world and our customers' needs even better.

We operate with zero tolerance for all

forms of direct and indirect discrimination, harassment and offensive treatment in the workplace. It applies between work colleagues and also to our interactions with customers and suppliers.

DIVERSITY OBJECTIVES

Proportion of female employees

32.5%

Outcome 2024

40%

Target in 2025

Proportion of female managers

35.2%

Outcome 2024

40%

Target in 2025

Percentage of managers with an international background

19.5%

Outcome 2024

20%

Target in 2025



THE MARTIN & SERVERA-GROUP SUPPORTED JÄRVAVECKAN'S AMBITIONS TO CREATE 'ETT GODARE SAMTAL' [A BETTER CONVERSATION].

Järvaveckan invited people to "A Better Conversation". The aim is to bring together people from different parts of society to discuss and share perspectives on how we can combat exclusion and segregation. All over a good meal. Martin & Servera co-hosted two dinners.



ON PARADE FOR HUMAN RIGHTS

In August, Axel Johnson participated in the Pride Parade in Stockholm together with colleagues from the Martin & Servera Group, Axel Johnson International, Axfood, Dustin and Novax.

We actively work to ensure that all our employees are given equal rights and opportunities. These differences can be related to gender, ethnicity, religion, disability, sexual orientation or age, but also to our different experiences, lifestyle, education, values and family situation.

Everything for the industry

Our commitment to the catering food service industry is strong. We want to contribute to sustainable growth, gastronomic development and more young people in the industry.



Chef of the year 2024

We support Chef of the Year, which has shaped Swedish food culture since it began 1983 and is leading Swedish gastronomy into the future. Chef of the Year is professional cooking at the highest level and provides lots of inspiration for Sweden's chefs and the next generation of culinary talent. The Chef of the Year 2024 was Michael Andersson.

WE SUPPORT THE STUDENT FUND

Årets Kock AB has established Årets Kock Elevfond (Chef of the Year Trainee Fund), which supports aspiring chefs with knowledge, inspiration and guidance through a mentoring programme. The Martin & Servera Group supports the student fund.



Chefs' Camp

Chefs' Camp's goal is to increase the number of chefs in the restaurant industry and at the same time give young people living in marginalized situations a fast track to a good career.

Young Chef of the Year, Student Chef of the Year, Student Chefs of the Year, Swedish High School Championship

The shortage of staff is a challenge for the industry. In order to put young talent in the spotlight and attract more people to the industry, we support several competitions aimed at young people.

SWEDISH NATIONAL CULINARY TEAM/ JUNIOR NATIONAL CULINARY TEAM

We are a proud partner of the Swedish National Culinary Team and the Junior National Culinary Team. The juniors won the gold medal at the Culinary Olympics 2024, consolidating Sweden's role as a top culinary nation. The companies within the Martin & Servera Group work together to help teams find the right ingredients from our fantastic Swedish producers.



Other collaborations

Exceptionell Råvara, Generation Pep, Årets Ekokock, Svenska Gastronomipriset, Copper Skillet, TakeOver, Framtidens Krogkultur, the Industry Association for Food Wholesalers (Livsmedelsgrossisterna), Svensk Handel (Swedish Trade Federation), Sustainable Supply Chain for Food in Sweden (Hållbar Livsmedelskedja), Organic Sweden, the EcoFoodCentre, Från Sverige (From Sweden), Yrkesdörren, Mitt Livs Chans, ETI Sverige, Rådet för kyl- och fryskedjan, RSPO (Round Table on Sustainable Palm Oil), RTRS (Round Table on Responsible Soy), Svenska plattformen för riskgrödor (Swedish Platform for Risk Commodities) SAMS (Samarbete för Minskat Svinn) and amfori BSCI.

”You are in the labour market from day one.”

In 2024, the Martin & Servera Group partnered with the newly launched Chefs Camp, an initiative for more young chefs and greater inclusion.

The restaurant industry needs more chefs, while there are marginalised young people who need a job. Chefs Camp helps unemployed people enter the labour market and provides a platform for long-term career development through practical chef training.

”Chefs Camp is actually like any other trainee programme, except that we don't recruit from universities but from the Swedish Public Employment Service. So our students participate in one of the Employment Service's programmes,” says Alexander Throne-Holst, CEO of Chefs Camp.

Applicants do not need any prior knowledge of cooking or experience of working in a restaurant. Successful applicants will be part of a team of around five chefs, with a professional chef coach in charge of training.

”With us, you are in the labour market from day one. It's one hundred percent practical training and when you've gone through Chefs Camp for six months, there's a network of restaurants that want to pick you up,” says Alexander.

The aim is to train 60 chefs a year. Recruitment is continuous: every

month, five new talented individuals are recruited to replace the five who have completed the programme. The training consists of three main blocks: a month-long initial introduction covering, among other things, workplace culture and practical learning on hygiene, safety and cooking basics. After that, the trainee becomes part of a group of older trainees, led by a chef coach. In the final part of the programme, trainees are given more responsibility, not only for themselves but for helping new trainees.

Chefs Camp was started by chef and restaurateur Melker Andersson, together with entrepreneurs Alexander Throne-Holst and Casten von Otter. The coaches in charge are chefs Jimmy Lappalainen and Claes Grahn Möller. The day-to-day training takes place at the Skörden restaurant in Södermalm, Stockholm, where the students run the business together with the permanent staff.

”We produce real food for the neighbourhood and real chefs for the industry,” says Alexander.



”We produce real food for the neighbourhood and real chefs for the industry.”



CHAPTER

04

MANAGEMENT
& GOVERNANCE



How our companies are governed

Within the Martin & Servera Group, we operate our businesses with a focus on customer benefit, sustainability and profitability. We achieve the latter through efficient and sustainable logistics, investments in climate-smart technology, renewable energy, reduced waste and sustainable products and services.

The Martin & Servera Group consists of a parent company, with its head office at Lindhagensgatan 133 in Stockholm, and four wholly owned companies with their own, directly reporting subsidiaries. The companies are presented on pages 11–15.

The highest level of the group's corporate governance structure is the Martin & Servera Group's Board of Directors, which meets five times a year. Sustainability issues are strategically important for the Group's operations and future, and are therefore always

in focus when the Board of Directors decides on different investments and priorities.

Board members receive a monthly report containing a follow-up of selected key performance indicators, including in the area of sustainability. More extensive reporting is also prepared every quarter, where key areas such as the share of renewable energy in transport and emissions are also monitored. The Board also reviews the annual and sustainability report before publication.

Group companies have their own



boards with at least one representative from Group management. The Boards of Directors and management of the companies are responsible for the operations of their respective companies. Operational responsibility for the sustainability efforts lies with each company and each function's operations, but is led by the Group-wide function Sustainable Development & Quality.

Martin & Servera AB is environmental and quality certified (ISO 14001 and ISO 9001). The certification also covers the two largest companies, Martin &

Servera Restauranghandel and Martin & Servera Logistik. Other companies have their own environmental and quality certificates. Martin & Servera Logistik and Sorundahallarna are certified according to the food safety standard FSSC 22000. The companies and their processes are regularly audited by external auditors.

The Martin & Servera Group has conducted a double materiality analysis that forms the basis for prioritising its sustainability work (read more on page 66).

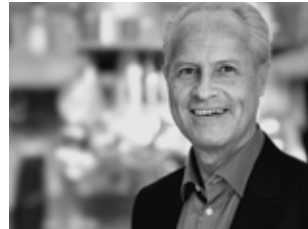
Board of Directors



Camilla Wideroth
Chair of the Board



Andreas Hiller
Ordinary member



Tomas Franzén
Ordinary member



Pernilla Oldmark
Ordinary member



Claes Seldeby
Ordinary member



Anna-Lena Holsteryd
Employee representative



Daniel Bustos
Employee representative



Rasmus Tallén
Employee representative

Group management



Liv Forhaug
Chief Executive Officer



Irene Waldemarson
CEO Martin & Servera
Restauranghandel



Per-Erik Kanström
CEO Martin & Servera Logistik



Gustav Fernström
CEO Galatea



Jonas Sjökvist
CEO Sorundahallarna



Anna Ståhle
Chief Financial Officer
(takes up position in April 2025)



Kristina Ossmark
Communications and Sustainability Director



Camilla Penttilä
Business Development Director



Katarina Olsson Andersson
HR Director



Jörgen Åhlin
IT Director (takes office in April 2025)

Occupational health and safety

The Martin & Servera Group is committed to a good working environment with an open and welcoming working climate. Systematic work environment management is intended to create workplaces free from ill health and accidents and staffed with healthy and committed employees.

Our systematic work environment efforts aim to create workplaces with healthy and committed employees, free from illness and accidents.

The Martin & Servera Group works continuously to examine the work environment – both physical, organisational and social – for example through safety inspections, risk observations, incident reporting, employee surveys, performance appraisals/dialogues and follow-up of key performance indicators. The working environment efforts are a continuous process of inspection, assessment, action and evaluation. The year's Team Barometer index as a whole showed an outcome of 74 (74) in November 2024.

In 2024, work in the area of occupational health and safety has been strengthened through the creation of a new group-wide role in work environment, health and rehabilitation.

Responsibility and roles

To ensure that managers take their health and safety responsibilities seriously, a written allocation of health and safety tasks is made to all managers with

personnel responsibilities within the organisation. For those managers who have health and safety responsibilities at a more general and strategic level, extended tasks are also assigned.

All employees also have a responsibility to contribute to a good working environment, by following existing guidelines and procedures, and to report shortcomings in the working environment.

The appointed safety representatives are the employees' representatives in health and safety work. In order to achieve the best possible result, therefore, various forms of collaboration are adapted to the needs of the business. The aim of these measures is to achieve good cooperation between managers, the safety organisation and other employees and thereby achieve a good working environment.

Practices that contribute to a good working environment & sustainable employees

To achieve a good working environment and a sustainable working life, we work from different perspectives (promotion, prevention and remediation).



We promote wellness and a healthy working environment through systematic efforts on the work environment and we focus on health factors such as inclusion, participation and good leadership. We offer wellness allowances and wellness programmes.

We work preventively by monitoring and acting on risks in the work environment. Risk observations, incidents and accidents at work are reported. Accidents and incidents that require investigation are presented to the Health and Safety Committee.

We have preventive work against alcohol and drugs through, for example, random testing and we have procedures for health talks.

In order to identify mental illness at an early stage and provide rapid support, the Martin & Servera Group has a personal counselling service through an external





partner, that is available around the clock for employees in need of professional help and support.

There is also an anonymous whistleblowing service open to all employees within the Martin & Servera Group, in order to strive for transparency and minimise risks. The whistleblowing service is also open to customers, suppliers and other partners to report any negative impact.

Our remedial work involves acting on deficiencies in the work environment and following clear processes for illness, work adjustment and rehabilitation.

We have agreements with a number of partners who can assist with issues relating to the physical, organisational and social work environment, as well as individual support measures. Examples include occupational health services with a wide range of services – from prevention in the field of occupational health to aftercare

support for individuals and groups. Where necessary, we also cooperate with more specialised actors in areas such as alcohol and drugs, social work investigations, and crisis support. We also offer benefits for employees' healthcare.

Knowledge of the working environment

Information about working environment, health and safety is available to all employees online, where company news are also communicated.

There is also an ongoing dialogue between the manager and employees through meetings and personal conversations. Health and safety is part of our leadership programme and there is a mandatory training course for all managers focusing on health and safety responsibilities. The training is also available for all employees. Working environment issues are included as part of the induction for new employees.



Learning in everyday life

We offer learning that is business-oriented, relevant and helps employees develop in line with their tasks in order to achieve development goals.

Our employees have access to a wide range of development activities, including health and safety at work:

- Training platform with access to training programmes for all employees
- Leadership programmes for new and experienced leaders
- Learning teams
- Leadership tools in Teams with inspiration, support material and tools
- Tips and inspiration for everyday learning on the intranet
- Internally filmed inspirational lectures and webinars on various themes

About this report

The sustainability report for 2024 (published on 18 March 2024) relates to the Martin & Servera Group and is the Group's seventh sustainability report. This report has been prepared with reference to the GRI Universal Standards 2021.

The reporting cycle is one year and this sustainability report relates to the financial year 2024 (1 January - 31 December 2024). Where there are limitations specifically for an indicator, this is indicated in the context of a chart, table or comment in the GRI index. The accounts have not been reviewed by an auditor.

Contact for comments and questions regarding the sustainability report:

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