# Chairman's Report

Dear Shareholders and other readers,

Midsona is developing and growing in a very good way. In recent years, we have completed a number of acquisitions, including two major and strategic ones, which gave us the brands Urtekram, the Kung Markatta and Helios, with the goal of becoming the Nordic leader in healthy food. I want to thank all shareholders for that you supported Midsona of this acquisition strategy. Your commitment and your contributions through new equity capital are an important prerequisite for the Company's expansion.

The Board and management are well-coordinated in this work and we intend to continue to expand in healthy foods, not only in Scandinavia, but we will also look at opportunities in the rest of Europe.

#### Some of the business development

The Board's primary role is to be a part of the long-term business development, that is, to take responsibility for the Company's goals and strategies. Then it becomes the responsibility of Management to execute. It is also essential for the Board to ensure that it is managed efficiently and complies with the relevant laws governing the operations. The purpose of corporate governance is to create systematic control and the corporate governance report describes the work.

As Chairman, I believe that the Board should be close to the business. Accordingly, we receive the relevant knowledge to be able to prioritise our work. It allows us to provide stronger support to the Management and to also challenge regarding Company, industry and market issues.

#### Six regular meetings per year

Midsona's Board normally holds six regular meetings per year, five of which are full-day meetings and the strategy meeting that lasts for one day. The Chairman prepares the meetings together with the CEO, will lead the discussion and process the decisions taken. During a half-day each month, I also meet the CEO, in part to follow up on Board resolutions, but especially in a smaller format to discuss the Company's development.

Acquisitions are therefore an important component of our business plan and the work of the Board

has in recent years been characterised by large acquisitions, which has resulted in a more significant involvement of the Board in a timely manner, analysis and decision than normal. Midsona has in both cases also carried out share issues.

#### The brand on the Board's table

The Board has in recent years also focused on the development of the Group's brands. It is important to ensure that Midsona's prioritised brands over time show steady growth. Brands are important and are constantly on the Board table.

Another issue that the Board has worked with the developing the organisation. As the Group has grown, the workload has increased for management. Periodically have sometimes had a dual role, which in the long term is unsustainable. It has also resulted in a strengthening of the Management team during the last twelve months with three functions: Heads of the Nordic countries, Sweden and the Supply Chain.

# Self-assessment every year

The Board conducts an annual self-evaluation, where each member analyses the work of the Board, its shareholders, the Chairman and CEO. Based on the responses, we can see how the different measuring areas – board work, skill level, the climate debate and more – are changing. It is gratifying that the outcome of the evaluation in 2016 improved compared to the previous year. As Chairman, it is of course interesting to find out where the Board was performing well, but above all I want to know what parts we need to improve.

Midsona's responsibility is to, through our operations, take responsibility for a clear trend towards healthy, organic, healthy, sustainable and tasty products. Helping people attain a healthier life motivates us and permeates our business. That's what we believe in and that is what all employees and we on the Board are working towards.

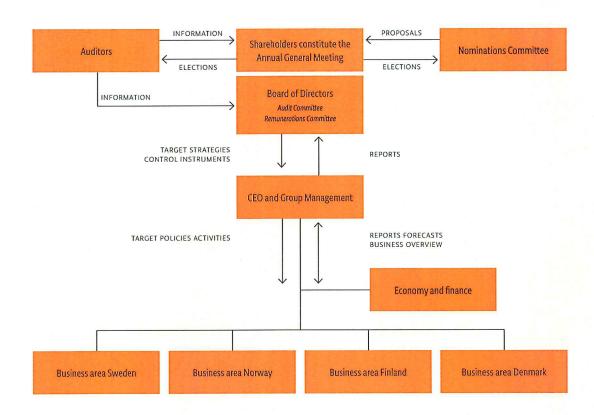
Ola Erici

Ola Erici Chairman of the Board



# Corporate Governance

Midsona AB (publ) (below "Midsona") is a Swedish public company listed on the Nasdaq Stockholm, Small Cap list. Midsona applies the Swedish Code of Corporate Governance and hereby presents its Corporate Governance Report for 2016. The report has been prepared by the Company's Board of Directors and the Company's has issued an opinion.



## Framework for corporate governance

Corporate governance is based on law, the Articles of Association, the NASDAQ OMX Rules for Issuers, the Swedish Code of Corporate Governance and internal policies and guidelines. Midsona has no deviations to report from the Swedish Code of Corporate Governance.

## Share and shareholders

For further information on the share and shareholders, please see pages 48-51 and www.midsona.com.

#### **Annual General Meeting**

The Annual General Meeting and the Extraordinary General Meeting are, under the Companies Act, the Company's highest decision-making body in which shareholders exercise their voting rights. Shareholders who are registered in the share register on the record date and notified the Company of their participation in time are entitled to attend the meeting and vote for their shareholding. At the meeting, shareholders are also able to ask questions about the Group's operations. Information on shareholders' right to request that matters be considered by the Annual General Meeting is published at www.midsona.com.

The procedure for the announcement of Annual General Meetings is set out in the Articles of Association. The announcement shall be issued by means of an advertisement in Post-och Inrikes Tidningar (Swedish official gazette) and on www.midsona.com. At the same time as the announcement is issued, information concerning the announcement shall be published in *Dagens Industri*. The Annual General Meeting shall be held in Malmö within six months of the end of the financial year. Normally, the Annual General Meeting takes place in April or May.

The Annual General Meeting appoints and dismisses members of the Board of Directors and amends the Articles of Association.

At the Annual General Meeting, shareholders make decisions on matters including the approval of the income statement and balance sheet, the consolidated income statement and balance sheet, the disposition of earnings, the discharge of the Board and CEO from liability, the election of Board members, the Chairman of the Board and audit firm, the approval of fees to the Board and audit firm, principles for the appointment and work of the Nominating Committee, and guidelines for remuneration to the CEO and other senior executives.

Following the meeting, decisions made at the Annual General Meeting are published in a press release. The minutes of the Meeting are published at www.midsona.com.

#### **Annual General Meeting 2016**

The 2016 Annual General Meeting was held on 27 April 2016 in Malmö. At the Meeting, 56 shareholders were present in person or by proxy, representing 56.5 percent of the total number of votes. The minutes of the 2016 Annual General Meeting are available at www.midsona.com.

## **Extraordinary General Meeting 2016**

An Extraordinary General Meeting was held on 8 September 2016 in Malmö. At the Meeting, 31 shareholders were present in person or by proxy, representing 66.3 percent of the total number of votes. The minutes of the 2016 Extraordinary General Meeting are available at www.midsona.com.

## **Annual General Meeting 2017**

The 2017 Annual General Meeting will be held on 26 April 2017 in Malmö, as was announced in the interim report for January-September on 21 October 2016 and in a press release on 21 October 2016. The complete announcement of the 2017 Annual General Meeting, including information about registration for participation at the Meeting was published in a press release on 27 March 2017 and is available at www.midsona.com.

# **Nominations Committee**

The Nominating Committee represents the Company's shareholders and its assignment includes proposing a Chairman for the Annual General Meeting, Board members, Chairman of the Board, audit firm, Board fees, fees to the audit firm and how the Nominating Committee should be appointed. The representative for the largest proportion of ownership shall be appointed Chairman of the Committee.

#### **Nomination Committee for the 2017 Annual General Meeting**

The 2016 Annual General Meeting resolved to task the Chairman of the Board with contacting representatives of the Company's three largest shareholders at the end of August 2016 to ask them to appoint one member each to the Committee.

Name/Representing %	Percentage of votes 31 August 2016	Percentage of votes 31 August 2016
Martin Svalstedt/Stena Adactum AB	30.0	30,0
Elisabeth Jamal Bergström/Handelsbanken Fonder	9.1	8.9
Ulrika Danielson, Second AP fund	5.3	5.3
Total	44.4	44.2

Among other things, the Nomination Committee evaluated the Board's work, skills and composition, as well as the independence of the members in accordance with the Swedish Code of Corporate Governance. The Nominating Committee has also considered other criteria, such as members' different backgrounds, experiences and requirements for diversity. The Chairman of the Board presented the results of the Board's own evaluation to the Nominating Committee.

The Nomination Committee for the Annual General Meeting 2017 held two meetings before the publication of the notice of the General Meeting 2017. The convener of the Nominating Committee has been the Chairman of the Board, Ola Erici, who has also attended all of the meetings. The composition of the Committee was published in a press release 21 October 2016 and at www.midsona.com. Shareholders have been offered the opportunity to submit proposals to the Nomination Committee. Information on how shareholders can submit proposals to the Committee is provided at www.midsona.com.

The Nominating Committee's proposal, and reasoned opinion, is published in connection with the announcement of the 2017 Annual General Meeting at the latest.

 $\label{lem:members} \mbox{Members do not receive any fees or remuneration for their work on the Committee.}$ 

## Proposal to the 2017 Annual General Meeting

The Nominating Committee has resolved to propose the following to the 2017 Annual General Meeting:

- Re-election of Board Members Ola Erici Cecilia Marlow, Birgitta Stymne Göransson, Peter Wahlberg, Johan Wester and Kirsten Ægidius and the election of Henrik Stenqvist.
- New election of Ola Erici as Chairman of the Board.
- Re-election of Deloitte AB as audit firm.
- An increase in the Chairman's fee of SEK 100,000 to 500,000. Unchanged fees to the Board members.

The Nominating Committee's complete proposals are included in the announcement of the Annual General Meeting.

The Nominating Committee considers that the proposed composition of the Board to be adequate to meet the Company's long-term needs.

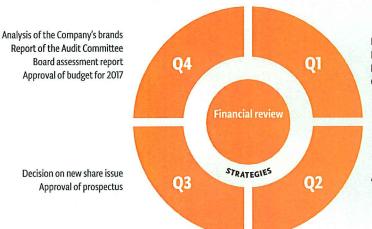
#### **Board of Directors**

According to the Articles of Association, the Board of Directors shall consist of at least three members and not more than nine and that no deputies shall be appointed. Members of the Board are elected annually at the Annual General Meeting for the period until the end of the next Annual General Meeting. There are no rules about how long a member may serve on the Board.

### Composition of the Board in 2016

At the Annual General Meeting 2016, the following 6 directors were selected: Ola Erici (Chairman), Cecilia Marlow, Birgitta Stymne Göransson, Peter Wahlberg, Johan Wester and Kirsten Ægidius. Board composition

## Work of the Board in 2016



Report of the Remunerations Committee Report of the Audit Committee Matters for consideration by the 2016 Annual General Meeting

Approval of acquisitions of operations

complies with the Swedish Code of Corporate Governance with regard to its independence in relation to both the Company and its management and major shareholders. For information on the independence of Board members, other assignments and holdings of shares in the Company, please see pages 102-103.

The CEO and the CFO, who is also the Board's secretary, both participate in Board meetings. When necessary, other officials participate in Board meetings to report on particular matters.

# Chairman of the Board

The Chairman organises and directs the work of the Board, represents the Company on ownership issues and is responsible for evaluating the Board's work. The Chairman is also responsible for the on-going dialogue with the CEO regarding operations and for the Board's fulfilment of its duties.

#### Work and responsibilities of the Board

The Board of Directors is the highest management body beneath the Annual General Meeting and is responsible for the organisation and management of the Company's affairs. It shall primarily engage in more overarching and long-term issues that are of substantial significance for the Group's future focus.

The work of the Board follows written rules governing its practices and responsibilities, the division of work between the Board and its committees, as well as the role of the Chairman. Also regulated is the framework for the Board meetings, including their convening, agenda and minutes, as well as how the Board is to be supplied with comprehensive information for its work. The Board has also decided on the introduction of general policies for the operations and other central governance documents for the regulation of responsibilities, guidelines, procedures, values and targets.

The work of the Board is normally cyclical in nature. At the beginning of the year, the year-end and annual reports are addressed, as are the matters to be presented at the Annual General Meeting. Before the summer, the Group's long-term strategic plan and focus are addressed. At the end of the year, the budget for the coming year is addressed. Each quarter,

financial reporting is reviewed and the interim reports are approved for publication. In connection with the Annual General Meeting, an inaugural Board meeting is held, at which Committee members and signatories are determined, among other things.

## Work of the Board in 2016

In 2016, the Board held 14 meetings (10). For information on members' attendance, please see pages 102-103.

The Board regularly reviews the strategic issues affecting the Group's operations and general direction. The year's work focused largely on structural and growth issues, follow-up of prior years' acquisitions and strategic planning.

Board meetings follow a pre-approved agenda, to which specific issues will be added as necessary. The agenda, together with documentation for each of its items, is distributed to all Board Members approximately one week before the meeting. Each Board meeting commences with the minutes of the previous meeting and a review of any open matters. The CEO then provides an account of the Group's sales, earnings and business situation, including important external factors. Normally, the CFO then accounts for the Group's financial position in greater detail, together with any necessary analyses. Members of Group Management then report on outstanding matters from previous meetings or present plans or proposals. In addition to the information provided in connection with Board meetings, the CEO distributes a monthly report to Board Members. Minutes are kept for all Board meetings and sent to members for approval.

# Evaluation of the Board's work

The Chairman of the Board is responsible for evaluating the Board's work, including the assessment of individual Board members' performance in accordance with an established process. The evaluation is reported to the Nominating Committee and forms the basis for the Committee's proposals regarding the composition of the Board and its fees.

# **Group structure**



#### **Board Committees**

The Board has appointed an Audit Committee and a Remunerations Committee. The members of the committees and their chairpersons are appointed at the inaugural Board meeting for one year at a time. The work of the committees is mainly of a preparatory and advisory nature, although the Board may, in individual cases, delegate the right to determine specific issues to the committees. The matters addressed at committee meetings are minuted and reported to the Board at the next Board meeting.

# **Audit Committee**

The Audit Committee's main task is to oversee the financial reporting and ensure that the adopted principles for financial reporting, internal controls, internal audit and risk assessment are adhered to and applied. Its mission is to support the Nominating Committee with proposals for the election of audit firm and audit fees.

The audit Committee consisted 2016 of Cecilia Marlow (Chairman), Peter Wahlberg and Johan Wester. The Committee met 2 times (2) during, 2016. For information regarded the Members's attendance, see page 103. The Chairman, the CEO and the CFO, as well as the Secretary of the Audit Committee, and chief auditor attended Committee meetings.

#### **Remunerations Committee**

The Remunerations Committee's main task is to prepare business for decision by the Board relating to terms of remuneration and employment for the CEO and other senior executives on the basis of principles established by the Annual General Meeting. It is also tasked with proposing guidelines for remuneration to the CEO and other senior executives, and with monitoring and evaluating the objectives and principles for variable compensation.

The Remuneration Committee consisted in 2016 of Ola Erici (Chairman) and Birgitta Stymne Göransson. The Committee met four times (one) below, 2016. For details of members' attendance, please see page 103.

### **CEO** and Group Management

The President of the Company, who is also the CEO of the Group, is appointed by the Board of Directors. Peter Åsberg is the CEO and is responsible for on-going management in accordance with the Board's guidelines and instructions. In consultation with the Chairman of the Board, the CEO prepares the information the Board needs to conduct its work, presents matters and proposals for decisions and keeps the Board informed of the Company's development. The CEO leads the work of Group Management and makes decisions in consultation with other members of Group Management. In addition to the CEO, Group Management includes the CEO, the CFO and the heads of the business areas.

In 2016, the Group Management met eight times (seven). The focus of the meetings have mainly been on the Group's strategic and operational development and performance monitoring. Operations are organised in four business areas.

For further information about Group Management, please see page 104-105 and www.midsona.com.

## Instructions for the CEO

The Board adopts written instructions for the work of the CEO that, among other things, clarify responsibilities for day-to-day management, the division of duties between the Board and the CEO, as well cooperation with, and the information to, the Board.

#### **Evaluation of the CEO**

The Board continuously evaluates the CEO's work and expertise. The evaluation is made once a year without his presence.

# **Guidelines for remunerations to senior executives**

For information on the guidelines for remuneration to senior executives adopted by the 2016 Annual General Meeting and the Board's proposed guidelines for remuneration to senior executives ahead of the 2017 Annual General Meeting, please see pages 104-105 and www.midsona.com.

# Regulations regarding share trading

Board members, the CEO and other senior executives registered as insiders may trade in Midsona shares in accordance with applicable legislation and regulations. Beyond these, there are no specific internal regulations.

#### **External auditor**

Deloitte AB, with authorised public accountant Per-Arne Pettersson as the principal auditor responsible, was elected by the 2016 Annual General Meeting for a period of one year. For information on fees and remunerations to audit firms, please see Note 8 Fees and remuneration to auditors on page 74.

## **Audit assignment**

The audit assignment includes an audit of the annual and consolidated financial statements. An audit is also performed of the proposal for appropriation of the Company's profit or loss and the administration by the Board of Directors and the CEO. The audit culminates in an audit report and an opinion on the corporate governance report being issued prior to the Annual General Meeting. In addition, a statutory review is conducted of the interim reports for the periods 1 January to 30 September and for the period 1 January to 31 December within the framework of the audit assignment.

The principal auditor responsible participates in Audit Committee meetings and reports in an on-going manner to the Chairman of the Audit Committee as necessary. The Board meets with the principal auditor in connection with the Interim Report being dealt with by the Board. The principal auditor takes part at Annual General Meeting, describing the audit and presenting the audit report.

# **Additional information**

At www.midsona.com, information including the following is available – an overview of the Company's application of the Swedish Code of Corporate Governance, the Articles of Association, the Company's Code of Conduct, information from previous Annual General Meetings and previous Corporate Governance Reports.

Information on the laws and practices of Swedish corporate governance can be found at the Swedish Corporate Governance Board (www.bolagsstyrning.se), Nasdaq Stockholm (www.nasdaqnordic.com) and Finansinspektionen (www.fi.se).

## Internal control of financial reporting

The report on internal control of financial reporting has been prepared by the Board of Directors in accordance with the Swedish Code of Corporate Governance and the guidelines issued by the Confederation of Swedish Enterprise and FAR. It describes how internal control is organised to manage and minimise the risk of errors in financial reporting.

#### Internal control

Within the Company, the following targets have been set with regard to internal control.

- It shall ensure compliance with the framework of applicable laws, regulations, rules and standards to which we are subject.
- It shall ensure that financial reporting is reliable and provides shareholders, the Board of Directors, management and other stakeholders adequate information on which to assess performance and development
- It shall ensure that business operations are appropriately organised and conducted in such a manner that risks are continuously assessed, managed and minimised to meet financial and operational targets.
  On-going efforts to meet these targets involves a process building on a framework for internal control in which there is a particularly crucial interplay between control activities and the development of an effective control environment whereby responsibilities are assumed within the organisation.

The description of how internal controls are organised is limited to the internal control of financial reporting and follows a framework developed by "The Committee of Sponsoring Organisations of the Treadway Commission" (COSO). The framework consists of five components: control environment, risk assessment, control activities, information and communication, and review.

## **Control environment**

The control environment forms the basis for the internal control of financial reporting. An important part of the control environment is that decision-making paths, authorisations and responsibilities are clearly defined and communicated between different parts of the organisation and that control documents in the form of policies, manuals, guidelines and instructions are in place. Consequently, an important part of the Board's work is to develop and approve a number of basic policies, guidelines and frameworks. These include the Board's formal work plan, the instructions to the CEO, regulations regarding investments, a financial policy and an insider policy. The purpose of these documents is to establish a basis for good internal control. The Board also works to ensure that the organisational structure provides clear roles, responsibilities and processes, facilitating effective management of operational risks and enabling the achievement of targets

As part of the responsibility structure, each month, the Board evaluates business performance and results through an appropriate package of reports containing income statements and balance sheets, analyses of key performance indicators, comments regarding the business situation of each operation and, on a quarterly basis, also forecasts for future periods. As part of efforts to strengthen the internal control, policies, regulations and procedures are in place that provide a clear picture of the economic situation. These are living documents that are updated regularly and adapted to changes in the operations. In addition to this there are instructions that provide guidance in the day-to-day work of the organisation.

# Risk assessment

An on-going process is underway to map the Group's risks. In this process, a number of income statement and balance sheet items are identified where the risk of errors in financial reports is elevated. The Company makes continuous efforts to strengthen controls around these risks. Furthermore, risks are addressed in specific forums, for example issues related

to acquisitions. For information about items that are subject to significant estimates and judgements, see Note 35 Important estimates and assessments page 89 and the section Risks and risk management, page 42.

## **Control activities**

The Group's control structure is designed to manage risks that the Board deems relevant in the internal control of financial reporting. The purpose of the control activities is to detect, prevent and correct errors and inconsistencies in reporting. Control activities include, for example, processes and procedures for the making of important decisions, earnings analyses and other analytical follow-ups, reconciliations, stock-taking procedures and controls in IT systems.

#### Information and communication

The Company's governing documents, including policies, guidelines and manuals are continuously updated and communicated through the appropriate channels, such as e-mail, internal meetings and the intranet.

## Follow-up

The Board continuously evaluates the information provided by the Audit Committee, Group Management and the external auditor. The CEO and CFO hold frequent briefings with each of the business area managers regarding the business situation, performance, financial position and forecasts. In addition, the central controller function maintains close cooperation with finance managers and controllers at the business area and company level with regard to reporting and closing the accounts. Follow-up and feedback on any problems arising in the internal controls form a central component in the internal control processes.

### **Financial reporting**

Financial data are reported monthly from all reporting units, in accordance with standardised reporting procedures as documented in the Group's accounting manual. This reporting forms the basis of the Group's consolidated financial reporting. The consolidation, which is performed centrally, culminates in complete income statements and balance sheets for each company and for the Group as a whole. Reported financial data are stored in a central database from which it is retrieved for analysis and review at the Group, business area and company levels.

## Assessment of the need for a special review function

The Group currently has no separate review function (internal audit). In light of the existing process for self-assessment and objective testing by an independent party, the view is taken that there is currently no need for a special review function to perform effective monitoring of internal control.

# System improvements in 2016

The level at which review and evaluation should be performed is assessed continuously. This assessment also takes into account what systems should be implemented or updated and when.

A board portal, Admin Control, for increased security of supply and access to documents and the ability to communicate was put into operation in early in 2016.

In autumn 2016, Midsona started a project that involves the various business systems of the Group, shall be replaced by a common business system. The new system is expected to continuously be commissioned between the turn of the year 2017/2018 and the turn of the year 2018/2019.

## **Auditor's statement regarding the Corporate Governance Report**

To the Annual General Meeting of Midsona AB (publ), corporate identity number 556241-5322

## **Assignment and responsibilities**

The Board of Directors is responsible for the Corporate Governance Report for 2016, included on pages 96-101 of the printed version of this document, and for it being prepared in accordance with the Annual Accounts Act.

#### The focus and scope of the audit

Our review has been conducted in accordance with FAR's statement RevU 16 Auditor's review of the corporate governance report. This means that our statutory 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 audit evidence we have obtained is sufficient and appropriate to provide a basis for our statements.

#### Statement

A corporate governance report has been prepared. Information in chapter 6. § 6 in Paragraph 2-6 Annual Act and Chapter 7. § 31, second paragraph of the same Act is consistent with the financial statements and are in accordance with the Annual Accounts Act.

Malmö, 30 March 2017

Deloitte AB

Per-Arne Pettersson Authorised Public Accountant