

# MARLEY SPOON

Group

## NON – FINANCIAL REPORT 2023

Marley Spoon Group SE





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# Introduction

## Letter from the CEO and Founder

Luxembourg, April 2024

Dear Readers,

At Marley Spoon, we believe in order to achieve long-term success, we have to build our business in a sustainable way so that we can create long-term value and sustainable growth for the benefit of all of our stakeholders. Our business model has an advantage compared to the traditional supermarket retail model. With our lean made-to-order supply chains and pre-portioned ingredients, we drastically reduce our end consumer's food waste, but also food waste that would accumulate in a traditional supply chain model.

2023 was a year of macro challenges marked by high inflation and increased interest rates, leading to increased consumer goods and energy costs, adversely impacting customer spending. Online grocery and meal kits were impacted by this consumer shift, which required our team members to operate with great flexibility to continue fulfilling our customers' expectations in a changing world. Global warming also impacted our business in all regions, especially knowing that 2023 has been confirmed as the warmest calendar year since the beginning of global temperature data records dating back to 1850.

While the softer consumer demand resulted in a revenue decrease, we successfully increased our contribution margins, expanded our product offering, and improved customer experience, among other things. We are also pleased to have made progress across various aspects of our sustainability agenda, and on behalf of the Marley Spoon team, I am excited to share them in our 2023 Non-Financial Report. To ensure accountability and progress in our corporate sustainability efforts, I see myself personally responsible for environmental and social topics at Marley Spoon, supported by our Sustainability team led by our Global Head of Sustainability.

We are particularly proud to have achieved two big goals in 2023 that we had set ourselves in the past: We finally introduced water-based ice packs in Europe as our first region, which contents are made of 100% water, making them more environmentally friendly compared to the gel packs we used in the past, allowing us to divert 452 tons of material from landfills and incinerators last year. In the United States, we developed and published our roadmap for fulfilling the Better Chicken Commitment, aiming for higher animal welfare standards for chickens. For the first time, we are publishing a non-financial report that complies with the non-financial disclosures in the EU as well as the EU taxonomy. Other achievements were the increase of our waste diversion rate, a 9% reduction in total absolute carbon emissions (Scope 1, 2, and 3) compared to the previous year, and a 61% reduction in carbon intensity in Scope 1 and 2 compared to the baseline year 2020. Additionally, we focused on energy efficiency in Europe, leading to a 12% reduction in energy consumption and other improvements in packaging. At Marley Spoon, we are proud to have an international, diverse team with a balanced team-member gender ratio, and we continually strive to build the best team. With our Employer Value Proposition (EVP) "When you grow, we grow" we aim to attract the best talent and ensure that Marley Spoon is a great environment to grow and develop a career. Marley Spoon Australia has been recognized as one of the Best Places to Work in the 2023 Australian Financial Review - Boss awards, a fantastic achievement that reflects the hard work and dedication of every team member. We are also promoting social responsibility and empowering our team members to positively impact our communities through volunteering opportunities and donations in our regions.

While we are proud of our progress since we packed our first boxes ten years ago in Germany, I believe we are still at the beginning of our journey to build a global provider of direct-to-consumer meal solutions that help customers manage their day-to-day chores at home in a personalized and sustainable way. I would like to thank all our customers, shareholders, and especially our team members. Thank you for your hard work, support, and dedication in 2023. In this report, we invite you all to explore our sustainability progress, actions, and future ambitions.

*Fabian Siegel*  
CEO and Co-Founder



## About this report

This annual Non-Financial Report 2023, which covers the reporting period from January 1, 2023, to December 31, 2023, communicates Marley Spoon's approaches for a set of non-financial topics, major activities, and the related progress made in 2023. This separate report comprises the consolidated Non-Financial Report for Marley Spoon Group SE (further "Marley Spoon" or "Company") as defined in Article 1730-1 of the Luxembourg law of 10 August 1915 on commercial companies, as amended and in Article 68b of the Luxembourg law of 19 December 2002 on the commercial companies register and on the accounting records and financial statements of undertakings, as amended. The mandatory description of the business model this report refers to is found in the 2023 Annual Financial Report from Marley Spoon Group SE. No specific reporting framework was applied to this Non-Financial Report, as the meal kit industry is not currently addressed directly by common reporting frameworks. Furthermore, this Non-Financial Report 2023 complies with the disclosure obligations under the EU Taxonomy Regulations. Starting from the 2024 financial year, Marley Spoon will prepare the Non-Financial Report in accordance with the European Sustainability Reporting Standards (ESRS) to comply with the EU Corporate Sustainability Reporting Directive (CSRD).

Marley Spoon Group SE is a European company (Societas Europaea) incorporated and existing under the laws of the Grand Duchy of Luxembourg, is a Luxembourg-governed company whose class A shares are listed on the regulated market of the Frankfurt Stock Exchange. Marley Spoon Group SE is currently the major shareholder of MS SE. As Marley Spoon Group SE is a holding company, all references made to operations, products, team members, and others relate to Marley Spoon SE and its subsidiaries.

This report contains forward-looking statements based on the assumptions and estimates of Marley Spoon Group SE. Although we believe these forward-looking statements are realistic, we cannot guarantee they are correct. The assumptions may harbor risks and uncertainties that may cause the figures to differ considerably from the forward-looking statements. Factors that may cause such discrepancies include, among other things, changes in the economic and business environment, changes in the legal and regulatory environment, variations in exchange and interest rates, the introduction of competing products, lack of acceptance for new products or services, and changes in corporate strategy. Please note all numbers and disclosures included herein are unaudited.

As always, we welcome your feedback on this report or sustainability in general ([sustainability@marleyspoon.com](mailto:sustainability@marleyspoon.com)). We believe this is still the beginning for our Company, and we remain committed to solving our consumers' day-to-day problems at home in a sustainable and personalized way. Please see further details of our financial performance in Marley Spoon Group's 2023 Annual Financial Report.





## About us

Since our founding in 2014, we have helped our customers cook for their families and loved ones and lead easier, smarter, and more sustainable lives. We also felt that there should be a more sustainable way to do home cooking, reducing the food waste that traditional supermarket supply chains generate. We are proud of our four brands — Marley Spoon, Martha Stewart and Marley Spoon, Dinnerly, and Chefgood — operating across Australia, the United States, and Europe (Austria, Belgium, Germany, and the Netherlands).

In addition to our headquarters in Berlin, Germany, we have additional offices in Amsterdam, Sydney, Lisbon, and New York. In 2023 we had one fulfillment center in Europe, four in Australia (incl. Chefgood), and three in the United States.

### Our Global Network in 2023



<b>6</b>	<b>8</b>	<b>5</b>	<b>1260</b>	<b>78</b>	<b>€ 328 Mio.</b>	<b>31.6%</b>
Countries	Fulfillment centres	Offices	Team members	Nationalities	Net Revenue	Contribution Margin

### Our Vision and Mission are simple:

Building a better everyday, just for you, just right - We achieve this by building global direct-to-consumer brands that win customers by solving their day-to-day problems at home in a personalized and sustainable way.

### Our Culture and Principles

Since our founding in 2014, we wanted to build a great company with a culture that is defined by autonomy, transparency, and accountability. We are driven by our purpose, we are ambitious, and overall we believe in principles over policies. We want every one of our team members to grow and be their best selves.



## Our multi brand-strategy

### Our meal kits



Our direct-to-consumer meal kit service brings fresh ingredients with amazing tasting recipes reliably to our customers every week for a more convenient and flavorful everyday. Marley Spoon simply tastes better.

Founded in 2014 in Germany, Marley Spoon is the Company's original brand and is present in all of the Company's markets.

In the US, Marley Spoon has a licensing and promotion agreement with Martha Stewart Living Omnimedia and is offered as the co-branded 'Martha Stewart and Marley Spoon' meal kit.



Our direct-to-consumer meal kit service Dinnerly brings quick, easy and great tasting recipes reliably to the customer every week at great value. In a nutshell: Dinnerly is faster, easier and cheaper.

Launched in 2017 in the United States, it is also available in Australia and Europe (Germany, Netherlands)

### Ready-to-heat



Chefgood is our direct-to-consumer ready-to-heat (RTH) service, that offers premium priced, high quality, healthy and nutritious RTH meals and eating solutions for our wellness and health focused customers. Founded in 2013, acquired by Marley Spoon in 2022, it is offered as a standalone product to consumers and also an add-on to Marley Spoon and Dinnerly meal kits.

It is currently only available in Australia.

## Our meal kits - How it works



## Current offering

Kid-friendly dishes, quick ones, healthy eats, low-carb recipes, vegan and vegetarian choices, various meat protein types, and many different regional cuisines. Our meal type choice for our meal kits has expanded over the years, and we increased our recipe selection last year so every customer can find what they like to eat.

We pay specific attention to our customer's needs and desires to offer a wide variety of options. In addition to our standard recipes, our premium and surcharged recipes focus on various needs, such as extra quick and easy prep, extra servings, gourmet recipes, or a main-dessert combo.



We also offer Saver recipes, which are straightforward, quick and easy, containing fewer ingredients, and therefore are offered at a lower price point for our customers in the Netherlands and Germany in Europe, as well as in the United States.

Our Ready-to-heat brand Chefgood in Australia offers meal plans focused on everyday wellness or weight loss and also suits a variety of different dietary requirements, including vegetarian, vegan, low carb, low calorie, no added gluten, or no added dairy options—so we have everyone covered! Our customers can also choose from a range of options, from breakfasts, lunches, and dinner meals to snacks and juices.

### 2023 Average weekly recipes for our brands

Brands	Europe	Australia	United States
Marley Spoon (meal kit)	43 +	100+	100+
Dinnerly (meal kit)	33 +	100+	100+
Chefgood (Ready-to-heat)	-	40+	-

In Market, next to our weekly rotating recipes within our meal kit brands, our customers can find an assortment of special recipes and other food or drink items meeting more of their meal and eating needs at varying prices:

- Recipes or products for different meal occasions like breakfast, lunch, desserts, or snacks
- Ready-to-heat options
- Easy-to-assemble recipes
- Drink options like juices, smoothies, flavored water, or others

### Product innovation

In 2023, we introduced additional recipe customization features for our customers. We always aim to fulfill as many customers' wishes as possible and to increase the choice. We enabled our customers to swap specific ingredients in some of our meal kit recipes. For example, they could add additional ingredients, swap ingredients, i.e., from regular wheat flour to a wholegrain option, or elevate their protein selection to organic meat, a plant-based meat replacement, fish or others.

### Plan types

We want to ensure our customers can always easily find what is right for them. We offer a standard subscription plan covering a standard omnivore selection or a vegetarian option. Once customers are in the account area, they have full flexibility in choosing any recipes they like and can adjust their menu preferences. In 2024, we will focus on increasing the different plan types our customers can subscribe to during the sign-up process to showcase our wide range of recipes better and also give them the option to customize their menu preferences so they receive recipes that fit their needs. Depending on the region, we aim to introduce meal plans ranging from quick and easy to low-calorie, low-carb, vegetarian, and vegan.

## Our sustainability approach

Households throw away roughly 30%<sup>1</sup> of the food they buy at the supermarket. Research has shown that meal kits dramatically reduce food waste in the supply chain and customers' homes and that average greenhouse gas emissions are one-third lower for companies that offer meal kits than average grocery stores<sup>2</sup>. Our meal kits' made-to-order lean supply chain model and pre-portioned ingredients can drastically reduce our end consumer's food waste, but also food waste that would accumulate in a

<sup>1</sup>[https://eufic.org/en/food-safety/article/food-waste-in-europe-statistics-and-facts-about-the-problem?gclid=CjwKCAiAsNKQBhAPEiwAB-15zZtMUtFco6Jis7ZBqXM8BEeeF0NV1psBp%20%20%20%20%20rI0Emn-jNumpiwOq1FbbxoCFwkQAvD\\_BwE](https://eufic.org/en/food-safety/article/food-waste-in-europe-statistics-and-facts-about-the-problem?gclid=CjwKCAiAsNKQBhAPEiwAB-15zZtMUtFco6Jis7ZBqXM8BEeeF0NV1psBp%20%20%20%20%20rI0Emn-jNumpiwOq1FbbxoCFwkQAvD_BwE)

<sup>2</sup> "Comparison of Life Cycle Environmental Impacts From Meal Kits and Grocery Store Meals", by the University of Michigan



standard supply chain model. With the focus on food waste reduction through our business model, we simultaneously reduce greenhouse gases associated with food production. Therefore, we proudly say that sustainability is not separate from our business strategy or ambitions. It is part of our core product offering and integrated into our management and decision-making processes.

As a global meal kit company, our actions with our various stakeholders and customers can have a positive impact on environmental and social issues. This report reflects our commitment to transparency and provides specific details for our stakeholders on our sustainability progress in 2023 and future ambitions.

## **Our Sustainability pillars**

Sustainability, which encompasses environmental, social, and governance (ESG) aspects, is a component of Marley Spoon's strategy. We are focusing on the following three pillars: Our Planet, Our People, and Governance.

### **Our planet**

We care for the planet as well as recognize the urgency of global climate action and that carbon reduction is necessary to fight the climate crisis. We strive to minimize our global carbon footprint, set specific emission reduction goals, and commit to transitioning to renewable electricity consumption within our operations. We believe in circular thinking and protecting our natural resources. We aim to reduce our waste and food waste, reduce or innovate to more sustainable packaging, and understand the need for a greener logistics system. We strive to provide recipes and products that are healthier, more sustainable, and responsibly sourced. Additionally, we want to encourage our customers to evaluate their daily dietary choices' impact on the environment and help them make more informed decisions to reduce their personal carbon footprint.

### **Our people**

We care about the people in our operations, our customers, the value chain, and the community. With our Employer Value Proposition (EVP), "When you grow, we grow," we demonstrate our belief in our team members' growth and development. We consciously build a diverse and inclusive global culture at our Company, caring for our team members' and customers' well-being, health, and safety. We engage in programs that support our local communities and work with our stakeholders to positively impact our planet. We care especially for our customers. By deeply understanding their problems, expectations, and feelings, we are committed to exceeding their expectations and creating happiness in many aspects of their daily lives.

### **Governance**

Corporate governance is essential for us as a business. It helps us to make formal decisions, manage risk, and ensure compliance, but it also helps to build trust between our shareholders, stakeholders, management, and the Board of Directors. Our approach to corporate sustainability governance involves integrating and balancing the interests of the three pillars of sustainable development: economic, environmental, and social. This encompasses upholding rigorous standards for food safety and quality, implementing essential measures to safeguard customer privacy and data, and enforcing a comprehensive code of conduct that applies to both our business and vendors.

### **Commitment to the United Nations Sustainable Development Goals**

The United Nations' Sustainable Development Goals (UN SDGs) are 17 global goals. "The Sustainable Development Goals are the blueprint to achieve a better and more sustainable future for all."<sup>3</sup> They were set in 2015 and are to be achieved by 2030. "They recognize that ending poverty must go hand-in-hand with strategies that build economic growth and address a range of social needs, including education, health, social protection, and job opportunities while tackling climate change and environmental protection."<sup>4</sup>

We recognize our responsibility for these standards through our focused actions across the three Environmental, Social, and Governance pillars, aiming for a waste-free and sustainable everyday life for our customers, our community, and our planet.

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<sup>3</sup> <https://www.un.org/sustainabledevelopment/sustainable-development-goals/>

<sup>4</sup> <https://www.un.org/sustainabledevelopment/sustainable-development-goals/>





We are aiming to make contributions to support the following Sustainable Development Goals:



### ESG governance and climate risk management

In partnership with the CEO, Executive Management, and other key teams in the Company, the Sustainability team, under the guidance of the Global Head of Sustainability, directs the design, development, execution, and continuous improvement of our sustainability approach, goals, and initiatives. The Sustainability team regularly engages with internal and external key stakeholders, including customers, team members, NGOs, and community leaders.

The Global Head of Sustainability reports directly to our global CEO, who is responsible for economic, environmental, and social topics at Marley Spoon. The Supervisory Board and Executive Management team receive regular reports on our sustainability strategy, initiatives, and progress toward our goals. Please see more information about Governance at Marley Spoon in the last section.

We recognize that climate change is one of the biggest worldwide challenges of our time. Since 2022, we have formally endorsed the TCFD reporting framework and its 11 disclosure recommendations concerning climate-related matters despite the formal disbandment of the TCFD task force. We continue to consistently assess climate-related issues in our risk management procedures and conduct quarterly evaluations. For further information about climate risk, refer to the section on climate risk management.

### Materiality Assessment

The 2023 Non-Financial Report discloses material non-financial information for Marley Spoon and its stakeholders, determined through Marley Spoon's materiality assessment, particularly relating to environmental, employee, and social matters, respect for human rights, anti-corruption and bribery. The comprehensive materiality assessments performed in 2021 and 2022 served as the basis for the material topics in the 2023 Non-Financial Report. The materiality assessment was done through surveys with our team members, customers, suppliers, board, and investors, where we listened to their concerns and issues. We also follow the principles of double materiality while addressing climate change, which means focusing on both the financial and impact perspectives. Through this process, we determined and prioritized the most material environmental, social, and governance issues while also identifying areas in which Marley Spoon has the most significant impact and where we should direct our internal resources.

For the 2023 Non-Financial Report, Marley Spoon's Sustainability team focused on reviewing its materiality topics and materiality matrix from 2022. As a result of this, no changes to the topics or matrix were identified. All the relevant disclosure requirements, KPIs, and the Sustainability approach overlap with existing material topics: responsible packaging and sourcing, waste & food



waste management and reduction, climate change, energy management, food safety for our customers, and the health and safety of our team members, data privacy & cybersecurity.

### Material topics for the 2023 reporting period

Sustainability Pillars	Report section	Identified material topics	Luxembourg law
<b>Our Planet</b>	Taking climate action	Climate change	Environmental matters
	Taking climate action	Energy management	Environmental matters
	Managing our resources	Responsible packaging	Environmental matters
	Responsible sourcing	Animal Welfare; Sustainable and responsible sourcing	Environmental matters
	Managing our resources	Waste and food waste management and reduction	Environmental matters
<b>Our People</b>	Quality & safety	Food safety	Social matters
	Employees' health and well-being	Health and safety of our employees	Employee matters
	Supporting team member development	Education and training	Employee matters
	Diversity, equity, and inclusion	Diversity, equity, and inclusion	Social matters
	Having a positive impact on our communities	Community engagement	Social matters
<b>Governance</b>	Ethics and compliance	Data privacy and cybersecurity	Social matters
	Ethics and compliance	Ethics and compliance	Respect for human rights
	Ethics and compliance	Ethics and compliance	Anti-corruption and bribery

We are aiming to conduct a review of the double materiality assessment process, approach, and the assessment itself in early 2024 for Marley Spoon Group, in compliance with the requirements of the CSRD.

# Our Planet







# Our planet

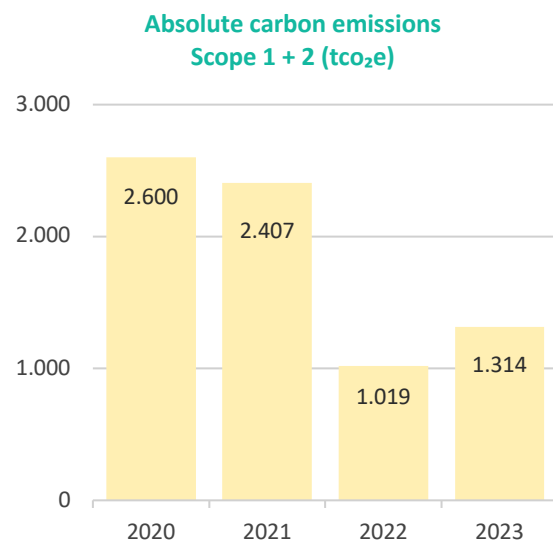
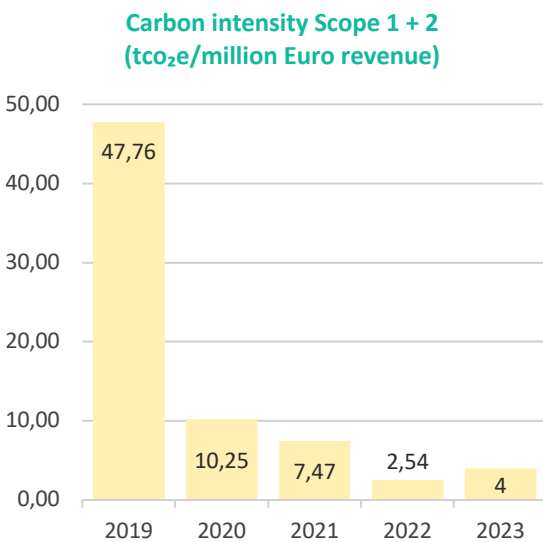
The adoption of sustainable practices is crucial for the preservation of our planet and its natural resources. We strive to give our customers the best quality, nutritious, and healthy meals while aiming to protect and reduce our environmental footprint. To achieve this, we continuously work to reduce the impact of greenhouse gas emissions, food, packaging and general waste, as well as collaborate with our suppliers to focus on sustainable sourcing. We also work to educate and empower our customers, helping them make informed choices that contribute to the planet's health.

This section reports on initiatives to reduce greenhouse gas emissions, waste and food waste, and packaging. Additionally, we highlight areas within our value chain where our collaborative partnerships with suppliers play an essential role in fostering positive impact.

## 1. Taking climate action

The impacts of the climate crisis prompted a call for action from all stakeholders worldwide. Food systems contribute to over one-third of worldwide greenhouse gas emissions.<sup>5</sup> We recognize the gravity of the climate crisis, and we are devoted to taking effective measures. From our lean supply chain that mitigates food waste to investing in renewable energy projects, continuously improving our packaging, and increasing the share of veggie meals offered in our menu, we are committed to doing our part to lower the carbon footprint associated with food production - all for the benefit of our customers and our ecosystem.

**Marley Spoon has already achieved a 75% reduction in Scope 1 and 2 carbon intensity in 2022 (compared to 2020), surpassing our original goal of a 70% reduction by 2025. In 2023, we had a 61% reduction in Scope 1 and 2 carbon intensity compared to our baseline year (2020). Although there was a slight increase compared to the prior year, mainly due to a new operation site that we acquired still using non-renewable electricity, we are planning the transition to 100% renewable electricity. Beyond that, Marley Spoon is currently working on setting new carbon reduction goals for future years.**



<sup>5</sup> <https://news.un.org/en/story/2021/03/1086822>



Following an extensive review, Marley Spoon started using a new software tool for carbon accounting management in 2023. The new account tool mainly impacted the logistics module and reflects a shift towards adopting the worst-case scenario approach. Additionally, the tool improved our accuracy across other operational modules.

At Marley Spoon, our greenhouse gas (GHG) emissions were measured and reported in accordance with the GHG Protocol<sup>6</sup>, defined by the World Resources Institute. The calendar year 2023 is our reporting period and our unit of measurement is metric tons of CO<sub>2</sub> equivalent (CO<sub>2</sub>e). The carbon intensity (carbon per Euro revenue) measures the metric ton divided by million Euro revenue, while absolute emissions refer to the number of greenhouse gases released into the atmosphere.

**Scope 1 emissions** include company-owned or controlled activities such as heating and powering our buildings, and our own vehicles. We reduced our absolute emissions by 39% in 2023 compared to our baseline year (2020). Additionally, absolute emissions decreased by 23% compared to the previous year as part of our efforts to improve energy efficiency through the reduction in the amount of refrigerants refilled and by decreasing heating consumption in our fulfillment centers.

**Scope 2 emissions** include indirect emissions from the generation of purchased electricity, which we reduced by 52% on absolute emissions compared to the baseline year. However, our absolute emissions increased by 71% compared to the previous year. This change reflects a slight decrease in the share of renewable electricity, from 91% in 2022 to 84% in 2023, with the inclusion of the new brand, Chefgood, in Australia, which operates on a non-renewable electricity contract. However, we are planning to transition to renewable electricity, and we remain steadfast in our goal of powering 100% of all our operations with renewable electricity by 2025. Additionally, we had a 7% reduction in our global electricity consumption, with significant reductions coming from the United States and European markets.

**Scope 3 emissions**, which are value chain activities not caused or controlled by Marley Spoon, comprise a large portion of our overall emissions. In 2023, we reduced absolute CO<sub>2</sub>e emissions by 9% compared to the previous year, also reflecting a 23% decrease in carbon intensity compared to the baseline year 2020. The reduction was due to various initiatives and impacts, including the decrease in revenue that prompted us to reduce its purchasing of goods. However, the introduction of Marley Spoon's new brand, Chefgood, still contributed to emissions decreases in Scope 3. In addition, we expanded the last-mile fleet of electric vehicles, minimized unnecessary business travel, and optimized packaging. Furthermore, Marley Spoon addressed logistics emissions, which are among the top two contributors to Scope 3 emissions, by utilizing the new carbon accounting software to assess the worst-case scenario for inbound and outbound logistics. As a result, the share of logistics emissions in Scope 3 rose from 12% in 2022 to 21% in 2023. Despite spikes in logistics and Chefgood inclusion, we managed to maintain a lower overall emission level compared to the previous year. This achievement is attributed to both the revenue decline and the initiatives undertaken to reduce the carbon footprint. Moreover, for the first time, Marley Spoon incorporated waste generated within operations into our 2023 carbon accounting. By embracing a more comprehensive approach that considers all relevant categories within Scope 3, we aim to mitigate emissions more effectively. For more detailed information about our Scope 3 emissions breakdown, refer to the Assessing our value chain section.

**As part of our commitment to improving transparency to demonstrate integrity and accountability with our main stakeholders, we are now disclosing our total absolute carbon emissions, encompassing all relevant Scope 3 categories. Overall, we had a 9% reduction in total absolute carbon emissions (Scope 1, 2, and 3) compared to the previous year, primarily attributable to decreased revenue and the proactive measures we implemented to minimize our carbon footprint throughout our supply chain. Looking ahead, we will continue focusing on investing in renewable energy sources and energy-efficient technologies, as well as accelerating operational improvements so that we can do our part to combat the climate crisis and help make a positive environmental impact for our customers.**

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<sup>6</sup> <https://ghgprotocol.org/>





## Absolute carbon emissions in tons by Scope

T CO <sub>2</sub> e <sup>7</sup>	2023	2022	2021	2020	Change vs. prior year in %
Scope 1	353	456	611	580	(23)
Scope 2 (market-based)	961	562	1,795	2,020	71
Scope 1 + Scope 2	1,314	1,019	2,407	2,600	29
Scope 3 <sup>8</sup>	140,986	154,638	158,210	141,196	(9)
<b>Total Scope 1, 2 and 3</b>	<b>142,299</b>	<b>155,657</b>	<b>160,616</b>	<b>143,796</b>	<b>(9)</b>

## Carbon intensity in tons by Scope

T CO <sub>2</sub> e/M euro revenue <sup>9</sup>	2023	2022	2021	2020	Change vs. baseline year in %
Scope 1	1.07	1.14	1.90	2.29	(53)
Scope 2 (market-based)	2.93	1.40	5.57	7.97	(63)
Scope 1 + Scope 2	4.00	2.54	7.47	10.25	(61)
Scope 3 <sup>10</sup>	429.18	385.44	491.33	556.81	(23)
<b>Total Scope 1, 2 and 3</b>	<b>433.18</b>	<b>387.98</b>	<b>498.81</b>	<b>567.07</b>	<b>(24)</b>

### Climate risk management

The consequences of extreme weather events, for example, floods and heat waves, are increasing in frequency and intensity in many areas where Marley Spoon operates, resulting in increased climate-related risks. At Marley Spoon, we developed a Climate Risk Assessment (CRA) that considered the financial and material impact in 2022. Within our CRA, we identify the likelihood of current and future climate risks and their potential implications in the areas where we operate in order to foster long-term resilience to avoid, reduce, and mitigate any potential losses or damages caused by extreme weather events.

The CRA assesses transition risks and opportunities related to economic and societal shifts towards a lower-carbon future, as well as physical risks caused by climate change and environmental degradation. It is integrated into Marley Spoon's Risk Register under Marley Spoon SE and employs the same framework for assessing the likelihood and potential consequences of climate-related risks.

In 2022, we conducted a CRA of current climate events and future physical risks concerning water stress and drought on our top ingredients globally, as well as identified transition risks and opportunities. This assessment helped us identify vulnerabilities present in our supply chain and operations. The results are not only relevant for 2022 and 2023 but also for future years. As

<sup>7</sup> T CO<sub>2</sub>e: GHG emissions in metric tons

<sup>8</sup> Scope 3 emissions include Category 1: Purchased goods and services (purchase of packaging, food and IT services), Category 3: Fuel and energy-related activities not included in Scope 1 and 2, Category 4: Upstream transport and distribution (inbound and outbound logistics), Category 5: Waste generated in operations, Category 6: Business Travel, Category 7: Employee Commuting

<sup>9</sup> T CO<sub>2</sub>e/M euro revenue: GHG emissions in metric tons by total million Euro revenue

<sup>10</sup> Scope 3 emissions include Category 1: Purchased goods and services (purchase of packaging, food and IT services), Category 3: Fuel and energy-related activities not included in Scope 1 and 2, Category 4: Upstream transport and distribution (inbound and outbound logistics), Category 5: Waste generated in operations, Category 6: Business Travel, Category 7: Employee Commuting



climate-related risks are not static but dynamically evolving, they pose significant challenges to our water resources and agricultural productivity. Therefore, the Sustainability team is continuously engaging with the Operations team to ensure that we remain vigilant in monitoring and addressing these risks in the long term.

Marley Spoon acknowledges the constantly changing nature of risks related to climate and beyond. For this reason, we intend to expand our assessment to take into account other factors, including logistics and raw material risks and social dynamics that could impact our supply chain resilience and sustainability. This holistic approach ensures our readiness to anticipate, mitigate, and adapt to emerging challenges.

### **Physical risks**

In 2022, in collaboration with the Sourcing team, we assessed the existing and future climate-related risks associated with each of our top ingredients that have a financial material impact and predicted how those risks could evolve over time. We evaluated the level of water stress linked to the identified top ingredient under the RCP 8.5 scenario and the current drought conditions in specific regions. We used scientific data from the WRI<sup>11</sup>, IPCC<sup>12</sup>, The Northern Australia Climate Program (NACP), and the US Drought Monitor to determine the probability of these events occurring. Our evaluation revealed a low to medium risk profile for water stress under the RCP8.5 scenario and current drought conditions. This assessment has ongoing implications in the long term, as climate change poses risks that extend beyond the immediate future. To improve our resilience, we are actively diversifying the origin of our raw materials, aiming to mitigate potential disruptions in the supply chain, particularly in regions such as the western United States and parts of Australia where moderate levels of water stress and drought exist. For instance, in 2023, despite recent challenges such as floods in California, our suppliers were adapting swiftly, ensuring continuity of supply. In Europe, we fortified our supply chain for chilled deliveries by implementing more robust temperature monitoring protocols, particularly in response to the anticipated effects of the El Niño event.

Assessing long-term supply chain risks is crucial, especially considering environmental challenges. Recent events such as floods in California and persistent drought trends create disruptions and inflation pressures. The onset of the El Niño event further emphasizes the need for proactive measures to ensure resilience. Thus, regular monitoring and assessment of risks in our Risk Register, along with effective communication with stakeholders, are essential for navigating environmental challenges successfully.

### **Customers affected by extreme weather events**

At Marley Spoon, our incident management process is conducted through an in-house tool designed to address and mitigate any disruptions to our operations caused by internal or external factors. Incidents are considered significant when impacting five customers or more simultaneously or when raising critical safety or website accessibility concerns. As part of this process, we also monitor extreme weather events that affect our customers financially and materially, covering the entire supply chain from harvest problems due to adverse weather conditions to the delivery of our boxes to customers' doorsteps. In 2023, we observed significantly fewer challenges compared to the previous year. In 2022, over 200,000 customers were affected by climate weather events, including floods, hurricanes, heat waves, heavy rain, and ice or snow storms. In 2023, the number of customers affected by climate events decreased to around 43,000.<sup>13</sup> However, this decrease also brought light attention to the vulnerability of our supply chain. Approximately 50% of the weather-related events were attributed to harvest issues or poor conditions. This prompted us to place even greater emphasis on assessing raw material risks and strengthening relationships with our suppliers. The remaining 50% of climate events impacted our logistics. Despite these challenges, we have proactively addressed them by strategically adapting our contingency plans across our entire value chain through continuous monitoring and collaboration with our suppliers and operations team.

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<sup>11</sup> World Resources Institute

<sup>12</sup> Intergovernmental Panel on Climate Change

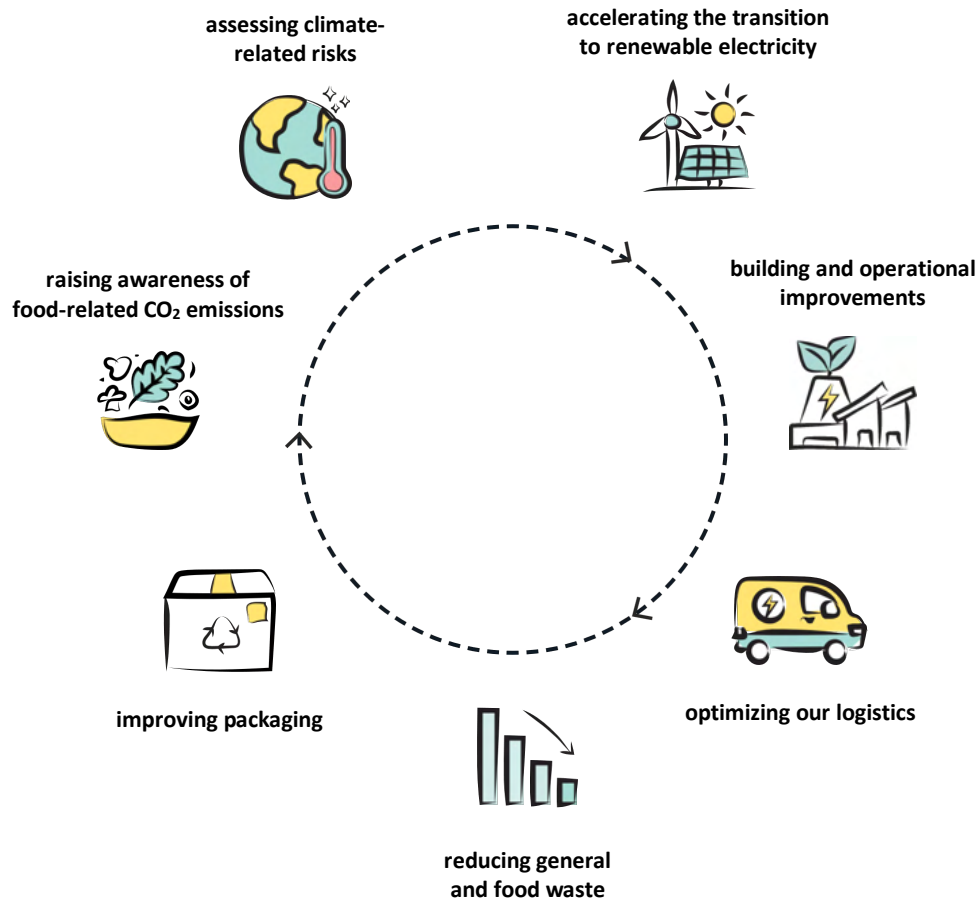
<sup>13</sup> Total customers affected by climate weather events as reported through our incident management system



## 2. Reducing our footprint

One important aspect of tackling climate change is to minimize our carbon footprint, which begins with our actions. Throughout 2023, we continued to make advancements in our mission to decrease emissions across our value chain. We have lowered our absolute emissions compared to the previous year and remain committed to exploring innovative solutions to reduce our impact further. We are also dedicated to ensuring that our global direct-to-consumer offerings are more sustainable and adaptable for the future, prioritizing practices such as working with local suppliers when possible, increasing our renewable electricity mix, reducing waste within our operations, improving product recyclability, and end-of-life disposal.

We are reducing our carbon footprint in several ways across our value chain:



### Energy Efficiency

To reduce Scope 2 emissions, we must look at our energy consumption and find innovative solutions. The recent conflict in Ukraine and the energy crisis that resulted from it has put stress on our European fulfillment center (FC) to prioritize energy reduction efforts. Since 2022, we have initiated an energy efficiency project aimed at reducing electricity consumption, particularly focusing on our cooling systems, which represent 81% of our total electricity usage. This project has been a collaborative endeavor led by a dedicated team at Marley Spoon, including Site, Maintenance, and Project Managers, along with the Global Sustainability Manager, with guidance from The Carbon Zero Club and support from relevant suppliers and the landlord. By the end of 2023, we achieved a 12% reduction in electricity consumption, demonstrating our commitment to improving our operations. Below are the key measures implemented to optimize energy usage at our European FC:



- LED lighting upgrade: Reduced lighting energy consumption by 43 MWh annually.
- Freezer temperature adjustment: Lowered from -21°C to -19°C for efficiency gains.
- Regular evaporator maintenance: Integrated into maintenance plans, saving 2,414 kWh monthly.
- Improved door management: Minimized temperature differences, enhancing energy efficiency.
- Reflective roof coating: Reduced condensation pressure, particularly beneficial in summer.
- Air leak repairs: Prevented temperature variations, improving cooling efficiency.
- Cooling system upgrade: Switched to electrical components, optimizing compressor efficiency.

In Portugal, we moved into a new space managed by a co-working space provider that takes sustainability seriously and holds a B Corp certification in 2023. This new office not only runs on green electricity but also has solar panels on the roof of the building, enabling us to achieve 30% to 40% self-sufficiency in electricity. In the United States, at the New Jersey fulfillment center, a collaboration with our landlord facilitated the successful implementation of a 1,080kW solar system by the end of 2023. We expect to generate an estimated 1.77 MWh of power annually. While precise results are in progress, preliminary analyses suggest a 45-50% reduction in energy costs. Meanwhile, at our Texas fulfillment center, we have undertaken rigorous measures to enhance energy efficiency. By replacing all cooler light fixtures with energy-efficient LED alternatives, we achieved an impressive 55% reduction in energy consumption. Additionally, strategic initiatives such as decommissioning loading docks and enhancing cooler insulation have further minimized strain on the refrigeration system, resulting in overall power consumption reduction. The Sydney FC has a 600kW rooftop solar system (where we use 500kW), LED warehouse lighting, rainwater harvesting, and drought-resistant planting. In December 2023, we installed solar panels at our Melbourne fulfillment center, totaling 99kW in capacity. While precise data on its effectiveness are not yet available, initial assessments indicate a potential decrease in energy expenses ranging from 10% to 20%. These panels are expected to lower our energy costs and environmental impact.

### **Moving to a new fulfillment center in Perth**

In 2023, we moved to a new fulfillment center in Perth, where we strongly emphasized enhancing energy efficiency and embracing environmentally friendly practices. Throughout our operations, we have implemented various measures to achieve these goals. For instance, our warehouse refrigeration systems now utilize CO<sub>2</sub> (R744) as a refrigerant, a natural refrigerant with a low global warming potential (GWP) that not only reduces greenhouse gas emissions but also ensures safety for both our team members and the environment. Additionally, CO<sub>2</sub> systems boast excellent thermodynamic properties, allowing for efficient heat transfer and energy savings in refrigeration applications. We have also implemented rigorous monitoring of door usage to prevent energy waste and ensure optimal efficiency to maintain cool room performance continually, and our loading docks are equipped with advanced airbags to maintain the integrity of the cold chain. Furthermore, both internal and external lighting systems are synchronized with our operational schedule to minimize energy consumption while providing adequate illumination for our tasks. In our office spaces, air conditioning is programmed to operate within office hours, automatically starting at 7 am and shutting down at 5 pm. Finally, as part of our ongoing commitment to reducing our environmental footprint, we plan to install solar panels, expecting to self-generate 55% of our total energy consumption.

### **Data centers and Google Workspace**

When choosing third-party providers for our data centers, environmental sustainability remains a primary consideration. Our data centers are run by Microsoft Azure (Azure) and Amazon Web Services (AWS) and are both in the process of being 100% renewable by 2025.<sup>14</sup> <sup>15</sup> Additionally, we use Google Workplace, which encompasses collaborative tools such as Gmail, Drive, and Meet, making a significant part of our daily virtual operations with our stakeholders. In 2023, our Google Workplace activities generated a total of 1.96 tons of emissions, which we have included for the first time in our Corporate Carbon Footprint (CCF) Scope 3 assessment.

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<sup>14</sup> <https://aws.amazon.com/energy/sustainability/#:~:text=Powering%20our%20operations%20with%20100,ways%20to%20immediately%20lower%20emissions>

<sup>15</sup> <https://azure.microsoft.com/en-us/explore/global-infrastructure/sustainability/>



## Renewable electricity

In 2022, we met our goal of using 90% of our electricity from renewable sources. However, in 2023, this percentage dropped to 84%, a slightly decreased percentage versus the prior year due to the new fulfillment center in Perth, Australia, and the fulfillment center of Chefgood, which is still operating under a non-renewable energy contract. Despite this setback, **our goal is to use 100% renewable electricity by 2025**. We are actively working to replace non-renewable contracts with green contracts, while also exploring purchasing renewable energy certificates (RECs) when renewable energy contracts are not available and the potential installation of solar panels in more of our fulfillment centers. Furthermore, in 2023, we took significant strides in sustainability by installing solar panels in collaboration with our landlords at our Melbourne, Perth, and New Jersey fulfillment centers. These installations not only allow us to generate our own electricity but also contribute to cost savings and increased self-sufficiency. Currently, four out of our eight fulfillment centers have solar panels, and most of our FCs use energy-efficient LED lighting. These efforts reflect our deep commitment to environmental stewardship and our ongoing mission to minimize our carbon footprint.

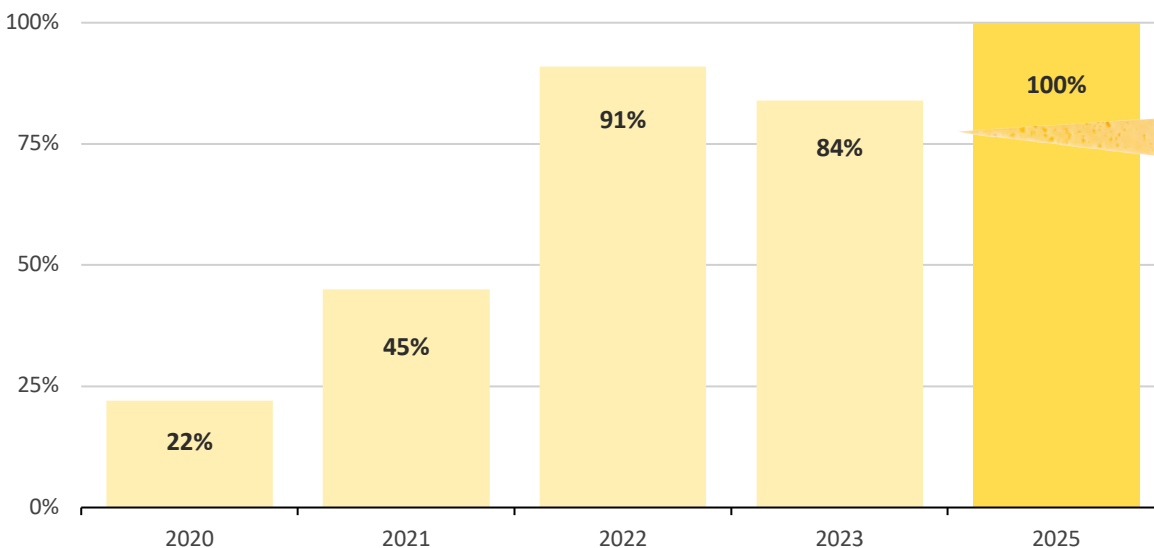
**4/8 of our FCs have solar panels installed**

**7/8 of our FCs use LED lighting**

**8/8 of our FCs use LED lighting in the cooling rooms**

**Our goal is to power our entire operations with 100% renewable electricity by 2025**

## Percentage of electricity consumed that is renewable



## Assessing our value chain









When calculating our carbon footprint, we considered the entire Marley Spoon value chain (Scopes 1, 2, and 3). We took into account the impact of every ingredient in our recipes, the packaging we use, the logistic process throughout the entire process from suppliers to customers, and the electricity and heating usage in our fulfillment centers and offices. We acknowledge that the magnitude of our Scope 3 value chain emissions exceeds the sum of our Scope 1 and 2 emissions. The table below shows the percentage of Scope 3 emissions by category<sup>16</sup> and the actions we take in each one.

<sup>16</sup> We excluded Scope 3 category 1 - purchased services (IT services) from the table because it comprises less than 0.0015% of the total share of Scope 3 emissions





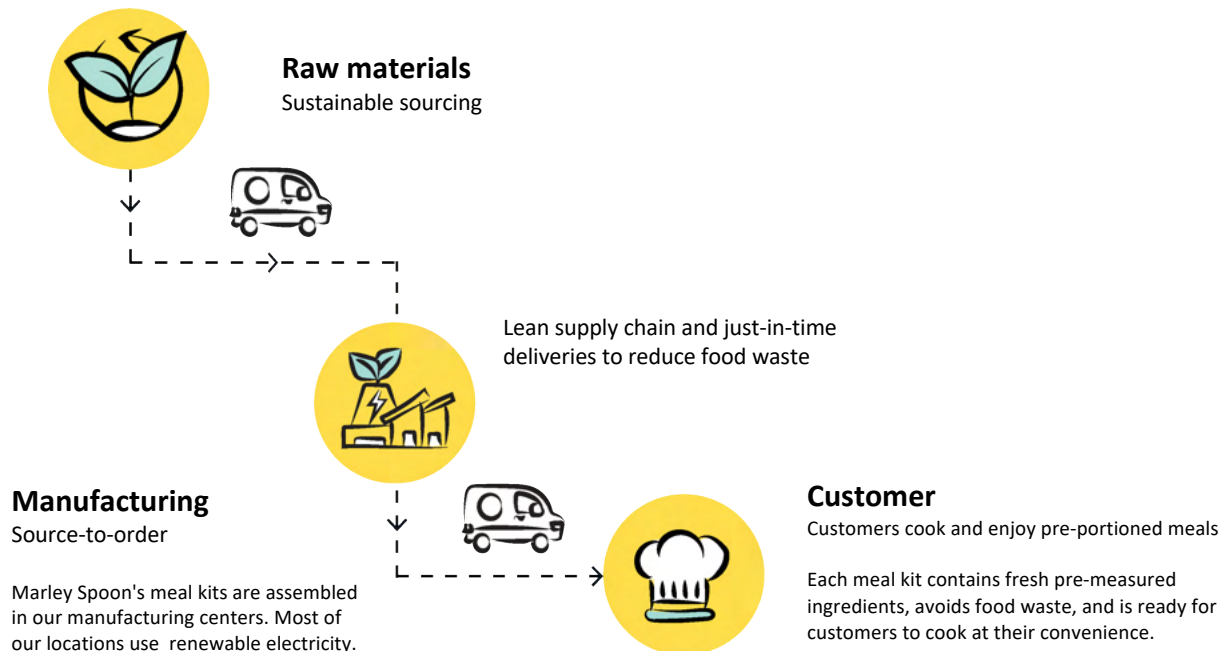
Scope 3 emissions by category

Description	Scope 3 percentage	Actions underway
 Purchase of food	72%	<ul style="list-style-type: none"> <li>We launched a climate tag that encourages customers to choose low-carbon meals</li> <li>We have begun to collect our suppliers' carbon accounting and target goals. We hope to work closely with those who are demonstrating progress and are taking action to fight against climate change</li> </ul>
 Logistics outbound	12%	<ul style="list-style-type: none"> <li>In 2023, in the Netherlands and Berlin, we used electric vehicles primarily for last-mile delivery. Moreover, we work closely with third-party partners to enhance route efficiency and maximize the utilization of line hauls.</li> </ul>
 Logistics inbound	8%	<ul style="list-style-type: none"> <li>We strive to keep our emissions low by working with regional suppliers and using seasonal ingredients whenever possible</li> </ul>
 Purchase of packaging	3%	<ul style="list-style-type: none"> <li>We have been able to increase the percentage of packaging that can be recycled or reused. We are also testing new materials that are more environmentally friendly</li> </ul>
 Employee commuting	2%	<ul style="list-style-type: none"> <li>In 2023, we accounted for all energy-related emissions generated by our team members working from home, improving accuracy and our understanding of this category</li> </ul>
 Waste	1%	<ul style="list-style-type: none"> <li>Our goal is to become Zero Waste by redirecting 90% of facility waste from landfills or incineration, with ongoing cross-functional management and improvement of waste streams tracked globally since 2022</li> </ul>
 Fuel and energy-related activities	0.4%	<ul style="list-style-type: none"> <li>Reductions will occur as we strive to reach 100% renewable electricity usage by 2025</li> </ul>
 Business travel	0.1%	<ul style="list-style-type: none"> <li>In 2023, we updated our business travel policies to reduce emissions and further work toward profitability, allowing travel only when absolutely necessary or when a video call is not feasible</li> </ul>



## Food emissions awareness

### Meal kit supply chain



As part of our efforts to measure our carbon footprint, we use a life-cycle assessment food database to calculate the emissions associated with our recipes. This database has taken into account the greenhouse gas emissions of each ingredient and converted them into standard CO<sub>2</sub> equivalents per kilogram of the product we use. **In 2023, we are delighted to announce that our average emission per meal delivered is 2.19 kg CO<sub>2</sub>e<sup>17</sup>**, a figure far lower than the average of 5.17 kg CO<sub>2</sub>e per person reported by WWF research<sup>18</sup> and other meal kit businesses in the market. This comprehensive calculation considers the sum of products from all recipes sold, including the protein type, respective emissions, and market share.

**According to the Paris Agreement, the UN, and WWF, to meet the IPCC target of 1.5°C, a climate-friendly meal should be equal to or lower than 0.5 kg CO<sub>2</sub>e. To align our commitment to reducing our food emissions with the 1.5°C IPCC target, we introduced a climate-friendly tag on our meals that have a carbon footprint of between 0.1 and 0.5 kg CO<sub>2</sub>e per person since 2022. Our 0.5 kg CO<sub>2</sub>e climate-friendly meals aim to inform customers which recipes are the most sustainable and empower them to make more conscious decisions.**

At the end of 2022, **we launched our climate-friendly meals with a capped carbon footprint of 0.5 kg CO<sub>2</sub>e**, a collaborative effort from teams across Digital, Analytics, Brand, Culinary, and Sustainability. All teams worked together to bring this tag to life for our customers. To start with this project, we have assessed our food items' product carbon footprint (PCF) through a life-cycle assessment food database used in the agriculture and food sector. This process involved matching each ingredient into standard CO<sub>2</sub>e equivalents per kilogram of product. We then deployed this information on our Enterprise Resource Planning (ERP) system and developed an algorithm to calculate the emissions per meal, allowing us to assess it at the menu level. After evaluating over 30,000 recipes, we have gained a deeper understanding of which food categories are most impactful in terms of our overall

<sup>17</sup> Average total CO<sub>2</sub> emissions per meal sold in 2023 weighted by market

<sup>18</sup> [https://www.wwf.org.uk/sites/default/files/2018-03/Food\\_in\\_a\\_warming\\_world\\_report.PDF](https://www.wwf.org.uk/sites/default/files/2018-03/Food_in_a_warming_world_report.PDF)



carbon footprint. The 0.5 kg CO<sub>2</sub>e cap serves as a reminder of our commitment to reducing Scope 3 emissions and allows us to increase the share of climate-friendly meals on our menu.

**In 2023, we saw a growing acceptance of these meals, with total meals sold being climate-friendly, accounting for 6% in Australia, 13% in Europe, 5% in the United States, and a global average of 8%.** To further advance efforts on this initiative, we are dedicated to increasing these figures through targeted campaigns via our newsletter and engaging customers. While we are proud of our progress so far, we recognize there is much more to do, as we intend to reduce carbon emissions, especially Scope 3, which has a substantial impact. We believe that this journey is a collaboration between our customers, suppliers, and us while providing the opportunity for our customers to help us make a positive impact on the world.

### Share of total recipes with climate-friendly meals sold in 2023.<sup>19</sup>

Market	% in 2023
Australia	6
United States	5
Europe	13
<b>Global</b>	<b>8</b>

At Marley Spoon, we recognize that a significant portion of global emissions stems from meat and poultry consumption, accounting for 54%. In 2023, we found that over 41% of our vegan options and 22% of our vegetarian dishes were labeled with our climate-friendly tag. Each year, we are committed to expanding our range of vegetarian dishes and launching campaigns to underscore the importance of reducing red meat consumption to mitigate our Scope 3 emissions. Looking ahead, we plan to launch additional campaigns and increase the availability of meat alternatives, which we believe are essential for shaping the future of food. Read more about our initiatives in our responsible sourcing section.

### Optimizing logistics

We are committed to creating an efficient, eco-friendly supply chain alternative with Marley Spoon and Dinnerly. Our made-to-order model is sustainably evolving the food system, making our supply chain more efficient. Our model minimizes food waste and carbon emissions by reducing the number of transportation trips necessary.

To further ensure our logistics are as efficient as possible, we implemented various initiatives to reduce our environmental footprint. In 2023, over 67,000 last-mile orders were delivered with electric vehicles. For instance, in Berlin and the Netherlands, the majority of our last-mile delivery fleets utilized electric vehicles for deliveries during 2023, eliminating carbon emissions during transportation. Additionally, we prioritize and work with third-party logistics that offset their emissions or set targets for green gas reduction.

### Rivelo

Rivelo is an important part of our commitment to sustainability, as it aims to optimize our routes and integrate electric vehicles wherever possible. Rivelo operates in Germany, the Netherlands, the United States, and Australia. In Berlin's last-mile orders, Rivelo exclusively uses electric cargo bikes for all deliveries, while in the Netherlands, this method covers 79% of our orders. Furthermore, our efforts extend beyond just last-mile delivery. With our own Rivelo electric vehicle, we delivered over 7,000 orders through our line haul operations, which means deliveries straight from our fulfillment centers to customers' doorsteps.

<sup>19</sup> Total climate friendly meals sold divided by total meals for Marley Spoon and Dinnerly



Logistics is essential for driving efficiency and sustainability in our business, along with investing in data-driven customer service and smart automation.

### Streamlining our logistics performance

Through improved linehaul utilization, we have made our trucks fuller and more efficient, reducing kilometers of unnecessary truck trips by 20% in the United States in 2023. This number will continue to grow as we expand our utilization. Also, we increased the number of sleeper truck routes, which reduced our total carbon emissions because we needed fewer ice packs during the transit time. Also, in Germany, the Netherlands, and the United States, we joined forces with third parties by utilizing combined line hauls to reduce our transportation and inbound logistics emissions. In Chefgood - Australia, we have replaced our cooling bag with a non-bubble bag, which takes up 90% less space than bubble bags, meaning we are using only one inbound pallet for this item in our warehouse rather than ten pallets. All these initiatives allow us to become more space-efficient during transportation, take shorter routes, and reduce the number of kilometers traveled, helping us cut emissions.

### Looking ahead

We are committed to leveraging advanced analytics to make our logistics processes more effective and collaborating with third-party logistics providers that are dedicated to lowering carbon emissions. We are aware of the reliance on fossil fuels and understand the importance of transitioning to renewable energy in the logistics sector. We will continue to seek solutions that minimize our environmental footprint.

### Carbon offsetting

Since 2017, we have supported carbon offsetting initiatives through ClimatePartner and contributed to various projects, offsetting a total of 195,394.635 tons of CO<sub>2</sub>e emissions.<sup>20</sup> Our investments have been diverse, including programs aimed at introducing efficient cooking methods in Nigerian and Zambian households, enhancing renewable energy production in Turkey to counter reliance on fossil fuels, and restoring forests in Borneo, Indonesia, while also improving community health through initiatives such as water filtration and medical care. These projects have been rigorously certified and audited to meet VCS or Gold Standard requirements. In 2023, we decided to shift our focus from carbon-offsetting investments to direct carbon reductions within our value chain. This shift means a change in our carbon strategy, emphasizing the importance of prioritizing direct carbon reductions. By allocating more resources to our operations, we aim to improve energy efficiency, embrace sustainable food practices, optimize packaging, and streamline logistics. We consider this strategic shift as a positive step towards more effective actions. By allocating our resources towards reducing carbon emissions throughout our value chain, we intend to maximize our efforts towards combating climate change and optimize our investments for long-term environmental and financial stability on a company level.

<sup>20</sup> Sum of total carbon emissions offset through ClimatePartner (more information read [here](#))



### 3. Managing our resources

The year 2023 presented a multitude of macroeconomic challenges, peaks of inflation and geopolitical instability, an increase in lead times in supply chains, and rising raw material costs. Despite these challenges, Marley Spoon has remained steadfast in its commitment to sustainability and maintaining a lean supply chain, ensuring we use the available resources responsibly and sustainably.

We are taking steps to manage our resources effectively by improving packaging, reducing material and food waste, and conserving water resources. This continuous process requires ongoing evaluation and improvement.

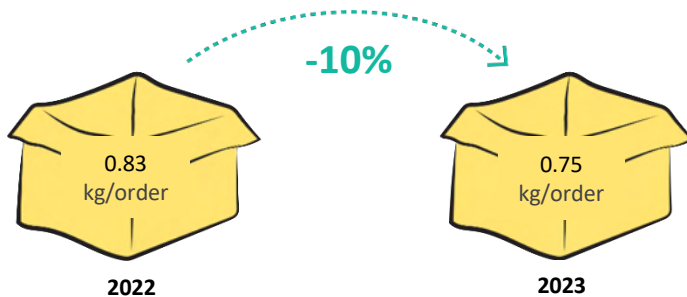
#### Improving packaging

At Marley Spoon, we recognize the importance of sustainable packaging while maintaining ingredients' safety, freshness, and quality throughout the supply chain. Our packaging improvements are designed with environmental sustainability in mind, and simultaneously, they can help extend shelf life, minimize spoilage, and reduce wastage.

In 2023, we reduced the amount of purchased packaging for each delivery order by 10%<sup>21</sup> compared to the previous year due to the decline of our revenue, but also as a result of our efforts to improve the cooling packaging and optimize the total material weight. Additionally, we developed new packaging materials that are fully renewable materials that can be recycled or reused. Furthermore, the overall percentage of recyclable or reusable packaging materials that we purchase by weight has increased to 85% (compared to 74% the prior year) in all countries where we operate.<sup>22</sup> As we continue on this journey, we remain steadfast in our dedication to meeting both Australian and European Union targets, which require that all packaging be reusable, recyclable, or compostable by 2025 and 2030, respectively.

**We are committed to continuing our efforts to develop more sustainable packaging, especially the exclusive Marley Spoon packaging\* while working more closely with our food vendors to support them in reducing the environmental impact of their food packaging.**

#### Total purchased packaging weight for each shipped box



#### Percentage of total purchased packaging weight being reusable or recyclable

85%

**At Marley Spoon, 85% of all packaging purchased in 2023, by weight, is either reusable or recyclable.**

<sup>21</sup> Total purchased packaging divided by sales orders of Marley Spoon and Dinnerly excluding Chefgood

<sup>22</sup> The calculation is based on the total weight of all packaging materials we purchased being reusable and recyclable post-consumer, excluding Chefgood. All packaging purchased is not only for packaging that we ship to customers but also for use within our operations

\* Non-food packaging and re-packaged food from our fulfillment centers used for, Dinnerly and Marley Spoon boxes shipped





## 2023 Packaging achievements

### Cooling packaging made of 100% renewable materials

In Europe, we are thrilled to introduce our new cooling pouch in the fourth quarter, **made from recycled paper with an impressive paper material content increase from 96% in 2022 to 99%, sourced entirely from renewable materials.** With this new pouch, we have managed to cut down on 148 kg of plastic that would have otherwise been shipped to our customers. **We plan to reduce a minimum of 2.8 tons of plastic per customer order shipped annually.**<sup>23</sup> Furthermore, we have made it easy for our customers to dispose of the pouch, which can be reusable, recyclable, or even domestically compostable.

In the United States, we have completely transitioned from plastic liners to a 100% paper-based solution, which was rolled out nationwide by the end of September. **This shift has led to an impressive 45% reduction in plastic associated with liners per total customer order shipped in 2023. Moreover, this reduction will reach 100% starting next year as the new liners are entirely plastic-free.** Our innovative cooling packaging solutions not only uphold our quality and safety standards for ingredients but also prioritize environmentally friendly packaging options while ensuring that our boxes maintain cooler temperatures for longer during transit.

### Water ice-packs

At Marley Spoon, we recognize the importance of reducing unnecessary packaging and investing in sustainable solutions. Since 2020, we have been trialing water or environmentally-friendly ice packs in our meal boxes as an alternative to gel packs. These trials marked the beginning of a transformative shift in our packaging strategy. **In 2023, we proudly announced the successful implementation of water ice packs across Europe.** This achievement is about embracing new packaging solutions and our unwavering dedication to reducing waste. Unlike gel packs, which often contain microplastics and pose significant environmental threats because they are often disposed of in landfills or incinerators, our water-based ice packs are a safer and more sustainable choice. **In 2023, by switching to water ice packs, we diverted 452,000 kilograms of material from landfills and incinerators.**

But our commitment does not stop there. We see this as just the beginning of a journey towards more sustainable packaging. We are continuing to investigate and test more environmentally friendly ice packs in Australia. Furthermore, we are also producing ice packs in-house at four fulfillment centers, allowing us to reduce the amount of tertiary packaging and CO<sub>2</sub> emissions for inbound logistics.

### New packaging experience

In Europe, we have gone the extra mile to enhance our customers' experience with our Marley Spoon and Dinnerly boxes by introducing new repack films, a designed box, and a closing tape for the boxes. **Looking ahead, our focus is on transitioning all repackaged items manufactured in our fulfillment center to mono-plastic PE,** intending to make them recyclable by the second quarter of 2024. Furthermore, in our ongoing efforts to reduce plastic usage **in the long term, we are exploring and testing the possibility of using paper-based materials for our grains. We plan to implement this change by the end of 2024.**

## Our packaging portfolio

**Since 2020, we have assessed the carbon footprint, post-consumer reusability and recyclability, and the overall weight of all non-food packaging materials such as cardboard boxes, ice packs, insulated bags, and liners, as well as repackaged food from our fulfillment centers.**

Our Packaging experts collaborate with our suppliers to identify ways to reduce packaging weight and volume while also making better and more efficient use of materials. **In 2023, we achieved a 10% global reduction in purchased packaging by the total number of orders.** — This decline reflects the decreased demand for packaging due to lower volume and our proactive efforts to optimize packaging material weight, which have enabled us to reduce our environmental footprint.

<sup>23</sup> Forecast based on the total cooling pouches weight shipped to customers in 2023



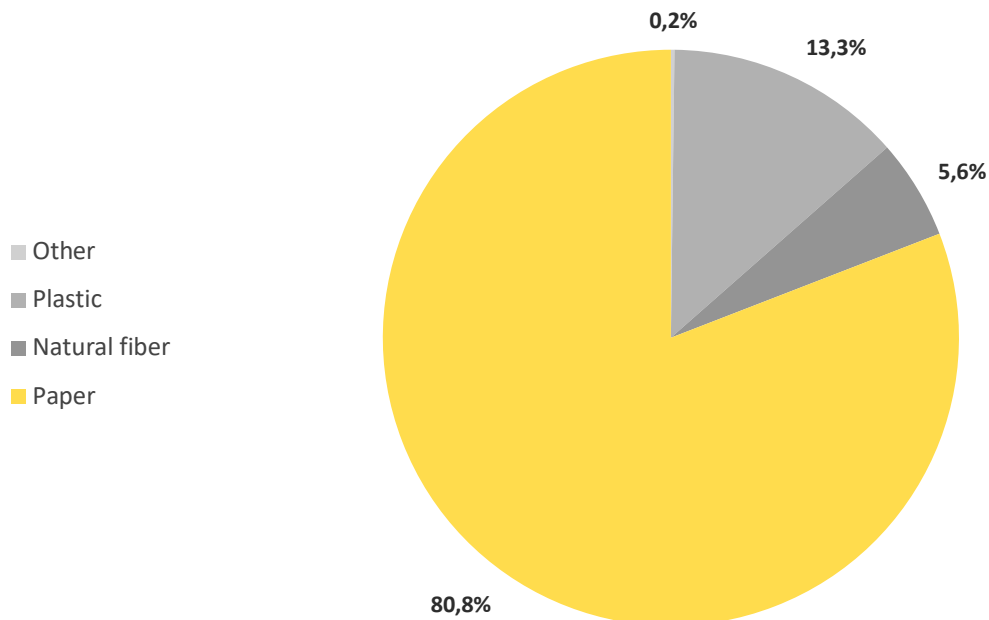
### Purchased packaging per box kg<sup>24</sup>

Market	2023	2022	Change vs. prior year in %
Australia	0.43	0.51	(15)
Europe	0.75	0.88	(16)
United States	1.04	1.07	(3)
<b>Global</b>	<b>0.76</b>	<b>0.80</b>	<b>(10)</b>

### What kind of material is in our portfolio?

The majority of our packaging materials, 87%, are non-plastic. Paper makes up 80.6% of the total, and it is all 100% recyclable. We increased paper usage by 15% compared to the previous year as a result of changes in the cooling sections.

The chart below shows the global share by category that we purchased in 2023



In 2023, we conducted an assessment to determine the source of our primary cardboard components. We discovered that all of our cardboard materials are domestically sourced, and in Europe, they are FSC-certified. This certification ensures that our materials come from forests that are managed responsibly, a particularly important aspect of environmental protection.

### Our ice algorithm and Quality and Safety Experts

To determine the number of ice packs required, we developed an ice algorithm that considers various determinants, such as the duration of transport, outside temperature, and the composition of the delivered ingredients. By considering these different elements, the algorithm can optimize for shorter supply chain lengths and various types of cooling pouch designs, each with different needs in terms of the ice quantity required for refrigeration.

<sup>24</sup> Total weight of packaging purchased for the years 2022 and 2023, excluding the weight of the ice packs' contents. Not all of the packaging that is purchased is used for the boxes that are shipped. Chefgood is excluded on this calculation



In addition to using this ice algorithm, we have a team of Quality and Safety experts who ensure that ice quantities can be adjusted in certain regions. For instance, in Europe, where we experienced colder weeks during summer, our team could reduce the amount of ice per box shipped. These combined efforts, both from our ice algorithm and our expert team, resulted in a 7% reduction in ice per box shipped in 2023 compared to 2022.<sup>25</sup> With this accomplishment, we could ensure that each order is delivered with high quality and safety standards while avoiding wasting resources.

### **Why is packaging important?**

Our packaging portfolio is important for quality and safety reasons because it ensures that products are protected from external damage and other elements, such as moisture and extreme temperatures, ensuring that the items remain fresh and safe for an extended period of time. Our packaging helps us reduce the risk of food waste and, in turn, lowers our carbon impact. It also serves as a barrier between the product and its environment, preventing contamination and spoilage. Furthermore, our packaging provides our customers with relevant product information, such as instructions, warnings, and nutritional facts.

### **Packaging communication**

In Europe, we have introduced 'The Spoonful' – a newsletter aimed at providing valuable insights into our campaigns, products, suppliers, and sustainability efforts. This initiative stems from our dedication to transparent communication, ensuring our customers are fully informed about our Company and environmental objectives. In Australia, following the collapse of Redcycle in 2023, we are replacing all recycling labels on our packaging from Redcycle with the Australian national recycling labels to better inform customers about how to dispose of the packaging. Additionally, we are committed to aligning our packaging with the Australian national goal by 2030, ensuring that our packaging will be reusable, compostable, or recyclable by 2030.

## **Management and reduction of waste and food waste**

An estimated one-third of food, around 1.3 billion tons per year, produced for human consumption is lost or wasted globally.<sup>26</sup> That food that is not consumed represents an estimated 8-10% of global greenhouse gas emissions.<sup>27</sup> As mentioned, one of the main reasons our founder started this Company was that he saw meal kits as a sustainable option compared to buying food from grocery stores. Fighting food waste is at the Company's core. Our service provides our customers with perfectly portioned meals, so they have all they need at home to cook the recipes and nothing extra, which leads to little to zero food waste at home. We take food waste very seriously and work cross-functionally with all teams to reduce the food waste our operations produce. In that way, we are doing our part in contributing to the UN SDG #12 - Responsible Consumption and Production. Reducing food waste at the retail and consumer level, as well as substantially reducing waste through prevention, reduction, recycling, and reuse, are some of the main areas that contribute to the goal of the UN.<sup>28</sup>

**Our goal is to become Zero Waste, meaning 90% of the waste produced from our facilities is redirected from landfills or incineration.** To better understand our waste streams and how we can more accurately dispose of our materials, we review, manage, and improve them directly in our fulfillment centers and offices on a cross-functional level.

We have started tracking our waste diversion rate globally since 2022. A diversion rate measures the percentage of waste that is not sent to landfills or incineration.

So, at Marley Spoon, we focus on reducing food waste and waste in general. Our guiding principles for both our waste and food waste management strategy are divided into three areas: **reduce, reuse or donate, and divert from landfill and incineration.**

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<sup>25</sup> Total amount of ice consumed by production divided by the total amount of orders in Europe and Australia in 2022 and 2023

<sup>26</sup> <https://www.wfp.org/stories/5-facts-about-food-waste-and-hunger>

<sup>27</sup> <https://www.unep.org/resources/report/unep-food-waste-index-report-2021>

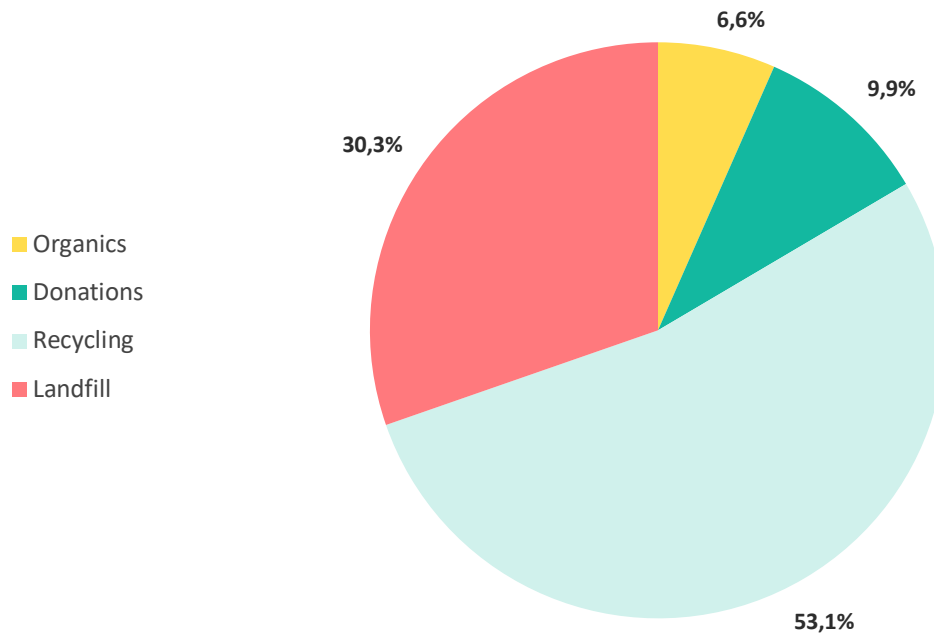
<sup>28</sup> <https://www.un.org/sustainabledevelopment/sustainable-consumption-production/>



Marley Spoon food waste and donation	2023	2022
Total waste and food waste disposed <sup>29</sup>	1048 tons	1472 tons
Total non-food waste diverted from disposal <sup>30</sup>	1807 tons	2167 tons
Food donated	333 tons	549 tons
Total donation diversion rate	10%	13%
Food waste diverted from disposal <sup>31</sup>	224	147
Total food waste diversion rate from disposal	7%	3%
Total waste and food waste diversion rate from disposal	69%	66%

We are happy to report that our ongoing focus on our waste and food waste streams resulted in an increased waste diversion rate of 69%, an increase of 6% YoY, for all of our fulfillment centers, including Chefgood and the new Perth FC. This has been a step towards meeting our zero waste goal.

### 69% Global Waste Diversion Rate



### Food waste

Our Company model is a good way to reduce the amount of food wasted at home. ReFED, a well-recognized nonprofit dedicated to ending food loss and waste in the United States, promoted meal kits as a solution to curb consumer waste.<sup>32</sup> Since this is such a strong pillar for our Company, we want as little food wasted within our operations as possible.

<sup>29</sup> Landfill or incineration

<sup>30</sup> Recycling of cardboard/paper, Co-Mingle/mixed Recycling, Recycled Plastic and/or Construction and Demolition Waste

<sup>31</sup> Composting, anaerobic digestion, application or others

<sup>32</sup> <https://insights-engine.refed.org/solution-database/meal-kits>



**Reduce - In 2023, we only wasted around 1% of food in our operations.**

The food waste percentage is the total amount of food sent to landfills or incinerators compared to the total amount of food purchased for operations across all markets (calculated by purchase value). We mitigate this through intelligent menu planning. Not only do we predict the choices of our customers and forecast our purchasing towards that, but we also build our recipe offerings based on ingredients that we are at risk of wasting.

**Reuse or Donate - Food that cannot reach our boxes finds its way into hungry bellies.**

That's why we either internally donate the products to our team members or a local non-profit organization near our fulfillment centers. **We are involved with many local nonprofit organizations, and last year alone, we donated around 333.000 kilograms of food.** All rescued food from our fulfillment centers is inspected prior to being handed off to a third party to ensure it meets quality and safety standards.

Below are a few examples of the different organizations that received some of our excess food at our different locations.

**Europe** - Our Dutch fulfillment center contributes excess food to Instock, which is a social enterprise that rescues food from farmers and companies like ours. Products are picked up weekly from our fulfillment center and sold at a discount to local restaurants and caterers to ensure the food is being used. Other food of ours that cannot be resold is given to the Salvation Army, which cooks meals with donated food or distributes the food to people who are not able to buy food.

**United States** - Across the three fulfillment centers in the United States, we gave leftover food to many local charities. Our New Jersey location worked with the community-based food rescue program Table to Table. Table to Table is a nonprofit that works with local New Jersey residents and donates our leftover food to their partners, including soup kitchens, homeless shelters, and senior facilities that serve meals to the hungry.



**Australia - Donations for the WA Wildlife Hospital:**

Near our Perth FC, we also donate leftover food to the Western Australia Wildlife Hospital, as a source of food for sick animals and ones being rehabilitated to get back into the wild. Last year, we visited the facility as they wanted to show their appreciation for the donations we give them, and received for the second year in a row a framed appreciated certificate.

**Australia** - We support Ozharvest's mission of reducing food waste by donating our food leftovers to them so they can redistribute the resources to the food insecure in the surrounding areas. All three of our Australian fulfillment centers work with this 'yellow army' of volunteers.

**Waste**

As mentioned before, we do not only focus on reducing food waste as much as possible; we also manage other waste sources as best as possible. We follow several principles to manage and improve the waste streams in our fulfillment centers.

Firstly, we ensure that we have adequate tools and equipment for the various waste sources, from different color-coded waste bins and balers to press large amounts of waste like cardboard, plastic, or tins. Secondly, a lean deployment of all bins ensures they are located at the correct place within our facilities and can be transported most efficiently. Proper training, Standard Operating Procedures (SOPs), and signs are other important areas, so all staff members know how to handle which type of waste



in the best possible way. Lastly, controls are in place to ensure that the waste management system is followed, with correction and improvement steps if necessary.

### Recycling

Cardboard makes up a large part of our operations, primarily due to how we receive our product. All of our facilities globally are equipped with cardboard waste streams. In all of our Australian facilities, we have co-mingled waste recycling bins for plastic bottles/containers, cans, or glass. We aim for no single-use items within our operations and avoid those by transitioning to multi-use pieces to prevent more waste than necessary. An example of one of these items would be our crates. These crates are washed and sanitized after carrying different products to avoid cross-contamination and eliminate the need for cardboard in many of our operations. **We aim to set up organic recycling at all of our locations and are proud that 6 of our 8 locations have organic recycling, and we can give a second life for any uneaten food. For any inedible product, we aim to have it turned into nutrient-rich compost or renewable energy.**

### Waste diversion rate improvement by 21% in our European facility

In 2023, our European facility team members focused especially on our waste management strategy principles, reusing or donating and diverting as much waste in the correct way as possible from landfill and incineration through internal training and controls. Our waste diversion rate increased from 66% in 2022 to an impressive 80%, which is a 21 % improvement year over year. In 2024, the European team will focus on introducing a recycling waste stream for mono foil in our Dutch facility.

### Water resource management

With the European Financial Reporting Advisory Group's (EFRAG) recent approval of the European Sustainability Reporting Standards, Marley Spoon is ready to step up and track water usage. Since 2022, we have begun collecting information to understand water use at our fulfillment centers as well as water consumption from our ice packs.

Water is a precious resource that we must all use responsibly. At Marley Spoon, we recognize the importance of our water usage. In 2023, we used 13,350 m<sup>3</sup> of water withdrawal<sup>33</sup>, and we are working towards obtaining a comprehensive understanding of our water usage across all our fulfillment locations. Even though we are not heavily reliant on water, we understand the importance of accountability and want to ensure that we consume it responsibly.

We also go the extra mile in our commitment to sustainability by considering the water used in our ice packs, which accounted for a total of 13,124 m<sup>3</sup> of water in 2023.<sup>34</sup> We believe that our responsibility extends beyond our business, and we strive to promote the conservation of this valuable resource.

## 4. Responsible sourcing

Through our meal kit and Ready-to-Heat brands, we sent out more than 50 million meals last year - fresh, tasty, and high-quality ingredients for our customers are most important to us. Therefore, we carefully select our suppliers and expect them and all of our partners to act according to the core values and ethical standards, and policies outlined in our code of conduct, which we also hold ourselves accountable to at Marley Spoon. Our goal for responsible sourcing is to build strong, long-term relationships with suppliers while favoring those who actively manage their environmental and social impact and strive to source from sustainable agriculture, fisheries, manufacturing, and animal farming.

In 2023, the cost and availability of ingredients and other important resources continued to be severely affected by various factors, accelerated by the war in Ukraine since 2022 and the resulting higher energy costs and inflation in many parts of the world. Global warming has impacted our business, especially the record heat waves, droughts, and wildfires in the United States and Europe. We are working closely with our suppliers to be better prepared in this challenging landscape and to diversify through alternative offers.

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<sup>33</sup> Water usage withdrawal from Hub warehouses in Europe, Nieuwegein, Texas, New Jersey, and Melbourne fulfillment centers

<sup>34</sup> The water content within our ice packs is derived from two sources: the water usage from our facility, where we produce our own ice packs in select regions, and water procured from suppliers





### **Creating a transparent and sustainable supply chain**

We strive to build a transparent and sustainable supply chain at Marley Spoon. By collaborating closely with our suppliers, we believe we can ensure that our goods are sourced more sustainably. We use a global vendor portal to collect and manage information from our vendors. Next to our supplier onboarding questionnaires, we collect various quality and safety metrics and requirements from our supplier, as well as product specifications and certifications like MSC (Marine Stewardship Council), ASC (Aquaculture Stewardship Council), GAP (Good Agricultural Practices), and others.

### **Supply chain sustainability questionnaire**

Besides focusing on quality and safety, we have collected specific ESG-relevant data from our suppliers within our sustainability questionnaires since 2021. By creating questions tailored to the types of suppliers we work with, we can more accurately evaluate the risk of social and environmental practices within our supply chain. These measures aim to ensure that environmental and labor standards are met while tracking their performance, allowing us to identify areas for improvement and make informed decisions about future initiatives. We also assessed suppliers for sustainability goals, including whether they use renewable energy and have environmental certifications. By monitoring item-specific risks, we ensure our suppliers maintain compliance with our standards and promote a fairer and more sustainable global economy.

In 2022, the supplier response rate for our sustainability questionnaire was 86%, and we aimed to achieve 100% by 2023. With the new Corporate Sustainability Reporting Directive (CSRD) entering into force in 2024 and a visible focus on the environmental and social factors within supply chains, we made the decision to rework the Sustainability Questionnaires to prepare for all necessary requirements in the future and collect and manage the most relevant information within our supply chain.

### **Animal Welfare and Better Chicken Commitment**

Delivering high-quality proteins to our customers plays a significant role for us. We work closely with the suppliers from which we source traditional animal proteins to ensure adherence to high animal welfare standards and support improvements within livestock farming. We are also diversifying our range of proteins, including vegetarian and plant-based alternatives, to make it easier for our customers to choose from a wide range and more sustainable options. Another critical area is understanding the emission concerning protein and collaborating with suppliers and consumers to reduce Scope 3 emissions.

### **Poultry - Better Chicken Commitment**

In 2020, we committed to improving chicken welfare. We aligned with both the Better Chicken Commitment (BCC) and the European Chicken Commitment (ECC) for our meal kit brands – policies based on science and supported by numerous animal welfare organizations. Targets include specific standards for stocking density, litter quality, lighting, environmental enrichments, controlled atmosphere stunning, and higher-welfare breeds, and will verify compliance through third-party auditing. As more than 40% of our purchased meat products in 2023<sup>35</sup> are chicken, we focus especially on this category to support improvements for broiler chicken welfare.

To reach this commitment, we collaborate with Compassion in World Farming<sup>36</sup>, a global animal welfare organization, to drive progress toward achieving these commitments. We are also tracking our suppliers' progress in compliance with the Better/European Chicken Commitment (BCC/ECC) standards globally. We operate in three regions, with progress reported on each seen on the table on the next page for our meal kit brands. Compared to 2022, all except one (representing 5% of the total chicken consumption in the United States) of our chicken suppliers in the United States specified the current status on the various criteria, which resulted in a decrease in our United States-specific country average and certain requirements. Since mid-year 2022, the exact standards for the Australia - New Zealand Better Chicken Commitment policy are available and were used to assess the current progress from our suppliers towards this commitment. In 2023, we continued to face many macro challenges within our supply chain, originating in the Ukraine crisis, leading to higher food and energy costs. We also saw a decline in revenue year over year. As a Company, we have to ensure that our orders are fulfilled while at the same time controlling our costs and ensuring the

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<sup>35</sup> Percent of all purchased chicken products from all meat products purchased, for Marley Spoon's meal kit brands

<sup>36</sup> [www.ciwf.com](http://www.ciwf.com)



sustainability of our business. Despite the challenges, we also worked on increasing the quality of our products throughout the year and offering more variety to our customers. Below, we highlight some of the changes in our poultry offering that occurred in 2023.

- **Europe:** We are very proud to have given our customers the choice to upgrade the chicken to an organic SKAL-certified product in some of our recipes. We also phased out one supplier with lower BCC compliance rates to meet our customers' expectations of higher-quality food ingredients.
- **United States:** As convenience is important to our customers, we started offering a Ready-to-Eat Sous Vide Chicken product in our recipes. That chicken product fulfills majority of the BCC requirements and is Better Chicken Project certified through Global Animal Partnership (G.A.P.). One of our main goals was the development and publication of the BCC roadmap for the United States, and we are proud to share that we are aiming to achieve the Better Chicken Commitment standards across all chicken offerings for our meal-kit brands by 2028 in the United States. You can read more about it in our [US Better Chicken Commitment Roadmap](#).
- **Australia:** More than half of our fresh poultry products in Australia for meal kit brands were accredited by Free Range Egg and Poultry Australia (FREPA), and we increased the product quality of our chicken products by stopping working with one supplier for broiler chicken, who had lower BCC compliance rates. With that change, 100% of the chicken products we source are meeting the approved processing methods now.

### 2023 Better Chicken Commitment compliance overview

Compliance with the Better Chicken Commitment per regional policy: European Policy <sup>37</sup> , USA Version 2 <sup>38</sup> , AU Version <sup>39</sup> , respectively:	Europe	Australia	United States
Comply with EU/US animal welfare laws and regulations	100%	N/A <sup>40</sup>	95%
Use a maximum stocking density of 30 kg/m2. If the flock is thinned, it must only be done once per flock.	2%	52%	N/A
Use maximum stocking density of 6.0lbs/sq foot	N/A	N/A	95%
Prohibition of cages (including multi-tiered systems)	100%	100%	95%
Provide environmental enrichments	90%	0%	30%
Provide minimum lighting requirements	100%	0%	95%
Provide minimum litter requirements	N/A	N/A	50%
Meet air quality requirements	100%	0%	78%
Adopt higher welfare breeds	4%	0%	1%
Adopt approved processing method	100%	100%	80%
Third-party audited to the requirements above	0%	0%	0%
<b>Regional average<sup>40</sup></b>	<b>66%</b>	<b>32%</b>	<b>63%</b>
<b>Global average</b>		<b>50%</b>	

<sup>37</sup> <https://betterchickencommitment.com/en/policy/>

<sup>38</sup> <https://betterchickencommitment.com/policy/>

<sup>39</sup> <https://welfarecommitments.com/letters/aus-nz/>

<sup>40</sup> Not applicable



Overall, our global compliance rate decreased by five percentage points compared to 2022, as we only consider third-party audits upon reaching all criteria. We remain steadfast in our commitment to the BCC / ECC requirements for our meal kits in our global supply chain. We look forward to engaging with our suppliers to achieve this objective. In 2024, we will continue to work with our chicken suppliers and Compassion in World Farming on BCC compliance.

### **Organic meat options for our customers**

In 2023, we introduced additional recipe customization features for our customers, as one of our key focus areas is to fulfill as many customers' wishes as possible and increase the choices for our customers. We enabled our customers to swap or upgrade specific ingredients in the recipes.

In Europe, our customers could elevate their protein selection with organic meat in certain recipes as an alternative to our current offering, and they were able to upgrade to organic options for certain beef, poultry, and lamb products. In the United States, we trialed that our customers could upgrade their beef protein to certified organic 100% grass-fed ground beef and beef sirloin steak options in certain recipes.

## **Sustainable and seasonal sourcing**

### **Fish**

Fish stocks around the world are under increasing strain from overfishing. We are committed to responsibility and sustainability in sourcing fish and seafood products for our meal kit boxes. We aim to source all our fish and seafood products from responsibly managed fisheries and aquaculture, which have a minimal impact on the wider marine environment and are certified through recognized organizations like Marine Stewardship Council (MSC), Aquaculture Stewardship Council (ASC), Best Aquaculture Practices (BAP) or equivalent.

**In 2023, 100% of the raw fish and seafood we purchased for our meal kits in Europe and Australia was certified through the MSC and ASC labels.**

In 2023, we provided our customers with the option to upgrade their fish and seafood proteins in certain recipes for Marley Spoon and Dinnerly. In the United States, we offered our customers a wild-caught alternative for shrimp and salmon products next to our farm-raised products for a period of time. We plan to offer sustainably farmed Murray Cod from New South Wales, Blue Mussels from South Australia, and Bluefin Tuna from Port Lincoln for the Australian market in 2024.

### **Local and seasonal sourcing**

Since our menus change weekly, we aim to always offer the most seasonal ingredients in our recipes. Our dedicated recipe developers and Sourcing teams are in constant communication to guarantee our offerings are as seasonal as possible. Sourcing locally is also very important for us. Our "Australia First" policy aims to increase the percentage of ingredients sourced in Australia. In 2023, 77% of our ingredients for Marley Spoon and Dinnerly recipes came from Australia. We are actively working to increase this percentage year over year by switching to Australian-made/grown products and working with Australian-based companies.



## Palm oil

Palm oil has a reputation for contributing to deforestation in the global south and also endangers communities and wildlife. But it is still found in countless products as it is the most versatile oil grown and has the highest yield compared to rapeseed, sunflower, or coconut oil. Therefore, we aim to source ingredients that contain palm oil, where the palm oil is RSPO certified, or choose alternative products without palm oil.

Roundtable on Sustainable Palm Oil (RSPO).<sup>41</sup> aims to make sustainable palm oil the norm. There are strict rules for the certification, including protecting wildlife and the environment, treating communities and workers fairly, and halting deforestation.

**In 2023, 100% of our purchased products and ingredients within our Marley Spoon and Dinnerly recipes containing palm (kernel) oil in Australia and Europe came from Roundtable on Sustainable Palm Oil (RSPO) certified sources.**

## 100% organic and cage-free whole-shell eggs in Europe

Our whole-shell eggs for the European market are organic and local to our fulfillment center in the Netherlands. We ship them in a carton box that is easy to recycle and sturdy enough to arrive undamaged to our customers. To support the local job market, community members with disabilities are employed to help repack the cartons. The eggs come from our cooperation with the organic farmers of Biomeerwaarde. We do not offer whole-shell eggs in the United States and Australian markets.

## Tofu

All of our fresh tofu blocks sourced globally are made with non-GMO beans, and the origin of beans is primarily from either Australia, the United States, or Canada. We focus on not buying tofu from soy crops that are causing deforestation in South America.

## Vertical Farming

Observed climate change through its extreme weather events, increased temperatures, and extreme events are already disrupting food supply chains and food security and will be increasingly affected by future climate change. Agriculture and food systems have to adapt to those changes to enhance food system resilience through innovative and diverse food agriculture systems, more efficient production and processing, and the reduction of food waste and water usage, amongst others.<sup>42</sup>



We have partnered with Phyllome.<sup>43</sup> in Australia, who has developed and operates a modular, tech-enabled system for indoor, short-run production to grow leafy greens. We are extremely proud to have started to send baby spinach grown in their facility to our customers towards the end of 2023. Their innovative vertical farming approach not only allows for the maximization of space but also presents an opportunity to minimize environmental impacts through the recycling of water and fertilizer and the removal of pesticides. However, it has not only positive effects on the environment, but it has also been independently verified that the produce contains up to 6 times more nutrients than traditionally grown plants. And thanks to increased flavonoids, it tastes better, too!

<sup>41</sup> <https://rspo.org/why-sustainable-palm-oil/>

<sup>42</sup> <https://www.ipcc.ch/srccl/chapter/chapter-5/>

<sup>43</sup> <https://www.phyllome.com/>



This partnership offers the opportunity to deliver more stable prices and quality that are not affected by severe weather events and helps mitigate the negative effects of climate change within our supply chain.

### Meat-free options

14.5% of the worldwide greenhouse gas emissions come from meat production<sup>44</sup>. A single action an individual can do to reduce their carbon footprint is to reduce the amount of meat they consume. We want to give our customers that option and entice them with fun new ways to make their meatless meals even easier. How can we help our customers make more environmentally conscious decisions and diversify our protein range? Increase and diversify our offerings. We expanded our menu this year and increased the number of meals that are either vegan or vegetarian in all regions for all our meal kit brands. In 2023, we are very proud to have introduced additional recipe customization features for our customers, and they can now easily swap their proteins in certain recipes. They can now choose a vegetarian protein instead of a meat or fish protein for certain recipes, which so far only contained a meat or fish protein. This ultimately increases the flexibility and choice in our offering.

**Between all three regions, we saw an increase of roughly 47% in vegetarian and vegan options on the average weekly menu for our meal kit brands.** Below, you can see how many veggie/vegan options we offered per region.

### Average vegetarian and vegan options per week for each region

Year	Brand	United States	Europe	Australia
2023	Marley Spoon	28	21	20
	Dinnerly	27	14	18

Another way we attract our customers to eat more plant-based food is by onboarding new suppliers that offer innovative and enticing new meat alternatives. This keeps the quality of our recipes high and the carbon footprint low. Below are two vendors we want to highlight specifically this year despite having more meat alternatives in all markets.

### Impossible Burger Patties

Who doesn't love a good burger? Our customers in the United States love their burgers, and they can now enjoy an amazing alternative to traditional beef patties - the Impossible™ Burger Patty. A new study from a Life Cycle Assessment suggested that choosing Impossible Burger over ground beef from cows uses 96% less land, generates 91% less of the greenhouse gasses that cause global warming, and uses 92% less water that's better left to nature and people.<sup>45</sup> It's not only better for the environment, it also tastes better.

### Heura Foods

Last year, we started working with Heura Foods as an alternative to traditional chicken meat products in Europe. We currently offer two different types of plant-based chicken chunks and also vegan chorizo sausage. Compared to other plant-based options, the products from Heura Foods also contain high-quality Mediterranean ingredients like olive oil, which adds nutritional value and has an incredible taste. As Heura Foods likes to say, they make "100% plant-based meat made from legumes".<sup>46</sup>

<sup>44</sup> <https://www.fao.org/news/story/en/item/197623/icode/>

<sup>45</sup> <https://impossiblefoods.com/blog/small-actions-for-big-change>

<sup>46</sup> <https://heurafoods.com/know-us>



**Our People**







# Our people

With more than 1260<sup>47</sup> team members globally and a total of 78 unique nationalities across all our locations globally, we are a truly international team, and we are incredibly proud of our purpose-driven, performance-oriented, and principles-led culture. Our values and principles have been a critical part of our culture throughout the last nine years and will evolve with us as we explore new ways to make our customers' every day better.

In 2023, we proudly served more than 50 million meals to our loyal customers. We, therefore, have a responsibility not only to our teams but also to our customers, who are the reason for our existence, and to the communities surrounding us.

This section is dedicated to all our team members who constantly inspire us to strive for a better world and to highlight the connections to our customers and communities that define us.

## 5. Caring about our team members

We are driven by our purpose to constantly create an inclusive and purpose-driven environment that enables growth and high performance.

Our culture is defined by autonomy, transparency, and accountability. It's purpose-driven, performance-oriented, and principles-led. We want every Marley Spooner to be their best self and simultaneously feel fulfilled yet challenged. Our team is dedicated to our Employer Value Proposition (EVP) **"When you grow, we grow"** to attract the best talent and ensure that working at Marley Spoon is a great environment to grow and develop a career. In 2023, we have further developed meaningful initiatives for our team members to further contribute to this EVP.

Besides the development and growth of our diverse and inclusive team, their health, safety, and well-being are a top priority for us and are covered in more detail in this section.

**Our goal is to rigorously build the best, diverse team, to constantly grow and develop our team members.**

### **Marley Spoon Australia was named one of the Best Places to Work in the 2023 AFR - Boss Awards!<sup>48</sup>**

In 2023, Marley Spoon Australia was recognized as one of the Best Places to Work in the 2023 Australian Financial Review - Boss Awards! Marley Spoon Australia came 5th in the Manufacturing and Consumer Goods category, which is a fantastic achievement. "This award is a reflection of our unwavering commitment to our core values of being ambitious, acting with integrity, and finding fulfillment in our work. It validates the hard work and dedication of our team, who consistently live by these values and contribute to making Marley Spoon Australia a fantastic place to work." - Rolf Weber, CEO of Australia.

### **Employee Value Proposition (EVP)**

After launching our EVP in 2022, we continued our commitment to understanding and enhancing the employee experience through a variety of initiatives in 2023. We aimed to foster growth, engagement, and a sense of belonging within our team. Building upon the foundation laid in the previous year, we focused on amplifying our EVP through strategic channels and targeted programs. Reinforcing engagement and assessment practices in order to provide individuals with growth opportunities has been our way to win.

<sup>47</sup> Excluding temp workers and contractors (data from December 31, 2023)

<sup>48</sup> [https://www.linkedin.com/posts/marley-spoon\\_australia-inclusive-empowered-activity-7056179570982469632-Dlb5/](https://www.linkedin.com/posts/marley-spoon_australia-inclusive-empowered-activity-7056179570982469632-Dlb5/)



"When you grow, we grow" remains at the heart of our EVP, symbolizing our dedication to nurturing individual and collective advancement within the Marley Spoon community and to the outside by various employer branding campaigns and activities across our offices and fulfillment centers. We are all responsible for building the best and most diverse team. An authentic employer brand and its EVP are best spread through the employee's voice.



### Team member engagement

Despite 2023 being a challenging year with declining revenue and a clear focus on cost management toward profitability, we managed to create meaningful initiatives to engage and delight our team members. One of our initiatives was the continuous implementation of our Engagement Calendar, designed to curate a diverse range of activities and events aimed at fostering connection, collaboration, and well-being among our team members. From mindfulness sessions and creative masterclasses to cooking classes, the Engagement Calendar functioned as a strategic guide for fostering a dynamic and inclusive workplace culture at Marley Spoon. These initiatives were globally coordinated and locally implemented as deemed appropriate.



### **Total rewards package and remuneration**

At Marley Spoon, we believe in and have created a strong Employee Value Proposition (EVP) that combines total compensation, purpose, personal growth, and culture. We aim to provide attractive and competitive remuneration that rewards our team members holistically and positions us to compete for great talent in the market.

The Company's remuneration framework is designed to attract, motivate, and retain great talent to ensure the delivery of the Company's business strategy and culture. This framework allows us to incentivize and recognize performance at a high level to advance Marley Spoon's purpose and values, fostering an environment where team members act as owners and create value for customers and shareholders.

Our remuneration packages focus on fixed pay and variable long-term incentives through equity. Since 2019, we have shared the Company's success with our team members by offering an equity program and encouraging team members to think and act like owners. The stock plan's performance goals focus on achieving sustainable, long-term business results. So, we all have a stake in the Company's success. In response to the relisting after the SPAC merger in the summer of 2023, we embarked on a journey to reassess and redesign our Employee Equity Program. Our focus is on reducing complexity and enhancing transparency, with the ultimate goal of aligning with new market requirements at the Frankfurt Stock Exchange.

In 2023, we implemented measures to fortify our total rewards strategy, emphasizing fairness and sustainability in our compensation practices:

- We introduced a global annual compensation review ensuring pay fairness through regular assessments aligned with quarterly performance reviews
- We conducted a comprehensive benchmarking exercise across all regions to assess market competitiveness in our compensation levels
- We established robust processes for benchmarking, ensuring a systematic approach to adapting our compensation structures
- Following our relisting, we initiated the redesign of our equity program with the goal of aligning with new market requirements, reducing program complexity, and enhancing transparency in our equity programs.
- We signed a contract with a new equity management platform to streamline program administration, empower participants to act on their equity, and provide greater transparency for program participants.

### **Gender pay gap**

One of your key principles within our Diversity, Equity, and Inclusion Policy is the focus on equity to foster a culture of inclusion and accountability:

**Fair treatment, access, and opportunity to advance for all people. Empowering our team members to access and enjoy the same opportunities to build great careers at the Company while providing everyone equal training and development opportunities.**

We are committed to conducting an annual gender pay gap report on a global level each year, in which we analyze our internal compensation data to compare the salaries of our male and female team members who cover similar roles and have similar qualifications and experience levels. In addition to analyzing base pay, we also examine access and proportion of stock options depending on gender and internal promotions to identify any potential disparities. The report is a fixed item on the Supervisory board's agenda and ensures that gender equity is a crucial part of our Company's commitment to social responsibility. The report allows us to identify potential gender pay gaps, raise awareness, and derive appropriate measures. Such measures may involve adjusting salaries for affected team members, changing our hiring and promotion practices, or implementing training programs to promote gender equity. We aim to create a workplace where all team members feel valued, respected, and fairly compensated for their contributions, regardless of gender or any other factor.



## Supporting team member development

Our culture is defined through autonomy, transparency, and accountability. It's purpose-driven, performance-oriented, and principle-led. We feel proud, energized, and a sense of belonging. "Building the best team!" That is not just a saying but one of our core principles guiding us in developing, growing, and empowering our team members to deliver on our customer promise and Company vision.

### Mobile learning platforms

As growth is a big part of our culture, we ensure that team members are given the right tools to evaluate performance and incorporate feedback in order to grow and develop continuously. Recognizing the importance of continuous learning and professional development, we embarked on a global rollout of EdApp, an innovative mobile learning platform, and LinkedIn Learning to provide a more targeted approach.

We intensified our focus on targeted training opportunities by launching LinkedIn Learning for our team members. Through LinkedIn Learning, our team members have access to a vast library of high-quality courses covering a wide range of topics, from technical skills to leadership development and beyond. This platform empowers our team members to take control of their learning journey, offering flexible, on-demand access to expert-led content that can be tailored to individual interests and career goals.

**The Marley Spoon team viewed an incredible amount of 9,622 LinkedIn Learning videos and completed a total of 358 LinkedIn Learning courses in 2023.**

Through EdApp, team members gained access to a wealth of interactive and personalized training modules, spanning topics ranging from leadership development and technical skills to diversity awareness and cultural competency. The global rollout of EdApp underscores our commitment to empowering our team members with the tools and resources needed to thrive in an ever-evolving work environment.

**The Marley Spoon team has completed 10,681 courses on EdApp, of which 8,858 were completed by our Australian FC associates.** The course most team members completed was 'Diversity and Inclusion'.

### Workshops, seminars, and lunch and learn sessions

With a combination of in-house workshops, external seminars, lunch and learn sessions, we aimed to equip our team members with the skills, knowledge, and insights necessary to excel in their roles and advance their careers within Marley Spoon, and invest in the growth and development of our most valuable asset – our people.

Our Australian team established a unique training program for team leads across all our fulfillment centers in Australia: **The Emerging Leaders Training Program**. This unique program, designed by our Learning and Development Projects Coordinator, empowers our emerging leaders with essential skills through interactive sessions - using roleplays, activities, and discussions. Area Team Leads and Lead Senior Associates represent the Marley Spoon Culture and Values to a large part of our workforce. In 5 sessions, the participants covered topics such as self-awareness, effective communication, active listening and empathy, building trust and overcoming communication barriers, and receiving coaching on driving results to meet the Most Important Goal - MIG and boosting productivity by utilizing the Getting Things Done™ technique. The feedback was amazing, with a 4.8 out of 5 stars average across all Australian fulfillment centers.

We have successfully migrated to quarterly performance evaluations in 2023, called 'performance snapshots' in order to be able to align the performance conversations and goal setting with each team's objectives and key results cycle. These performance reviews present the opportunity to plan for and set objectives to develop each team member's career further. Performance management also helps team members gain insights into additional training and development needs or mentoring opportunities, which can act as a basis for career and succession planning.



### 2023 Team members' development highlights:

- Global rollout of EdApp
- Over 10,000 courses completed via EdApp
- The most popular course on EdApp: Diversity and Inclusion
- Targeted training opportunities via LinkedIn Learning
- 7,430 LinkedIn Learning videos completed
- 57 Area Team Leads and Lead Senior Associates across our Australian fulfillment centers trained in the 'Emerging Leaders Training Program'

## Diversity, equity & inclusion

One of our key values at Marley Spoon is to "Rigorously build the best, diverse team and constantly grow". We want multiple perspectives and to always challenge the status quo. We are looking for entrepreneurs who aren't afraid to speak up and share their ideas with the rest of us. Whether that results in success or failure, we celebrate all ideas and different perspectives. To obtain these perspectives, we need to create a diverse workplace. We want to ensure all our team members feel safe, valued, and comfortable sharing their ideas. Regardless of gender, sexual orientation, race, age, ethnicity, disability, or any diverse background, we aim for all team members to feel valued and comfortable. We think our diverse workforce is something to celebrate, which is what we do. All team members are handed our code of conduct during onboarding, including harassment, discrimination, and retaliation prevention.

At Marley Spoon, we cherish our team's diversity and the varied perspectives it brings. Our commitment to diversity extends to creating a workplace where all team members feel safe, valued, and comfortable sharing their ideas, regardless of background. Last year, across our European, United States, and Australian locations, we celebrated diversity through engagement months, honoring Pride, Black History, Women's History, and more with interactive events and educational sessions.

**With over 56% of our workforce being female or non-binary and 49% of all senior roles<sup>49</sup>, incl. management, executive roles, and individual contributors held by women, we strive for an inclusive, equitable environment.** We combat implicit bias by allowing hiring managers to review resumes anonymously and promote openness through initiatives like our Diversity and Inclusion Employee Resource Group launching in 2024, which fosters inclusion and supports various social causes. We encourage all team members to speak up through an open environment and an online platform for anonymous feedback directly to leadership during our meetings, as well as our whistleblower tool, where all team members can post comments anonymously, and their remarks go straight to the founder and the regional Head of People and Culture.

### 2023 in numbers<sup>50</sup>

1260 + team members at Marley Spoon globally

78 unique nationalities are represented at Marley Spoon

56 % female/male ratio

49% of senior roles, including management and individual contributor, are held by females

44% of senior executive roles are female<sup>51</sup>

29% Supervisory board positions across Marley Spoon SE and Marley Spoon Group SE are held by females

### Board diversity

From the beginning, we have been fortunate to have a gender-mixed Supervisory Board of Directors to support the growth of Marley Spoon. Since the Business Combinations Agreement and the listing at the Frankfurt Stock Exchange in 2023, we have two Supervisory Boards, one for Marley Spoon SE, listed on the ASX in Australia, and Marley Spoon Group SE, listed in Frankfurt, the German stock exchange. At the end of 2023, we had a total share of 29% of the board members being female across both boards.

<sup>49</sup> Excluding temp workers and contractors (data from December 31, 2023)

<sup>50</sup> Excluding temp workers and contractors (data from December 31, 2023)

<sup>51</sup> Senior executive roles comprise the Company's management team, for example, the management board and the other members of the executive team



We believe that diversity on our Supervisory Boards contributes to developing a strong culture of diversity, equity, and inclusion. As part of our culture, we will guarantee equal opportunities for all, as it is the most sustainable path to achieve gender equality.

## Employees' health and well-being

Our team members are the foundation of this Company and the entrepreneurs who create such an amazing product. Without their hard work and innovative ideas, Marley Spoon would not exist in the same amazing way it does today. We aim to foster an environment that is safe, enjoyable, and allows our team members to develop their skills and enhance their careers.

### Investing in health and safety

Marley Spoon firmly believes that the safety and well-being of our team members are the cornerstone of a thriving and productive workplace. Our unwavering commitment extends beyond mere regulatory compliance as we actively strive to cultivate a work environment that prioritizes safety and well-being. The essence of our health and safety initiatives lies in their proactive nature, going beyond industry standards to instill a culture where safety is ingrained in every aspect of our operations. During the reporting period, we undertook several key initiatives that reflect our commitment to creating a workplace that not only meets but exceeds health and safety expectations. These initiatives are not just reactive measures; they are a testament to our proactive approach to fostering a culture where the health and safety of our team members are shared responsibilities and fundamental aspects of our organizational ethos.

- **Development and facilitation of major trainings in selected regions:**
  - *Forklifts:* Comprehensive training programs were developed and delivered to ensure the safe operation and handling of forklifts, minimizing the risk of incidents.
  - *Pallet jacks:* Team members received specialized training on properly using and handling pallet jacks to enhance safety in material handling operations.
  - *Manual handling:* Training sessions focused on proper manual handling techniques, reducing the risk of musculoskeletal injuries, and promoting ergonomic practices.
  - *Key retention:* Initiatives were implemented to educate team members on the importance of key retention during our truck and unloading processes, minimizing unauthorized access and truck drive-off.
  - *Working at height:* Specialized training programs were conducted to educate and equip team members with the necessary skills for safe working at heights.
- **Development and facilitation of Focus 5 sessions:** Focus 5 sessions were introduced to further educate our team members on Workplace Health and Safety (WHS) processes. These interactive sessions aimed to enhance awareness and reinforce a proactive safety mindset among team players.
- **Launch of safety committee meetings:** Our safety committee meetings were established to provide a platform for open communication and collaboration on safety-related matters. These meetings serve as a forum for sharing insights, discussing potential improvements, and fostering a collective commitment to safety.
- **Safety perception survey in Australia:** A comprehensive safety perception survey was conducted in Australia, seeking valuable feedback from team members. The insights gained from the survey will guide ongoing safety initiatives, ensuring that they align with the needs and perceptions of our workforce.
- **Facilitation of psychological risk workshop:** A dedicated workshop addressing psychological risks in the workplace was conducted. Identified risks were thoroughly examined, and control measures were established. An action plan for risk reduction was outlined, reflecting our commitment to the mental well-being of our team members.
- **Job task analysis and injury management improvement:** Job task analyses were created to identify potential risks and hazards associated with specific roles. Additionally, initiatives such as the creation of a Letter to the Doctor and Critical Process Chart (CPC) were implemented to enhance injury management processes, ensuring prompt and effective responses to incidents.

These initiatives underscore our ongoing commitment to health and safety as we continuously strive to provide a workplace where every team member can thrive and contribute to our collective success.





### Managing COVID-19

Amidst the gradual easing of COVID restrictions in various regions and a return to a new normal in our fulfillment centers, Marley Spoon remains committed to ensuring the safety of our team members. Despite the evolving landscape, we persist in implementing robust COVID-19 prevention methods, including ongoing health and hygiene protocols, workplace sanitation initiatives, and adherence to emerging health guidelines. These measures are integral to our proactive approach, safeguarding the well-being of our teams while enabling the continued delivery of excellence to our customers.

### Health and safety performance

Our Total Recordable Injury Frequency Rate - TRIFR<sup>52</sup> experienced a notable decrease from 6.63 in 2022 to 3.98 in 2023, reflecting a substantial improvement in overall safety performance. This represents a significant percentage change of approximately -39.94%, indicating a considerable reduction in the incidence of recordable injuries within the specified period. The decline underscores the successful implementation of enhanced safety measures, training protocols, and a proactive approach to hazard identification and mitigation. This achievement not only signifies a commitment to fostering a safer working environment but also highlights the effectiveness of Marley Spoon's efforts in minimizing workplace injuries and promoting employee well-being. The downward trend suggests a commendable dedication to continuous improvement and safety excellence.

### Global TRIFR per 200,000 hours worked

2022	2023	Change vs. prior year in %
6.63	3.98	(9.94)

### Employee well-being

Our vision for team member well-being is to create a sustainable work environment that supports and invests in our team members' physical, mental, social, and financial well-being.

Our well-being principles:

- No "one size fits all" approach to well-being: localize and offer options for choice
- Be proactive, not reactive: focus on preventing well-being issues like burnout
- Inspire and empower all team members to take responsibility for their well-being and "walk the talk", we want our leaders to be role models

Globally, we are committed to supporting our team members in four areas of well-being: physical, mental, social, and financial. What we offer varies by region, office, and fulfillment center. We are very proud to provide all salaried team members globally with a large amount of discounted boxes from either Marley Spoon or Dinnerly, five paid annual training days, and a generous amount of holidays. For our Wellbeing Day in Europe, we also offer an extra day off for team members.

We have one month of engagement and educational activities dedicated to the topic of mental and physical health.

In Europe, we had one day of workshops on topics like healthy sleep, stress resistance, and breathing techniques. During April 2023, team members were offered free yoga courses and a healthy break training with an external trainer who provided team members with tips on posture and exercise.

In Australia, we had a specific R U OK? Day - a day dedicated to checking in with those around us and starting meaningful conversations. We wanted to encourage our team members to take some time out of their day to ask "R U OK?" and stay connected. The past three years have been particularly unsettling for many due to the after-effects of the pandemic and the overall situation worldwide. The stigma around mental health issues may make it difficult for someone to disclose these feelings. Therefore, we must make it as easy as possible for our colleagues, friends, and family to share how they're feeling.

<sup>52</sup> The frequency of recordable work-related injuries or illness



At Marley Spoon, we follow the concept of hybrid working globally - that means working in the office and giving the flexibility to work remotely. We believe meaningful interactions and face-to-face collaboration between team members and the entire Marley Spoon team are crucial to building and maintaining an amazing and high-performing Company culture.

Another way we support well-being is by offering access to Employee Assistance Programs globally, also known as EAPs. We want to ensure that our team members are provided with the support and resources they need in case they are going through a rough time, which we all are from time to time. Whether mental, physical, social, or financial well-being issues, they can find many great support options through our anonymous EAPs.

## 6. Caring about our customers and communities

Our vision at Marley Spoon is building a better everyday, just for you, just right — and our most fundamental internal Company value is “Do EVERYTHING to delight our customer”. Our relationship with our customers is of the highest importance to us. In this section, we highlight how we keep our customers safe, with a focus on food safety. We also describe our internal relationship with our customers in order to collect feedback and improve our offering based on this continuously, and how we aim to improve the quality of life in our immediate and internal communities.

### Quality and safety

#### Food Safety Regulatory and Compliance Risks

As no surprise in our materiality assessment, food safety was among the highest-scored topics across all boards. Guaranteeing our customers can safely consume our product is most important to us. We want to do everything we can to delight our customers, which, first and foremost, means ensuring their safety. We closely monitor and examine every product that enters our fulfillment center and use data and analytics to measure every supply chain step to track incident rates and proactively mitigate the occurrences.

#### Incident and complaint management

Although not common, recalls do happen. We are prepared for those instances if they were to occur. A way in which we proactively prepare for a recall is through recall management, including mock recall activities with all the sites on an annual basis. We ensure that if one of our products receives a recall, we can quickly isolate the product, trace the product back to each storage location, gather all parties involved, and release communication to all customers impacted, including the next steps to follow. These mock recall response times must be under two or four hours depending on the region and 98% or more in efficiency, as we want our customers to be informed as soon as possible. Previously, our team has even released statements informing our customers when a national recall has not impacted them and should not be alarmed or worried about the product they have received or have consumed. We are constantly monitoring any issues related to food safety. When our customer service team receives quality complaints, such as food safety, damaged products, or bad and rotten ingredients, we do real-time investigations on our product to ensure no issues. We operate as quickly as possible in these situations as we know time is the most important factor in ensuring any isolated issues can be contained as fast as possible.

#### Supplier Guiding Principles (aka Onboarding and audits)

At Marley Spoon, we prioritize food safety and quality control and take a comprehensive approach to supplier compliance. To be compliant in the European market with the “Regulation (EC) No 178/2002 of the European Parliament and of the Council of 28 January 2002 laying down the general principles and requirements of food law, establishing the European Food Safety Authority and laying down procedures in matters of food safety<sup>53</sup>”, we follow a Vendor Approval and Monitoring Program and aim to source our food products from only certified providers to include and not limited to GFSI, HACCP (Hazard Analysis Critical Control Point), GlobalGap, Fair Trade, MSC, ASC, BIO and other certifications. To ensure that all our suppliers meet our standards, we require them to complete a food safety and quality assurance questionnaire before being onboarded. They must also provide us with key elements to align with the HACCP plan, food safety certificates, and third-party laboratory testing results.

<sup>53</sup> <https://eur-lex.europa.eu/legal-content/EN/ALL/?uri=celex%3A32002R0178>



After the pandemic, we have been cautiously reintroducing physical audits of our suppliers. We have implemented virtual auditing methods to address this issue and are gradually expanding these to all our logistics service providers and on-site contractors. Vendor management and monitoring are important components of a comprehensive Food Safety Management System. The Food Safety and Quality Assurance team approves 100% of all our suppliers and items before usage. We create a vendor profile for each supplier and constantly score the suppliers on different factors such as on-time deliveries and product quality. The ability to meet customer requirements is vital. For this purpose, quality and safety, vendor and item management, and complaint management have been developed as KPIs to evaluate and monitor the performance of our vendors. Suppliers failing to meet our standards will lose points in their scorecard. In severe cases, if their scores fall below a certain threshold, we put vendors on probation until they can improve where they are failing as business partners. We halt future business with them if they can't get the score up within the probationary period. When a product has a quality issue, we issue our supplier a Nonconformance Report (NCR). These reports hold our vendors accountable for the quality issues in their products and require them to respond with appropriate steps to mitigate the issue. Food Safety and Quality Audits are vital components to assessing vendor performance accurately. Additionally, a Vendor Audit Program provides our vendor pool performance visibility and supports adherence to food safety and quality regulation guidelines.

### **Quality Excellence**

We strive for the best possible quality. Compliance with the standard laws and regulations is the bare minimum we can offer our customers. That has been why we have our quality excellence pillar. HACCP is a voluntary international certification that we use to showcase our customers and our commitment to providing them with the best quality possible and upholding food safety standards.

**United States:** All sites in the United States are HACCP-certified on an annual basis. All three sites scored 97+ out of 100 two years in a row.

**Australia:** Our Sydney site was certified to the Safe Quality Food Standard (SQFI), accredited by the Global Food Safety Initiative (GFSI) last year. Our Melbourne site has been HACCP-certified since 2022, and our new Perth FC will have its initial HACCP audit beginning in 2024.

**62.6% of our food suppliers globally are GFSI certified, and the rest of them have other certifications like HACCP/ISO.**

### **Temperature sensor system in the United States**

We aim to ensure quality throughout the entire process, from when food enters our door to when it arrives at the customer's home. In 2022, our United States sites partnered with Evigence, a temperature sensor system placed in our customers' boxes. We receive data that allows us to monitor the shelf life of our perishable products by the time their box arrives on their doorstep. Our customers can visually see if their box arrived within food safety temperature standards based on the sensor's color, but they can also scan the sensor to get real-time data on a breach in the cold chain. We can connect with our customers post-purchase and receive end-user data to ensure our operation successfully delivers a safe box to our customers. While our boxes are assembled on the line, we randomly check at least 5% of them to ensure everything is running properly and our customers get exactly what they ordered.

In 2023

195,000 freshness sensors were sent to our customers in the United States

20.2% of boxes fulfilled in the United States received a sensor

### **Product health and nutrition**

We are passionate about providing our customers with fresh, high-quality food they can cook at home with family and friends. Our customers often tell us that the simple cooking process positively impacts their mental and physical health. Therefore we focus especially on the health factor and a balanced nutrition portfolio in our recipes and overall offering. What more can you ask for? Creating positive, fun, social engagement and healthy eating habits drives us to get better every day.

Our recipes are provided with a calculated nutrition profile so customers can choose which meals best fit their eating habits. We list the nutritional values (per serving) of each recipe - including energy, protein, fat, and carbohydrates - which can be found in the app, online, and on the printed recipe cards. Furthermore, we provide our customers with the option to view the label



information about each ingredient from a recipe of their choice in our online “Ingredient Hub” per market. Here, we list the breakdown of ingredients, country of origin, and allergens for every ingredient used in our recipes.

**In all three regions, we offer a designated healthy or balanced menu that covers a range of nutritional profiles.**

In the United States, we offer an assortment of low-calorie, low-carb, and keto-friendly dishes. Our expanded menu has also increased our weekly gluten-free friendly, dairy-free, vegetarian, and vegan offerings. We continue to make healthful eating a priority in our ingredient sourcing and during our recipe development process. Our “nutritious” recipes boast a high nutritional value and contain minimally processed ingredients. In addition, we recently introduced our “Mediterranean diet” category focused on heart health. These recipes are lower in saturated fat and sodium and feature high-fiber vegetables, whole grains, lean proteins, and healthy fats.

In Europe, nearly all of our recipes contain a minimum of 250g of vegetables per portion, with our Fit and Healthy recipes additionally containing whole grain and healthy carb sources, lean and veggie protein choices, and focusing on minimally processed ingredients. We also offer a range of low-carb, under 650kcal recipes, as well as an increased vegetarian and vegan offering on the menu.

In Australia, we are incredibly proud to offer a wide range of general healthy recipes and those with a more targeted focus. We offer a range of low-carb, low-calorie, and nutritious recipes. We aim to ensure a minimum of 2.5 vegetables served per portion for all recipes on the Marley Spoon menu. We have expanded our offering to include ‘healthier’ choices, allowing the customer to tweak recipes by selecting a leaner cut of meat or choosing a whole grain instead of refined grain. We have also introduced a healthy menu range that includes Gut Health, Immunity Friendly, and Mood Food recipes. With our brand Chefgood, we offer nutritionally balanced Ready-to-Heat meals made with locally sourced, wholefood ingredients. Also, in our Marketplace in Australia and the United States, we provide a range of healthier snacks and drinks, cold-pressed juices made from whole fruit and vegetables, and others.

### **Customer-centric approach**

Feedback from our customers is critical to us in all business areas. Our Customer Communication team responds to every customer feedback. Feedback occurs when customers proactively contact us to give additional feedback or resolve an issue and when customers provide additional feedback on our Customer Satisfaction Surveys (CSAT) and Net Promoter Score (NPS). This feedback is then collected and shared in real-time with the relevant teams so they can take action where improvements are needed (or just to let them know that our customers appreciate their work!). Our dedicated Customer Insights team is responsible for different types of customer data collection. We currently have two types of voluntary participation customer surveys: ongoing/transactional and ad-hoc/one-time surveys. Ongoing/transactional surveys are used to collect customer feedback and ratings on their experience with our brand, ratings on recent experiences, and additional feedback on a specific event. Ad-hoc/one-time surveys are used to learn more about our customers and gain additional insights on specific topics or projects (for example, what dietary requirements customers would like to see on our menus). We also have a dedicated specific team—the Customer Communication & Insights Outbound team—that conducts more detailed, in-depth phone interviews with our customers. All of it helps us to understand our customers’ needs and wants even better.

**Last year, we won the Newsweek 2024 award for best customer service (meal kit category), which shows our hard work and dedication to our customers.**



## Having a positive impact on our communities

At Marley Spoon, giving back to the communities where our team members grow, work, and play has always been a priority. We strive to improve the quality of life in our immediate, local, and internal communities through our local partnerships, donations, and volunteer opportunities.

### Volunteering

**Marley Spoon hosted various social impact events to put action behind our commitment to our community, centered around values protecting against food waste and supporting a new generation of the culinary community.**

In Australia, Marley Spoon is proud to support the incredible Nourish program<sup>54</sup> from OzHarvest, with whom we have had an ongoing partnership for many years. Nourish is a hospitality training program for young people who face barriers to education and employment, where they can graduate with a nationally recognized Certificate II in Cookery, and gain new life skills and opportunities for work or further education. The Nourish students had a wonderful time preparing some of our recipes at their recent cook-off last year.

In Europe, our team members did their part in giving back to the community by donating their time to Berliner Tafel<sup>55</sup>. This non-profit organization helps over 400 different social facilities, like soup kitchens for homeless and unemployed people or apartments for children formerly living on the streets. Our team sorted rescued food and packed bags with groceries for people in need at the Berliner Tafel warehouse.

We are proud of our team's efforts to impact our community and support those in need positively. We believe that by working together and helping each other, we can create a better world for everyone.

### Donations

**At Marley Spoon, we make community donations as part of our contribution to making a positive impact through our social responsibility efforts. In 2023, we donated roughly 12,000 Euros to various causes. Our donations last year included aid for those affected by the horrible earthquakes in northern Syria and southern Turkey, as well as food rescue organizations.**

As part of our support of OzHarvest, Australia's leading food rescue organization working with companies to rescue surplus food from being wasted and distributing it to people in need across Australia, we participated in the fundraising for the OzHarvest "Community CookOff". Marley Spoon hosted a team breakfast where our Australian CEO, Rolf Weber, was cooking alongside Mark Hamilton from OzHarvest. We raised a total of \$18,275, and Marley Spoon was mentioned in the Financial Review as one of the top fundraisers for this occasion.

At the beginning of 2023, an earthquake of magnitude 7.8 occurred in southern Turkey<sup>56</sup> near the northern border of Syria in the middle of the night when most people were in their beds. More than 280,000 buildings collapsed in the affected regions, leaving tens of thousands homeless, and many got buried in the rubble. As a responsible global business, it is essential to support those affected by this crisis.

We have decided to donate to the White Helmets organization, which tirelessly searched for survivors and prepared shelters. Through the generous contributions of Marley Spoon team members, we have raised almost 1,000 Euros. While in Australia, we worked with WA Wildlife, a leading wildlife rescue, treatment, and rehabilitation service in Perth. We shared excess food with them.

**Next to our monetary donations, we are involved with many local nonprofit organizations, and last year alone, we donated around 333,000 kilograms of food.**

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<sup>54</sup> <https://www.ozharvest.org/education/nourish/>

<sup>55</sup> <https://www.berliner-tafel.de/>

<sup>56</sup> [https://earthquake.usgs.gov/earthquakes/eventpage/us6000jllz/executive?utm\\_medium=email&utm\\_source=ENS&utm\\_campaign=realtyme](https://earthquake.usgs.gov/earthquakes/eventpage/us6000jllz/executive?utm_medium=email&utm_source=ENS&utm_campaign=realtyme)



# Governance







# Governance

In this section, we provide a summary of our Company's sustainability and corporate governance policies and principles, which meet (and, where possible, exceed) the listing requirements in Frankfurt, Germany, as a Luxembourg company. We recognize the significance of corporate governance in our business as it enables us to make formal decisions, manage risk, and maintain compliance. Moreover, it supports us in building trust and credibility among our shareholders, stakeholders, team members, management, and Board of Directors.

## 7. Corporate governance

Marley Spoon Group SE is a European company (Societas Europaea), incorporated and existing under the laws of the Grand Duchy of Luxembourg, is a Luxembourg-governed company whose class A shares are listed on the regulated market of the Frankfurt Stock Exchange. Marley Spoon Group SE is currently the major shareholder of MS SE. As Marley Spoon Group SE is a holding company, all references made to operations, products, team members, and others relate to Marley Spoon SE and its subsidiaries.

The corporate governance of Marley Spoon Group SE is established in accordance with the relevant Luxembourg Law, its articles of association, and the rules of procedure governing the Management Board as well as the rules of procedure of the Supervisory Board.

The Supervisory Board is composed of non-executive directors, and the Management Board is composed of executive directors for Marley Spoon Group SE. Those boards are separate.

The Supervisory Board appoints the members of the Management Board and advises and monitors the Management Board in its management of the Company without interfering with such management. The Supervisory Board shall oversee the Management Board's implementation of the Company's strategic objectives, the Company's values, and the Management Board's performance generally, in particular with a view to creating long-term sustainable value for its shareholders. The Supervisory Board shall supervise the development, implementation, compliance with and effectiveness of the Company's overall framework of governance, internal control and compliance, continuous disclosure, securities trading, remuneration, code of conduct, diversity, external communications, access to management and information, internal reporting and whistleblowing.

The Management Board was composed of the Chief Executive Officer (CEO), the Chief Financial Officer (CFO), and the Chief Operating Officer (COO) in 2023, and it is under the supervision of the Supervisory Board. The Management Board's main focus is managing the Company's day-to-day business, strategic development and implementation, finances, resource allocation, risk management, and control. The Management Board complies with the relevant legal requirements and the Rules of Procedure of the Management Board, which subject certain transactions to the Board's prior approval.

For more information about our corporate governance statements, leadership, independence, skills, and other information about our board—as well as other financial disclosures such as the remuneration of our board and management—please visit our website for [Marley Spoon Group SE](#).

## 8. Sustainability governance

At Marley Spoon, we are committed to creating a more sustainable and equitable economy and society. We also aim to ensure that our business strategy aligns with the Paris Agreement's goal of keeping global warming to 1.5°C. To this end, in 2021, we created a dedicated Sustainability team led by a Head of Sustainability who directly reports to our CEO, Fabian Siegel. Fabian Siegel, CEO and Founder of Marley Spoon, is responsible for economic, environmental, and social topics at the executive level, ensuring accountability and progress. In partnership with the CEO, the Executive team, and other key teams in the Company, the Sustainability team directs the design, development, execution, and continuous improvement of our sustainability approach, goals, and initiatives. The Sustainability team regularly engages with internal and external key stakeholders, including customers, team members, NGOs, community leaders, and external consultants. The Supervisory Board, the Management Board, and the



Executive team receive regular reports on our sustainability strategy, initiatives, and progress toward our goals. Our ultimate goal is to enable our customers and other stakeholders to live and operate in a more sustainable way. Through our unique business model, we aim to reduce waste and greenhouse gas emissions, ultimately improving the health of our communities and our planet.

### **Climate Risks**

Under the Marley Spoon SE entity, the Company has a comprehensive approach to risk management, which covers many areas such as strategic, financial, operational, legal, regulatory, and human capital. The Risk Register (RR) stores information on potential impact and likelihood of occurrence, allowing for informed decision-making and appropriate response to identified risks. Since 2022, we have included climate-related risks in the Risk Register. The CFO, CEO, and Global Head of Sustainability are updated on climate-related issues and may raise them in the RR. The RR is regularly updated by the Executive team, reviewed by the CFO and Management Board, and presented to the Audit and Risk Committee (ARC) under the Marley Spoon SE entity, Supervisory Board, and auditors. The Management Board of Marley Spoon SE meets quarterly to discuss, review, and approve risks as well as provide guidance. If there are any urgent matters, ad-hoc reporting is used in addition to the cyclical reporting process.

The CEO is primarily responsible for managing climate-related issues across Marley Spoon's global operations, supported by the Global Head of Sustainability. The Global Head of Sustainability oversees the global Sustainability team, which leads much of Marley Spoon's work on assessing and managing climate-related risks and opportunities, including programs such as carbon accounting and reporting and our carbon commitments. Identified climate-related issues are documented, raised in the internal Risk Register, and discussed at the Executive team level, ensuring that they are integrated into organizational strategy, plans of action, and objectives. More information about our climate-related risk management can be found in section 1. Taking Climate Action on the 2023 Non-Financial Report.

## **9. Ethics and compliance**

Marley Spoon is committed to fostering a Company culture that values honesty, integrity, and ethical responsibility, which is essential for achieving success in our sustainability initiatives. The Marley Spoon SE [code of conduct](#) details the Company's values, commitments, ethical standards, and policies to ensure that our values are upheld. The code applies to all team members, suppliers, partners, and the Management Board and outlines the expected conduct standards while considering the Company's legal and stakeholder obligations.

The code provides guidelines on expectations for conflicts of anti-bribery and gifts, discrimination, bullying, harassment, and disparagement, health and safety, compliance with laws and regulations, responsibility to shareholders and the financial community, and insider trading.

The Management Board is responsible for developing, maintaining, and continually enhancing our compliance program, including regular communication, policy management, and reporting and investigating ethics-related concerns. All our suppliers and partners are expected to align with the fundamental values and commitments outlined in our code of conduct. In the event that we discover any unethical labor practices, such as animals being cruelly exploited or forced labor in our supply chains, we would terminate the relevant supplier relationship and report these activities to the appropriate authorities.

### **Whistleblower policy**

At Marley Spoon, we work in an environment that promotes transparency and open communication by implementing a flat hierarchical structure. To ensure these concerns are addressed, the Whistleblower Policy is accessible on the Marley Spoon SE [website](#). We empower our team members to raise any concerns that they encounter that they perceive as unjust or unethical by communicating with their direct team lead, reaching out to our People and Culture team directly, or reporting via the Whistleblower system. This online platform is anonymous and enables complaints and issues to be reported and addressed.



### **Anti-Bribery and Corruption**

Marley Spoon's code of conduct provides a strict policy on anti-bribery and gifts. Directors, officers, and team members must not offer secret commissions or bribes to further business interests nor accept money or other benefits that could be seen as an incentive, secret commission, or bribe. Furthermore, any hospitality, entertainment, or gifts accepted above what is necessary for the normal conduct of business must be handled with caution to avoid the perception of attempting to gain an advantage or improperly influencing an official decision. The Management Board is responsible for informing the Supervisory Board of any violations of the anti-bribery and corruption policy.

### **Freedom of association and collective bargaining**

Marley Spoon respects the legal right to freedom of association and collective bargaining, including unionization, where legal under local law. Any attempt to delay or interfere with such processes directly conflicts with Marley Spoon's values. We additionally make efforts to ensure that the voices of our team members are heard by other means, including representation, mediation, and conflict resolution.

In 2022, our team members started a process to form a SE People Council (SEPC) for Marley Spoon SE. This representative body of team members was elected and formed in 2023 for Marley Spoon SE. The SEPC comprises up to 9 team members from the three European countries in which Marley Spoon is present. The SEPC's function is to communicate with the Company's Management Board on behalf of the team members regarding policies that directly affect them within a scope defined by the Agreement on the Involvement of Employees at Marley Spoon SE dated 31 January 2023 (the "SEPC Agreement"). The SEPC Agreement covers specific rules and responsibilities of the SEPC and of the Management Board regarding its relationship with the SEPC, and the SEPC is entitled to ask the Management Board for and provide the team members with information following principles of information, consultation, and participation. Regular meetings are held between the SEPC and the Management Board. After those or other consultation/information meetings, the outcome is shared with all European team members (unless the information provided in a meeting is ruled classified by the Management Board), providing an extra unprecedented layer of transparency.

### **Child labor**

We take a zero-tolerance view on child labor – we will make absolutely no exceptions to this behavior. No children under the age of 15 or the minimum age of employment under local law may be employed – whichever is higher. Furthermore, children must complete any compulsory education. All team members under the age of 18 must have additional protections in comparison to adult team members, particularly regarding overtime and hazardous work. Proof of age must be reviewed prior to employment.

### **Modern Slavery in Australia**

At Marley Spoon, we take the risk of modern slavery in our supply chains very seriously. We are committed to building the right culture that embodies the core values and commitments we uphold as a company, as well as a strict code of conduct that eliminates modern slavery in our business. Marley Spoon requires suppliers to complete a Modern Slavery Questionnaire in Australia. The results of this questionnaire are analyzed to identify modern slavery risks that may exist in connection with any of our suppliers.

We also offer an online modern slavery training module for team members and track the participation rate continuously. The module includes information about what modern slavery is, as well as how to identify best and report instances of it. This will ensure that we at Marley Spoon can eliminate the potential risks of modern slavery in our supply chains by sourcing extensively from responsible suppliers. We report in accordance with the Modern Slavery Act 2018 (Cth).

### **Data Privacy**

We take the data privacy of our stakeholders seriously and are committed to protecting their personal information. As outlined in our code of conduct, our team members follow stringent data privacy regulations for our customers, suppliers, team members, and other stakeholders. We regularly review and modify our procedures to meet legal requirements, such as the EU General Data Protection Regulation (GDPR), the California Consumer Privacy Act (CCPA), the California Privacy Rights Act (CPRA), and the Australian Privacy Principles (APPs). We have designated a third-party Data Privacy Officer (DPO) to oversee our compliance with



the GDPR and other EU data protection laws as part of our compliance efforts. Together, our CTO, legal counsel, and external DPO support the Management Board, ensuring privacy and data security on the executive level.

Our ARC under Marley Spoon SE also plays a role in reviewing potential risks associated with data privacy breaches. We have technical and organizational measures in place to handle personal data securely, and we extend this responsibility to all teams that deal with customers' and suppliers' personal data. Additionally, we conduct regular external penetration testing to review our systems and have measures in place to alert us to potential security threats in our software applications. We started implementing procedures to ensure information security in outsourced data processing with our third-party processors. We constantly strive to improve our procedures to maintain our customers' trust and confidence.



## EU Taxonomy

The EU Taxonomy is a classification system that helps companies and investors identify “environmentally sustainable” economic activities to make sustainable investment decisions. Environmentally sustainable economic activities are described as those which “make a substantial contribution to at least one of the EU’s climate and environmental objectives, while at the same time not significantly harming any of these objectives and meeting minimum safeguards.

For the reporting year 2023, the EU Taxonomy regulation requires the disclosure of the proportion of taxonomy-eligible and non-taxonomy-eligible economic activities, as well as the proportion of taxonomy-aligned and non-aligned economic activities across revenue, capital expenditures, and operating expenditures for the published environmental objectives in accordance with Art. 8 of the Taxonomy Regulation and Art. 10 (2) of the Art. 8 Delegated Act.

The Commission Delegated Regulation (EU) 2022/1214 amending Delegated Regulation (EU) 2021/2139, the Commission Delegated Regulation (EU) 2021/2178, and the new approved, in principle, set of economic activities in 2023 were considered for the purposes of the Taxonomy disclosure. The EU Commission published additional FAQs on the Climate Delegated Act and Article 8 Delegated Act, which have also been reviewed for this report along with the EU Taxonomy Compass.

If Marley Spoon’s business activities can be matched to the economic activities corresponding to the six environmental objectives in the Delegated Acts, they are considered to be taxonomy-eligible. If the activities considered to be eligible meet the criteria for alignment, they are considered taxonomy-aligned.

Marley Spoon reported only on the percentage of eligibility, and the assessment of eligible activities was conducted for the first time for the financial year 2023, based on a complete analysis of the economic activities, and potential taxonomy-eligible revenues/capital expenditures (CapEx) /operating expenses (OpEx) were assessed.

The resulting amounts were then calculated against the respective totals of Marley Spoon for the financial year 2023. Marley Spoon’s Consolidated Financial Statements as of December 31, 2023, have been prepared in accordance with IFRS (International Financial Reporting Standards). The amounts used for the calculation of the revenue are accordingly based on the figures reported in the Consolidated Financial Statements. We have excluded activities that represented less than 0.1% of their respective KPIs (turnover, CapEx and OpEx). For the following years, these identified eligible activities will be analyzed regarding their alignment with the Taxonomy.

### Turnover

The total turnover is defined as net turnover according to International Accounting Standard (IAS 1, paragraph 82(a)) and is taken from Marley Spoon Group’s 2023 Annual Report as Group Revenue, which was EUR 328 million for FY 2023. The core revenue source for the Marley Spoon Group from the sale of meal kits and Ready-to-Heat services cannot be classified as eligible as described in the EU Taxonomy.





Turnover	FY 2023		Substantial contribution						Do not significant harm									
	Code(s)	Absolute Turnover (€ millions)	Proportion of turnover	Climate change mitigation	Climate change adaptation	Water and marine resources	Circular economy	Pollution	Biodiversity and ecosystems	Climate change mitigation	Climate change adaptation	Water and marine resources	Circular economy	Pollution	Biodiversity and ecosystems	Minimum safeguards	Category enabling activity	Category transitional activity
<b>Economic Activities</b>																		
<b>A. Taxonomy-eligible activities</b>																		
A.1 Environmentally sustainable activities (Taxonomy-aligned)																		
Turnover of environmentally sustainable activities (Taxonomy-aligned) (A.1)																		
A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned)																		
Turnover of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned) (A.2)																		
<b>A. Turnover of Taxonomy-eligible activities (A.1 + A.2)</b>																		
<b>B. Taxonomy-non-eligible activities</b>																		
Turnover of Taxonomy-non-eligible activities (B)		328	100%															
<b>Total (A+B)</b>		328	100%															



## CapEx

The total CapEx defined by the EU taxonomy shall cover additions to tangible and intangible assets during the financial year considered before depreciation, amortization, and any re-measurements, for the relevant financial year and excluding fair value changes (IAS 16, 38, 40,41, IFRS 16) as well as additions to tangible and intangible assets resulting from business combinations.

The total of Marley Spoon's CapEx KPI includes additions to property, plant, and equipment and intangible assets during the financial year 2023. Acquired goodwill is not included. 11.3% of Marley Spoon's CapEx is considered to be eligible under the definition of the EU Taxonomy.

Marley Spoon identified taxonomy-eligible expenditures through one of the following economic activities: Activity 6.5: Transport by motorbikes, passenger cars, and light commercial vehicles; Activity 7.3: Installation, maintenance, and repair of energy efficiency equipment

Examples of these activities include long-term leasing vehicles for our last-mile delivery fleet, improvements within our energy efficiency equipment like changing from a manual to a smart cooling system area or installation of a new CO<sub>2</sub> refrigerant in our new Perth FC.



CapEx	FY 2023			Substantial contribution					Do not significant harm					Minimum safeguards	Category enabling activity	Category transitional activity	
	Code(s)	CapEx (in k €)	Proportion of CapEx (in %)	Climate change mitigation	Climate change adaptation	Water and marine resources	Circular economy	Pollution	Biodiversity and ecosystems	Climate change mitigation	Climate change adaptation	Water and marine resources	Circular economy				Pollution
<b>Economic Activities</b>																	
<b>A. Taxonomy-eligible activities</b>																	
A.1 Environmentally sustainable activities (Taxonomy-aligned)																	
CapEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)																	
A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned)																	
Transport by motorbikes, passenger cars and light commercial vehicles	6.5 CCM	14.3	0.2%														
Installation, maintenance and repair of energy efficiency equipment	7.3 CCM	1057.6	11.1%														
CapEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		1071.9	11.3%														
A. CapEx of Taxonomy-eligible activities (A1+A2)		1071.9	11.3%														
<b>B. Taxonomy-non-eligible activities</b>																	
CapEx of Taxonomy non-eligible activities (B)		8430.3	88.7%														
<b>Total A+B</b>		9502.2	100%														



## OpEx

The total OpEx defined by the EU taxonomy shall cover direct non-capitalized costs that relate to research and development, building renovation measures, short-term lease, maintenance and repair, and any other direct expenditures relating to the day-to-day servicing of assets of property, plant, and equipment by the undertaking or third party to whom activities are outsourced that are necessary to ensure the continued and effective functioning of such assets. Research and development costs already accounted for in CapEx shall not be counted as OpEx (for instance, development costs for intangible assets, IAS 38). The OpEx definition by the EU Taxonomy is different from the standard definition of OpEx commonly used in financial reporting.

7% of Marley Spoon's OpEx under the EU Taxonomy definition is considered to be eligible under the definition of the EU Taxonomy. Marley Spoon identified taxonomy-eligible expenditures through one of the following economic activities: Activity 5.5: Collection and transport of non-hazardous waste in source segregated fractions; Activity 7.3: Installation, maintenance and repair of energy efficiency equipment; 8.1: Data processing, hosting and related activities. Examples of these activities include server rents, installation of LED lights and segregated recycling costs, among other things.



OpEx	FY 2023			Substantial contribution						Do not significant harm								
	Code(s)	OpEx (in k €)	Proportion of OpEx (in %)	Climate change mitigation	Climate change adaptation	Water and marine resources	Circular economy	Pollution	Biodiversity and ecosystems	Climate change mitigation	Climate change adaptation	Water and marine resources	Circular economy	Pollution	Biodiversity and ecosystems	Minimum safeguards	Category enabling activity	Category transitional activity
<b>Economic Activities</b>																		
<b>A. Taxonomy-eligible activities</b>																		
A.1 Environmentally sustainable activities (Taxonomy-aligned)																		
OpEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)																		
A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned)																		
Collection and transport of nonhazardous waste in source segregated fractions	5.5 CCM	49.8	0.8%															
Installation, maintenance and repair of energy efficiency equipment	7.3 CCM	28.6	0.5%															
Data processing, hosting and related activities	8.1 CCM	338.6	5.7%															
OpEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned) (A.2)		417.0	7.0%															
<b>A. OpEx of Taxonomy eligible activities (A1+A2)</b>		417.0	7.0%															
<b>B. Taxonomy-non-eligible activities</b>																		
<b>OpEx of Taxonomy non-eligible activities (B)</b>		5473.2	93.0%															
<b>Total (A+B)</b>		5890.2	100%															



### **2023 Assessment and outlook**

The EU Taxonomy analysis performed in 2023 focused primarily on the identification of activities and its associated revenue, CapEx or Opex being eligible under the Taxonomy definition, meaning that the activity has the potential when fulfilling specific criteria to be sustainable as defined by the EU Taxonomy. The next piece of alignment will focus on understanding if the identified activities fulfill the various criteria outlined within the EU Taxonomy regulations, hence being sustainable or precisely Taxonomy aligned. In order to establish taxonomy alignment for a given activity, three technical screening criteria must be met: (1) substantial contribution to one of the six defined objectives; (2) do no significant harm to the other objectives; and (3) be in accordance with minimum social safeguards on certain social indicators.

For the 2024 reporting period, further analyses will be performed, measuring the Taxonomy alignment of the eligible activities concerned with the six objectives. The Supplementary Delegated Act 2022/1214 with regard to nuclear and gas power is not applicable to Marley Spoon. Therefore, we refrain from disclosing the specific reporting table.





# Appendix

## Environmental metrics

Category	Unit	2023	2022	2021	2020
<b>Absolute greenhouse gas emissions</b>					
Scope 1 (market-based)	tCO <sub>2</sub> e	351	456	611	580
Scope 2 (market-based)	tCO <sub>2</sub> e	962	562	1,795	2,020
Scope 3 (1, Category 3 market-based, 4, 5, 6, 7)	tCO <sub>2</sub> e	140,986	154,638	158,210	141,196
Total Scope 1, 2, and 3 (market-based)	tCO <sub>2</sub> e	142,299	155,657	160,616	143,796
<b>Emissions compensations for our operations</b>					
Emissions compensated for by renewable energy certificates	MWh	7,056	8,538	N/A	N/A
Emissions compensated for by carbon credits	tCO <sub>2</sub> e	0	2,729	9,018	2,729
<b>Carbon intensity</b>					
Carbon intensity Scope 1 and Scope 2 per unit of revenue	tCO <sub>2</sub> e/ million Euro revenue	4.00	2.54	7.47	10.25
Carbon intensity Scope 1, Scope 2, and Scope 3 (1, Category 3 market-based, 4, 5, 6, 7) per unit of revenue	tCO <sub>2</sub> e/ million Euro revenue	429.18	385.44	491.33	556.81
Carbon intensity Scope 1, Scope 2, and Scope 3 (1, Category 3 market-based, 4, 5, 6, 7) per megawatt-hour of energy consumed	tCO <sub>2</sub> e/ million Euro revenue	433.18	387.98	498.81	567.07



Category	Unit	2023	2022	2021	2020
<b>Energy</b>					
Total electricity consumption	MWh	10,991	11,850	8,837	6,999
Share total renewable electricity consumption	%	84%	91%	45%	22%
<b>Waste</b>					
Waste diversion	%	69%	66%	N/A	N/A
Total organic diversion rate	%	7%	3%	N/A	N/A
Total donation diversion rate	%	10%	13%	N/A	N/A
<b>Packaging</b>					
Total purchased packaging by weight being reusable or recyclable	%	85%	74%	N/A	N/A
<b>Packaging portfolio based on global share by category that we purchased</b>					
Paper (including corrugated cardboard)	%	81%	71%	69%	N/A
Plastic	%	13%	13%	31%	N/A
Organic material	%	6%	16%	N/A	N/A
Other	%	0.2%	0.5%	N/A	N/A



## Social metrics

### Workplace metrics

#### Headcount and gender of Board of Non-Executive Directors <sup>57</sup>

Supervisory Boards	Female	Men	Different term	Total	% of female representation
Marley Spoon Group SE Supervisory Board	0	3	0	3	0%
Marley Spoon SE Supervisory Board	2	2	0	4	50%
<b>Total</b>	<b>2</b>	<b>5</b>	<b>0</b>	<b>7</b>	<b>29%</b>

#### Headcount and gender by region and gender <sup>58</sup>

Region	Female	Men	Non-binary	Total	% of female representation
Australia	334	211	0	545	61.28%
Europe	225	218	4	449	50.11%
United States	150	117	0	268	55.97%
<b>Total</b>	<b>709</b>	<b>546</b>	<b>4</b>	<b>1262</b>	<b>56.18%</b>

<sup>57</sup> Status from 31.12.2023

<sup>58</sup> Status from 31.12.2023., excluding contractors, casuals, board Members, temps, interns. Certain team members have the gender field not filled out in our HR systems



### Unique nationalities per region<sup>59</sup>

Region	Numbers of unique nationalities
Australia	31
Europe	57
United States	12
<b>Total Number of unique nationalities across all regions</b>	<b>78</b>

### Female representation by employment category<sup>60</sup>

Employment category	Gender		Total	% of female representation <sup>61</sup>
	Female	Men		
Management Board	1	2	3	33.33%
Senior executive roles <sup>62</sup>	4	5	9	44.44%
All senior roles, including management, executive roles and individual contributors	70	71	141	49.65%
Women in junior management positions	256	206	466 <sup>63</sup>	54.94%
<b>Total</b>				

<sup>59</sup> Status from 31.12.2023., excluding contractors, casuals, board Members, temps, interns. Certain team members have the gender field not filled out in our HR systems

<sup>60</sup> Status from 31.12.2023., excluding contractors, casuals, board Members, temps, interns

<sup>61</sup> Excluding Non-binary and No gender

<sup>62</sup> Senior executive roles comprise the Company's management team, for example, the Management Board and the other members of the executive team

<sup>63</sup> Certain team members have the gender field not filled out in our HR systems



## WORK-RELATED INJURIES

### Regional TRIFR (Our Total Recordable Injury Frequency Rate) and TRI results

Region	TRI	Total man hours	TRIFR per million	TRIFR per 200,000 hours worked
Australia	8	599,506	13.34	2.67
Europe	4	198,571	20.14	4.03
United States	15	557,737	26.89	5.38
<b>Global</b>	<b>27</b>	<b>1,355,183</b>	<b>19.91</b>	<b>3.98</b>

### Global TRIFR, LTIFR and LTIR

	2023	2022	2021	Change vs. prior year in %
Global TRIFR (Our Total Recordable Injury Frequency Rate) per 200,000 hours worked	3.98	6.63	4.40	(39)
Global LTIFR (Lost-Time Injury Frequency Rate, n/million hours worked)	6.64	14.68	-	(55)
Global LTIR (Lost-Time Incident Rate) per 200,000 hours worked	1.33	2.94	-	(55)

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