



MARLEY SPOON

Q4 2023
Results Presentation

January 30, 2024





Introduction

FABIAN SIEGEL

CEO, Founder,
Management Board



FY 2023 highlights

Signed FreshRealm & Bistro MD:
1st step toward industry consolidation, asset-light

€328.5m in Net Revenue

31.7% Contribution Margin, +3 pts. vs. PY

Improved Operating EBITDA to €(2.8)m,
+€6m vs. PY

De-listing from ASX on track



MARLEY SPOON

Marley Spoon's growth strategy is multi-tiered

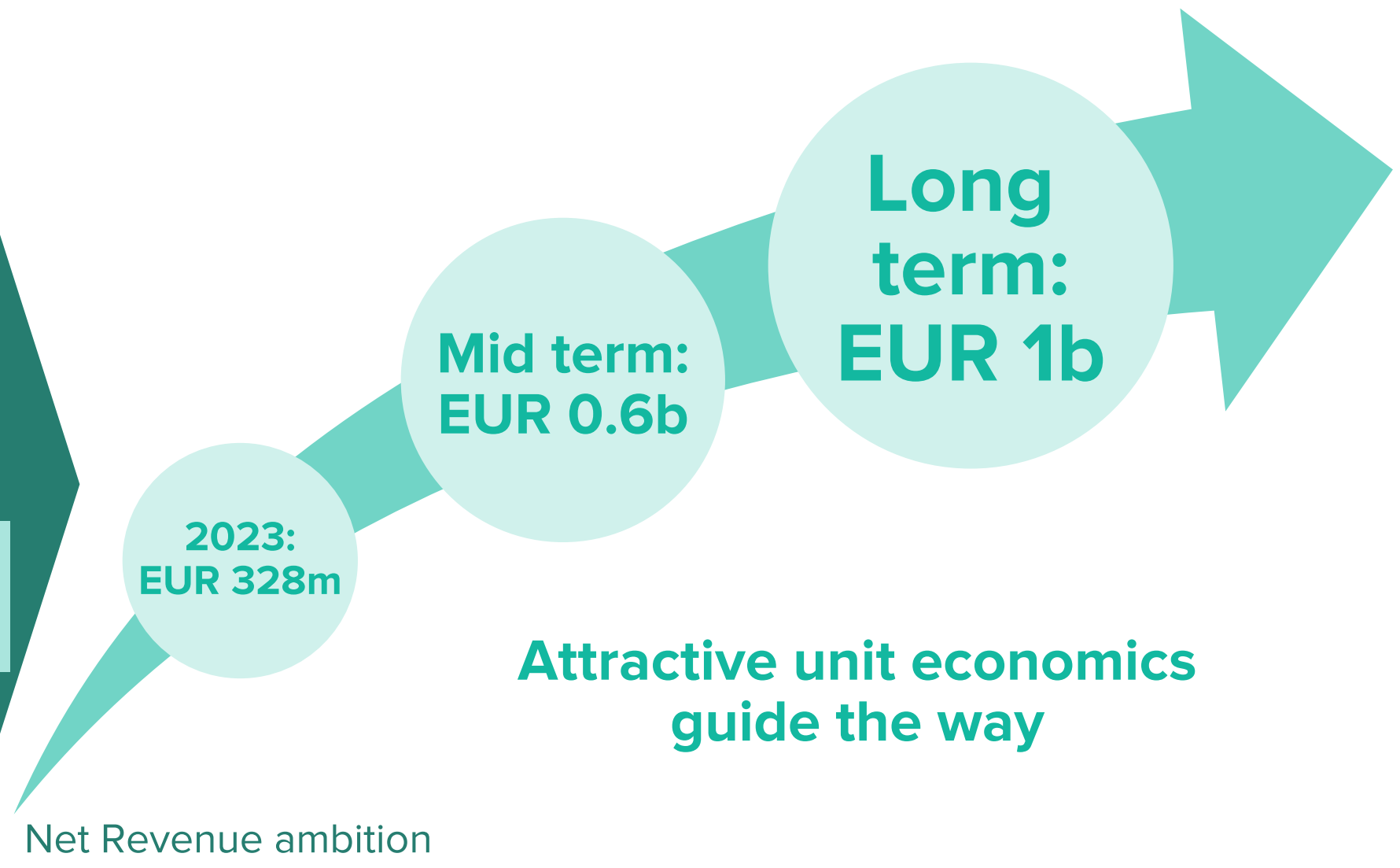
GROWTH STRATEGY

Grow **base business**
in a massively
underpenetrated market

Grow **service offering**
and **basket size**

Grow via
adjacent **categories (RTH)**

Grow by entering
market consolidation



Partnership with FreshRealm to build scalable consolidation platform



Combining Marley Spoon's US operations with FreshRealm to enable US market consolidation

FreshRealm to purchase Marley Spoon's manufacturing and fulfillment assets and assume related workforce, while becoming exclusive operations partner to Marley Spoon in the United States

~€22 million asset sale



STRATEGY

- Driving scale and synergies
- Asset-light benefits
 - Allowing Marley Spoon to focus capex investments on consumer-facing activities
 - Working capital benefits
 - Leveraging existing FreshRealm capex-intensive infrastructure required for Ready-to-Eat manufacturing
- Providing capital for market consolidation



DEAL STRUCTURE

- Sale of Marley Spoon's manufacturing and fulfillment assets for €22m
- Fixed platform fee expected to provide fixed cost savings while enabling margin expansion
- 7-year exclusive term for US territory



Leading US doctor-designed, health-oriented meal provider

Offering weight loss and special doctor prescribed diet plans

Founder led since 2005

Plans include Weight Loss, Gluten Free, Heart Health, Keto, Diabetic

~€35 million net revenue in 2023*



STRATEGY

- Enter growing RTE market in the US
 - Unique, differentiated health-oriented brand positioning
 - Plans include Weight Loss, Gluten Free, Heart Health, Keto, Diabetic
- Leverage Growth Synergies
 - Cross-sell and upsell opportunities
 - Realize channel synergies
- Realize Cost Synergies
 - Savings through consolidation



DEAL STRUCTURE

- Share-only deal, with bistroMD shareholders receiving 1.4m Class A shares of Marley Spoon Group SE, 225,000 warrants for Class A shares at €15.00, and 225,000 warrants for Class A shares at €20.00 upon closing
- bistroMD shareholders will receive up to an additional 1.2m in Class A shares 12 months after closing, subject to earn-out provisions
- bistroMD carries €13.5m in long term debt and a revolver facility, of which €3.7m will be repaid upon closing

Positive Operating EBITDA in Q4 2023 and improving on a FY basis

Q4 / FY 2023 Financial Overview

	Q4 2022	Q4 2023	FY 2022	FY 2023
Net Revenue (€m)	89.5	73.5	401.2	328.5
Net Revenue Growth % vs. PCP	5% / (1%)*	(18%) / (14%)*	24% / 16%*	(18%) / (14%)*
Contribution Margin (CM) %	32.3%	32.6%	28.7%	31.7%
Operating CM %	39.6%	39.6%	37.7%	41.6%
Operating EBITDA (€m)**	5.0	2.8	(8.7)	(2.8)
Operating EBITDA %	5.6%	4.2%	(2.2%)	(0.8%)
Operating Cash Flow (€m)	(4.6)	(5.0)	(18.4)	(10.0)
Cash Balance (€m)			19.0	12.6***
Net Debt (Cash) (€m)			59.6	59.2***

*Reported / Constant Currency growth rates

**Figures exclude:

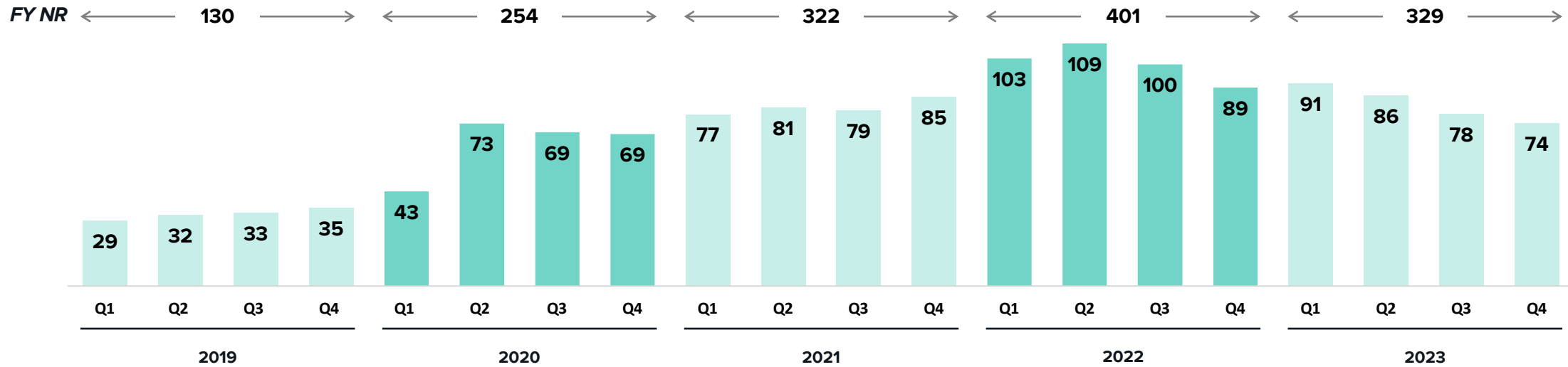
2022: (i) severance payments in the amount of €0.8m in FY (Q4: €0.3m); (ii) a one-time sales tax charge in the US of €1.8m in FY (Q4: €0.1m); (iii) a re-class of Chefgood M&A fees of €0.9m in Q4

2023: (i) severance payments/restructuring costs in the amount of €2.3m in FY (Q4: €1.1m); (ii) a one-time sales tax charge in the US of €0.6m in FY; (iii) BCA transaction fees of €8.5m in FY 2023 (Q4: €4.7m)

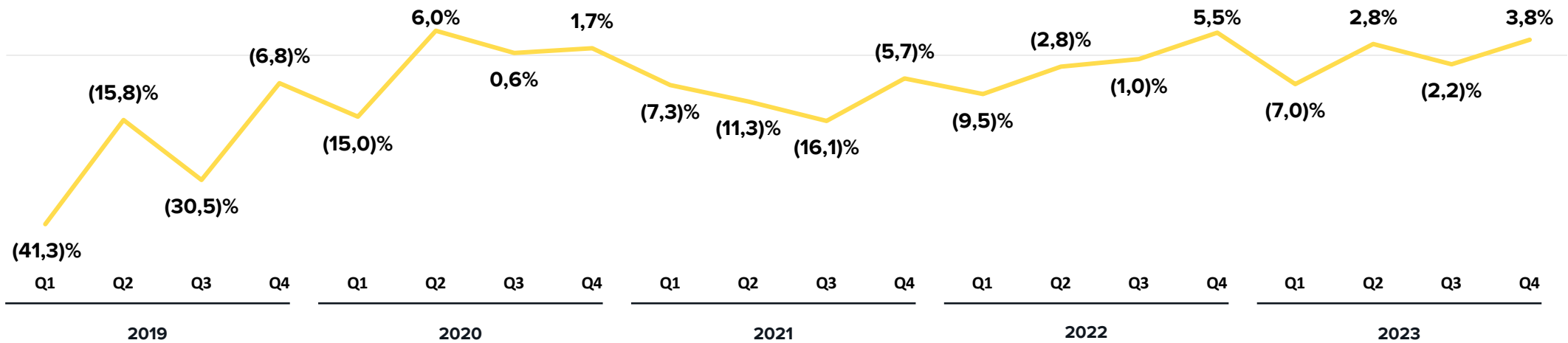
***Includes cash balance of Marley Spoon Group SE

Despite a recent sales slowdown, Marley Spoon has realized scale and improved Operating EBITDA over time

Revenue (EUR M)



Operating EBITDA Margin*



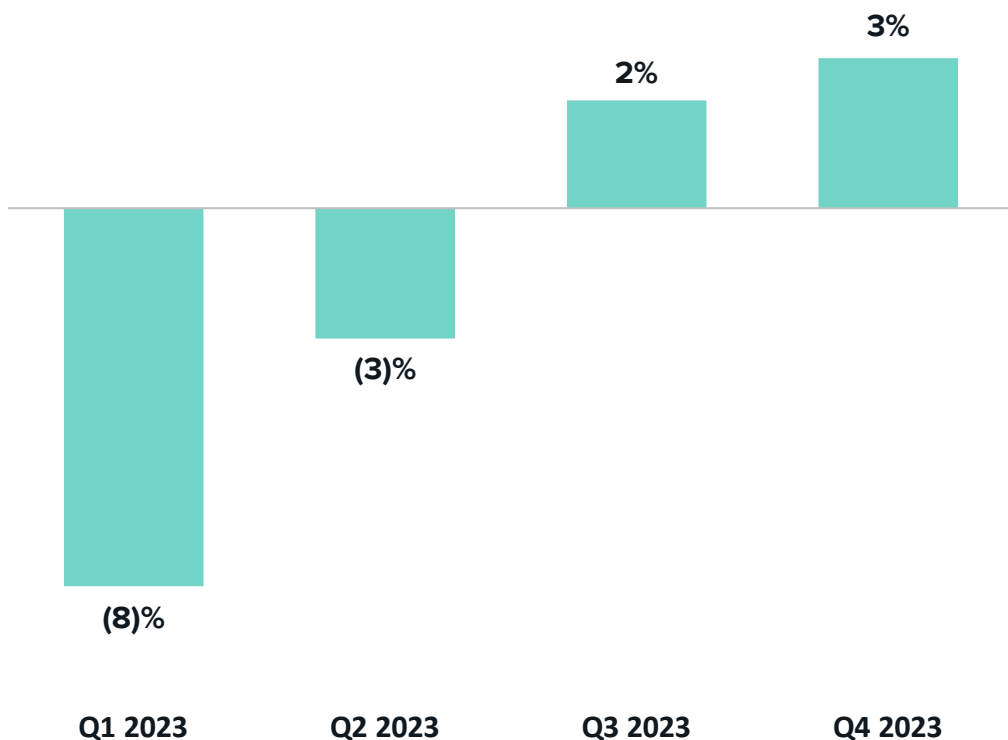
*Figures exclude:

2022: (i) severance payments in the amount of €0.8m in FY (Q4: €0.3m); (ii) a one-time sales tax charge in the US of €1.8m in FY (Q4: €0.1m); (iii) a re-class of Chefgood M&A fees of €0.9m in Q4
 2023: (i) severance payments/restructuring costs in the amount of €2.3m in FY (Q4: €1.1m); (ii) a one-time sales tax charge in the US of €0.6m in FY; (iii) BCA transaction fees of €8.5m in FY 2023 (Q4: €4.7m)

Order frequency, now rebounding, was softer in H1 2023, which, combined with reduced marketing spend led to the revenue decline

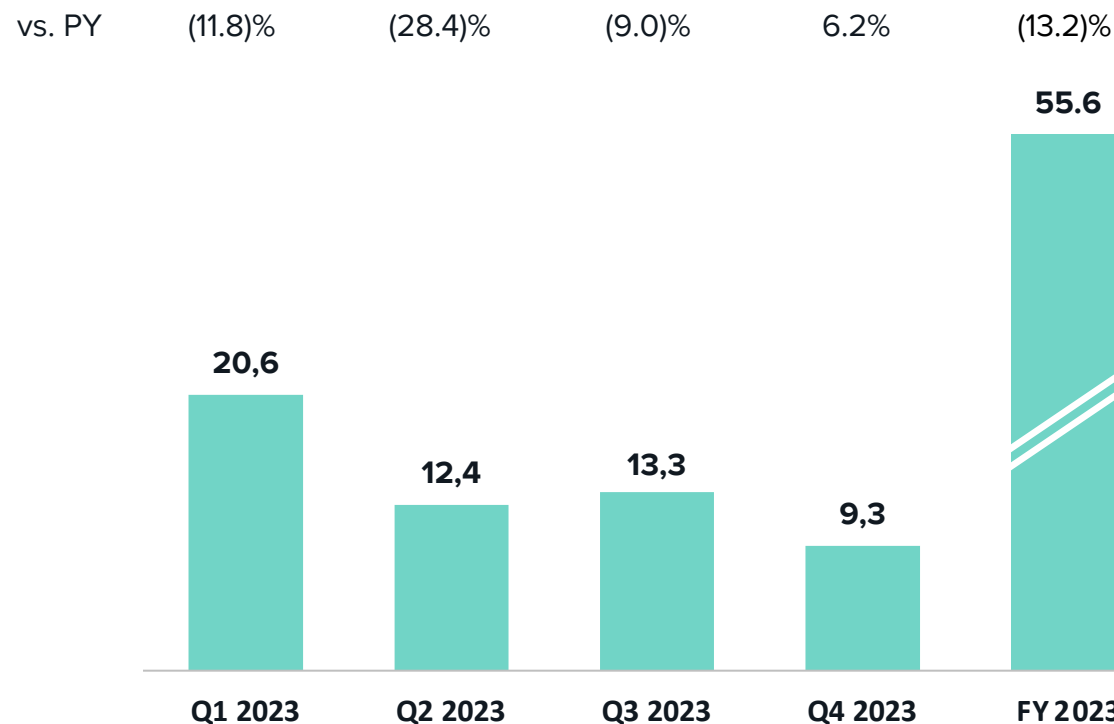
Orders per Active Subscriber

Growth vs. PY (%)



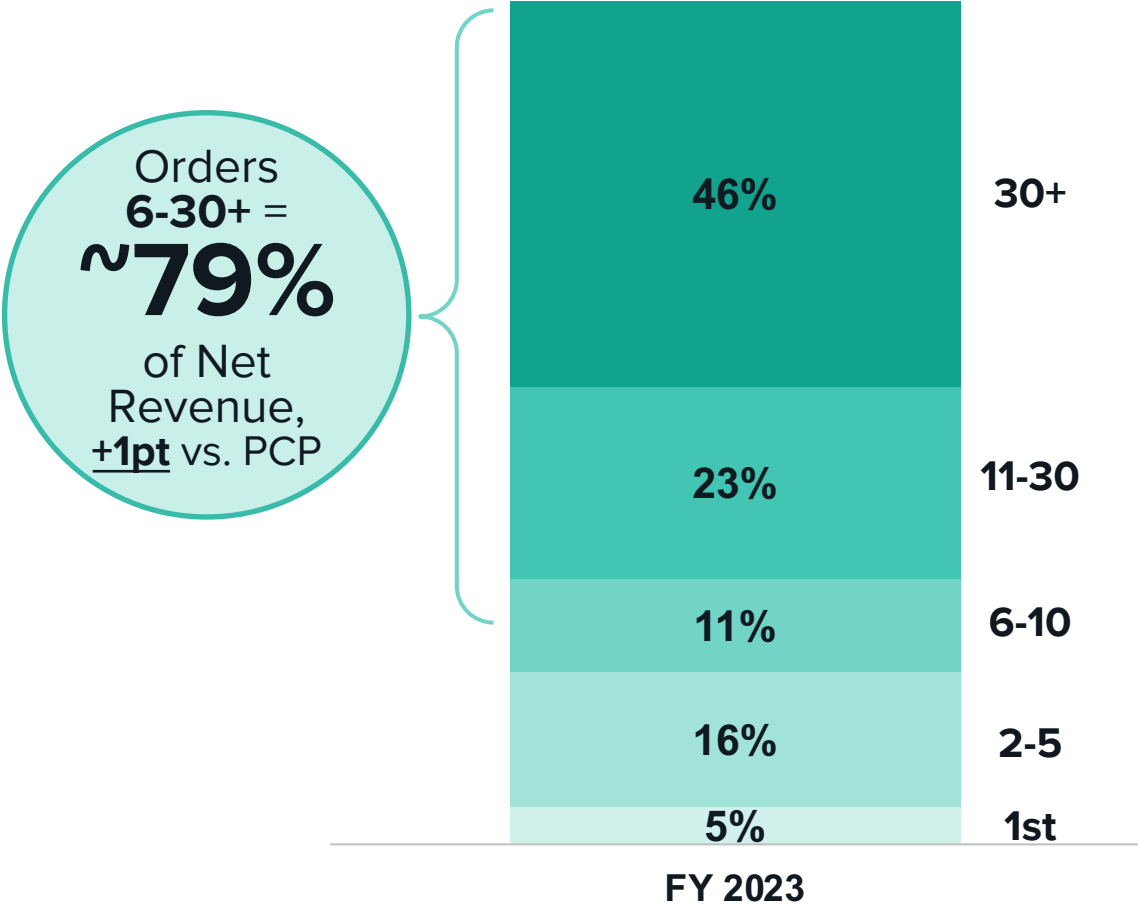
Marketing by Quarter

(EUR m)

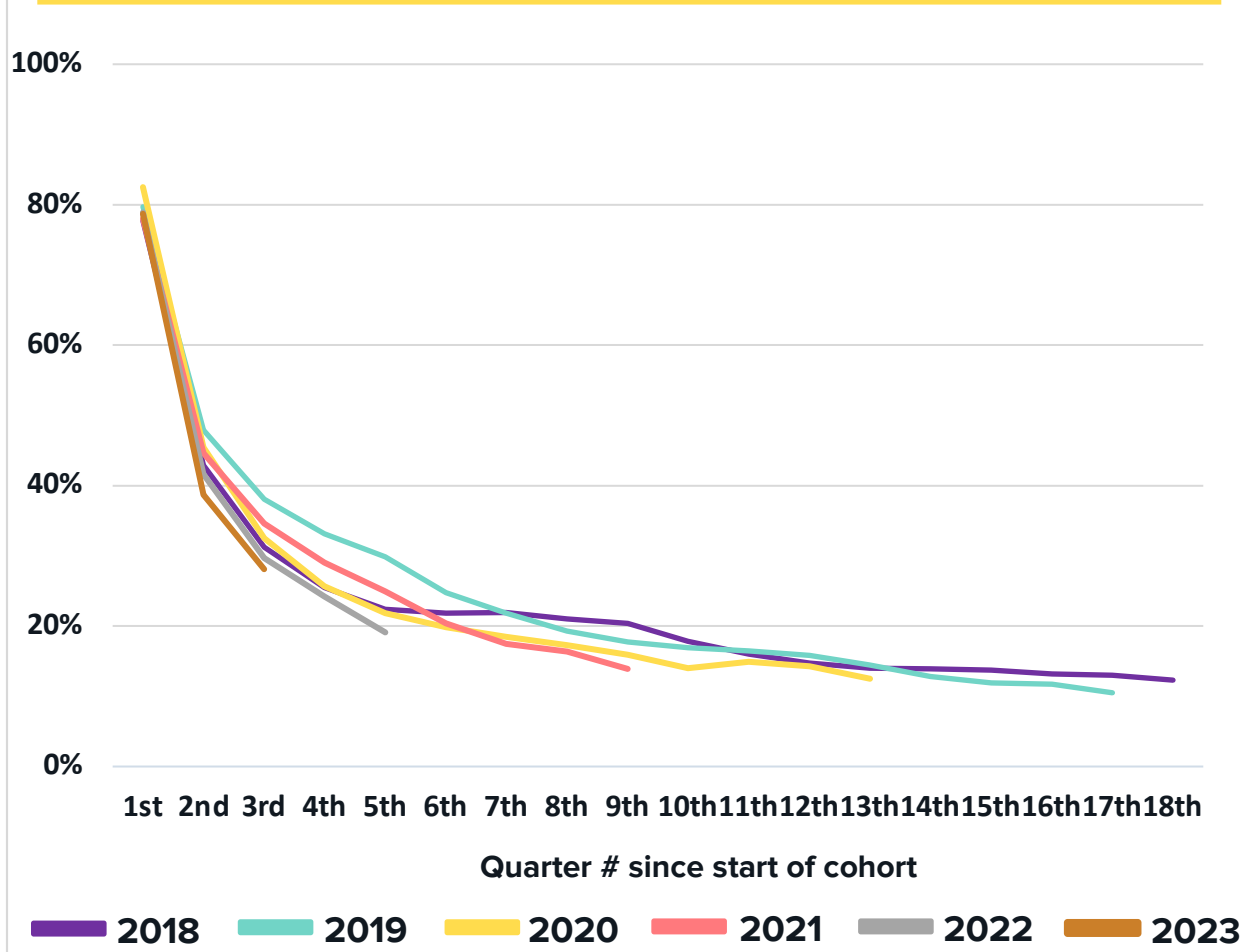


Marley Spoon continues to enjoy recurring revenue from a loyal customer base

Revenue Breakdown by Order Frequency*



Global Net Revenue Retention (Quarterly Average)



*Marley Spoon, Dinnerly and Chefgood



Segment Review & Financials

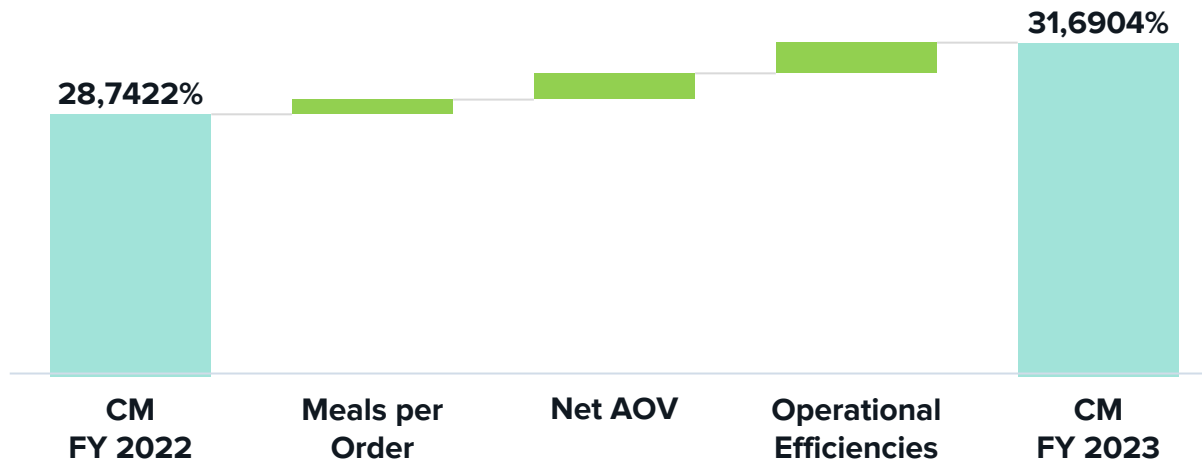
**JENNIFER
BERNSTEIN**

Chief Financial Officer,
Management Board



All areas of the business are contributing to the margin expansion

2023 FY Contribution Margin



- Strong margin performance driven by expansion vs. PY in the US (+4.6 pts), and Europe (+5.1 pts), while Australia was in line with PY;
- Pricing in the US at the end of 2022 was a factor but majority of margin expansion from improved customer experience—both more recipe choice and improved fulfillment/operations;
- Operational efficiencies helped absorb inflation in the low single digits.

Operational Improvements



Customer Credits

Fewer substitutions, more on-time delivery



Food

Margin-based menu planning and improved market conditions



Packaging

Optimizing box size and ice allocation



Picking

Improved scheduling



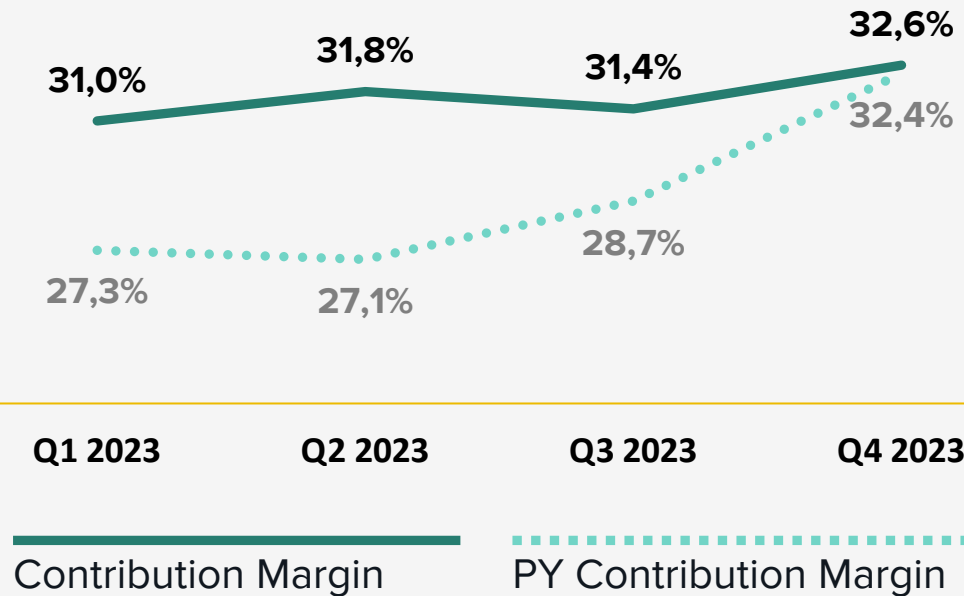
Logistics

New, more efficient carriers and Chefgood integration

All regions showing solid contribution margin, helping deliver the Company's highest CM on record in Q4 2023



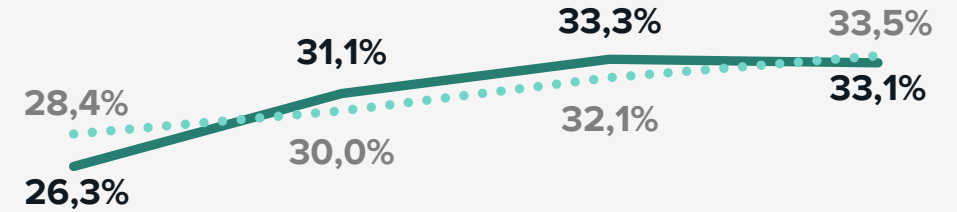
Global



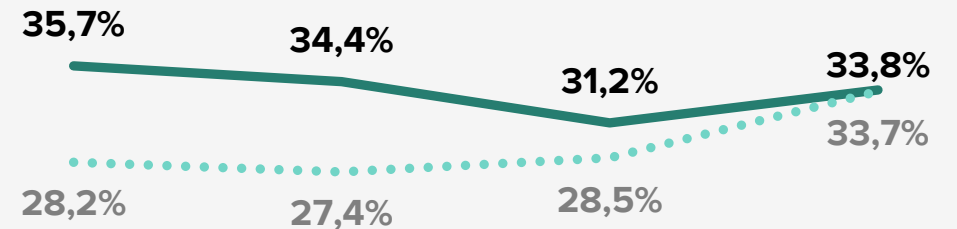
- In Q4, we reached a record-breaking Contribution Margin of 32.6%, +0.3pp increase vs. PCP;
- Continued focus on operational improvements was the key driver behind margin gains.



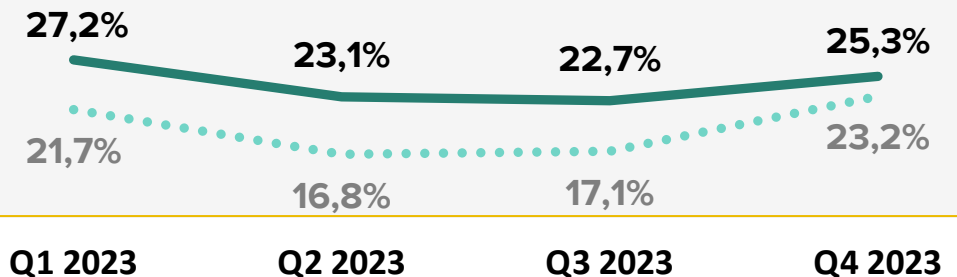
Australia



United States



Europe



Q4 / FY regional performance: US

US



	Q4 2022	Q4 2023	FY 2022	FY 2023
Active Subscribers (k)	112	89	112	89
Active Subscriber Growth % vs. PCP	(2%)	(21%)	(2%)	(21%)
Net Revenue (EUR m)	45	36	197	159
Net Revenue % vs. PCP*	13% / 2%	(19%) / (16%)	32% / 17%	(20%) / (17%)
Contribution Margin %	33.7%	33.8%	29.3%	33.9%
Operating Contribution Margin %	40.5%	41.7%	38.0%	44.0%
Operating EBITDA (EUR m)**	7	4	12	12

- Marketing spend reductions leading to declines in net revenue and active subscribers;
- Strong FY margin expansion owing to continued operational improvements helped offset the soft revenue;
- US effectively mitigated the impact of lower revenue on profits through robust operational enhancements and disciplined cost management.

*Reported / Constant Currency growth rates

**Figures exclude:

2022: (i) severance payments in the amount of €0.5m in FY (Q4: €0.2m); (ii) a one-time sales tax charge of €1.8m in FY (Q4: €0.1m)

2023: (i) severance payments in the amount of €0.6m in FY (Q4: €0.2m); (ii) a one-time sales tax charge in the US of €0.6m in FY

Q4 / FY regional performance: AUSTRALIA*

AUSTRALIA



	Q4 2022	Q4 2023	FY 2022	FY 2023
Active Subscribers (k)	83	72	83	72
Active Subscriber Growth % vs. PCP	(13%)	(14%)	(13%)	(14%)
Net Revenue (EUR m)	34	30	154	136
Net Revenue % vs. PCP*	3% / 2%	(12%) / (6%)	31% / 25%	(12%) / (5%)
Contribution Margin %	33.3%	33.1%	31.0%	30.8%
Operating Contribution Margin %	41.7%	39.5%	39.5%	40.7%
Operating EBITDA (EUR m)**	5	4	9	8

- More modest revenue declines in Australia attributed to a rise in meals per order partly offsetting a decrease in total orders, along with healthy growth on Chefgood, which had double digit net revenue growth vs. PY (in constant currency);
- Margin reverting to historical levels after an abatement of challenging supply chain issues;
- Rigorous cost discipline helped deliver strong Operating EBITDA performance in the quarter/year despite the revenue shortfall.

**Figures exclude:
 2022: (i) a re-class of Chefgood M&A fees of €0.9m in Q4
 2023: (i) severance payments in the amount of €0.2m in Q4

*Reported / Constant Currency growth rates

Q4 / FY regional performance: EU

EUROPE



	Q4 2022	Q4 2023	FY 2022	FY 2023
Active Subscribers (k)	53	32	53	32
Active Subscriber Growth % vs. PCP	(7%)	(40%)	(7%)	(40%)
Net Revenue (EUR m)	11	7	50	34
Net Revenue % vs. PCP	(14%)	(31%)	(10%)	(32%)
Contribution Margin %	23.1%	25.3%	19.7%	24.8%
Operating Contribution Margin %	31.5%	30.1%	30.7%	34.0%
Operating EBITDA (EUR m) ex. HQ*	(1)	(0)	(7)	(2)

- Persistent economic challenges in Germany's recessionary macro environment contributed to weak consumer spending and low confidence in Europe, negatively affecting order frequency and meals per order;
- Operationally, the region is exhibiting signs of successful turnaround with significant margin gains realized for the full year;
- The margin gains contributed to meaningful Operating EBITDA improvements for the FY, up ~EUR 5m vs. PY (excluding headquarter costs).

*Figures exclude:

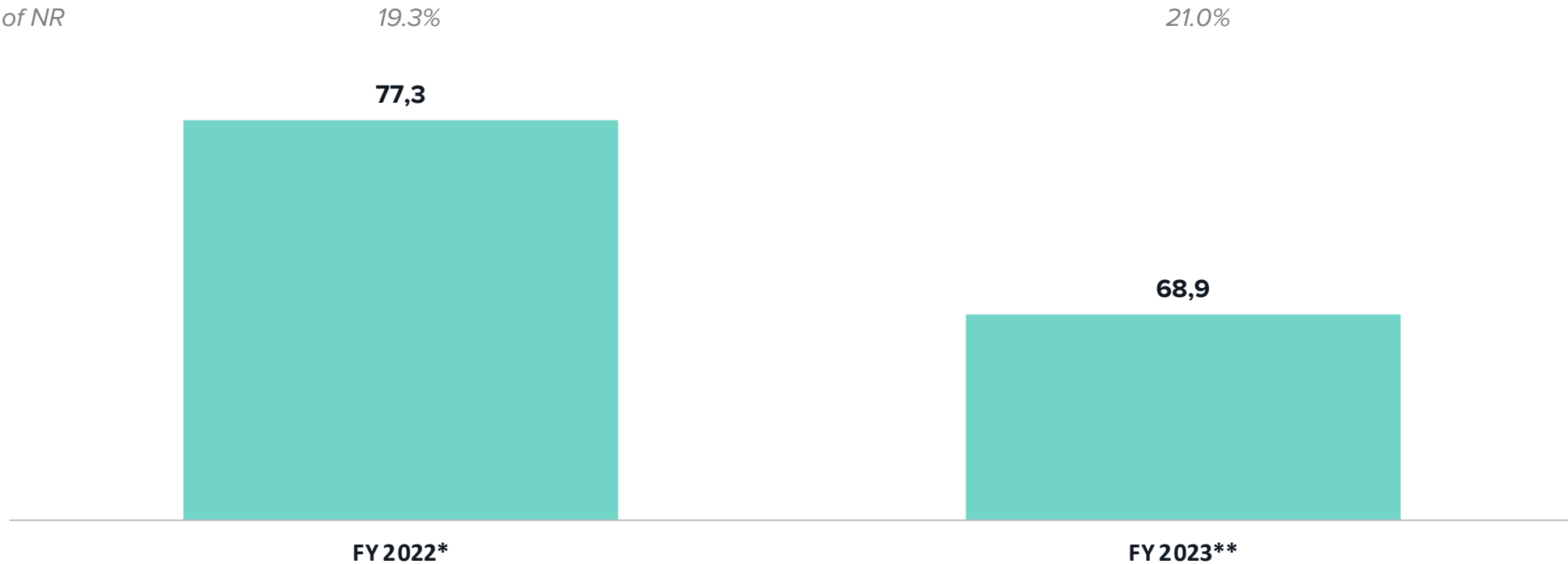
2022: (i) severance payments in the amount of €0.2m in FY (Q4: €0.1m)

2023: (i) severance payments in the amount of €0.1m in FY; (ii) restructuring costs of €0.2m in FY

... while focusing on reducing our fixed costs

G&A Spend vs. PY (EUR m)

as % of NR



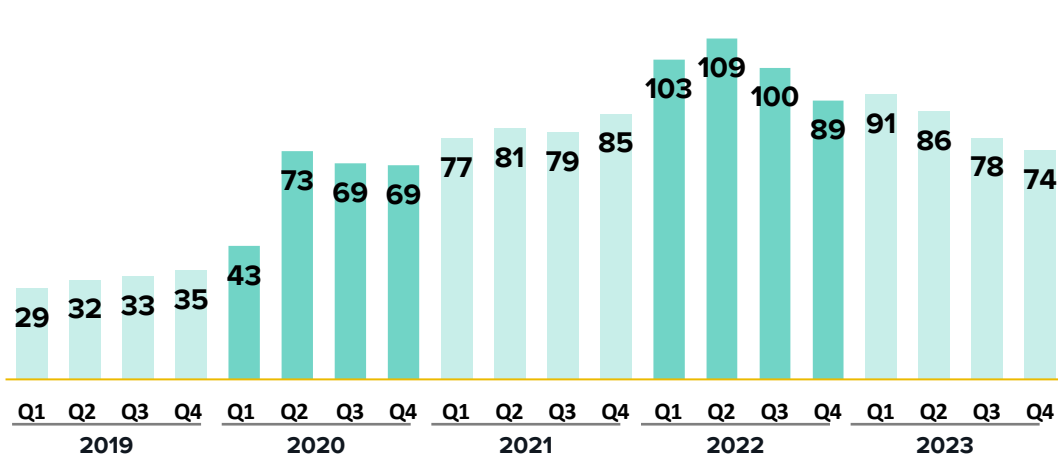
- G&A continues to improve YoY as we focus on centralizing activity, leveraging the Company's shared service center and re-engineering processes;
- A restructuring program in 2023 that led to some layoffs, combined with continued focus on non-personnel costs, led to a €2m reduction in G&A in Q4 2023 alone.

*Figures exclude:

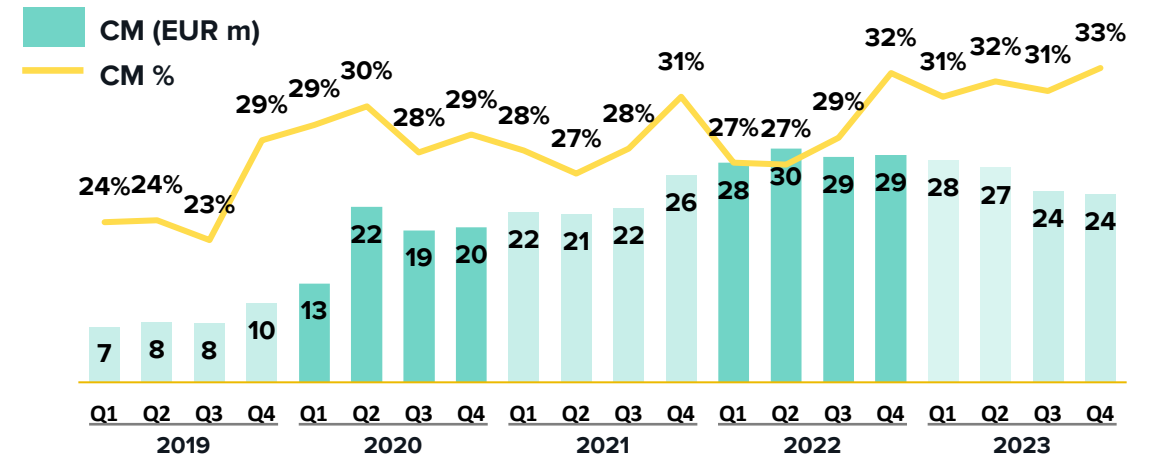
2022: (i) severance payments in the amount of €0.8m in FY (Q4: €0.3m); (ii) a one-time sales tax charge in the US of €1.8m in FY (Q4: €0.1m); (iii) a re-class of Chefgood M&A fees of €0.9m in Q4
2023: (i) severance payments/restructuring costs in the amount of €2.3m in FY (Q4: €1.1m); (ii) a one-time sales tax charge in the US of €0.6m in FY; (iii) BCA transaction fees of €8.5m in FY 2023 (Q4: €4.7m)

Despite the revenue slowdown in 2023, we continue to trend positively toward profitability

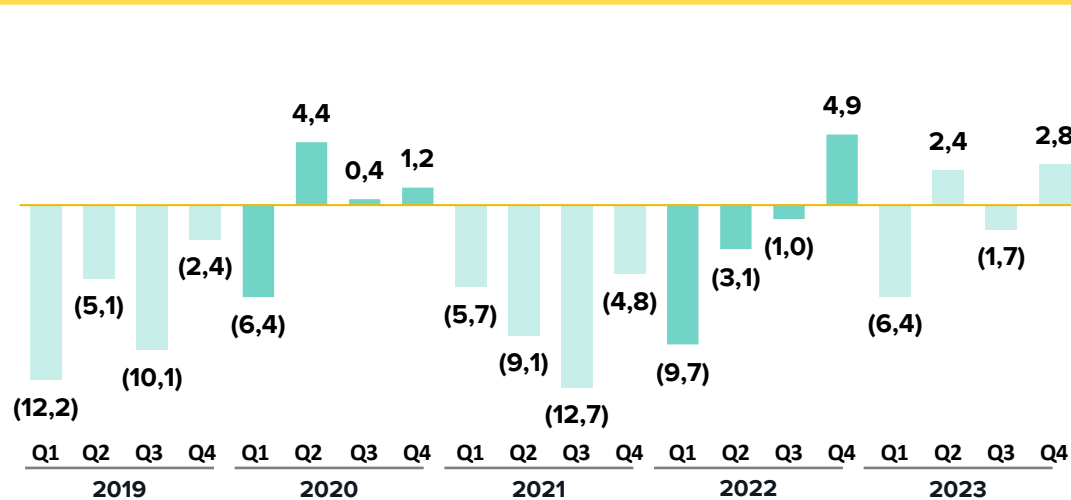
Revenue (EUR M)



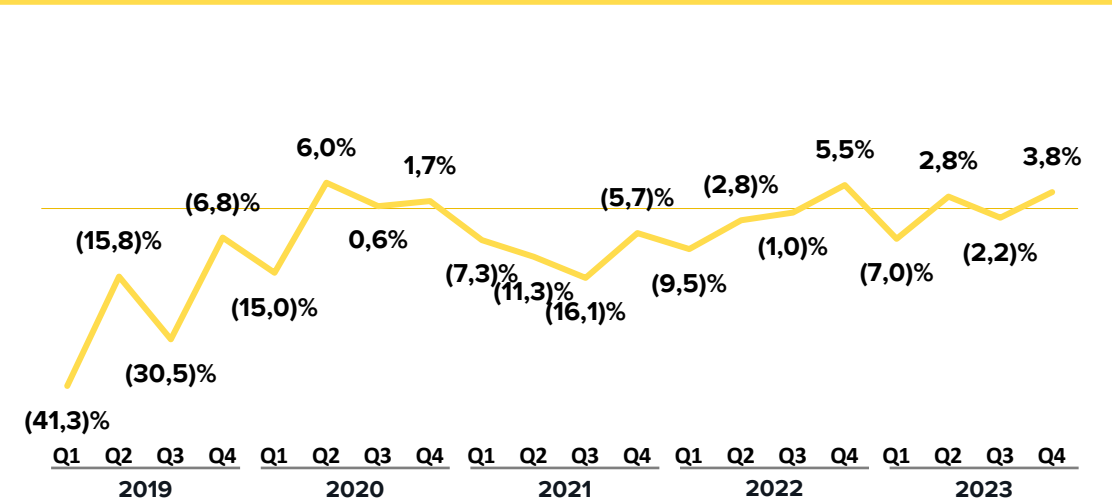
Contribution Margin and CM%



Operating EBITDA (EUR M)*



Operating EBITDA Margin (%)*



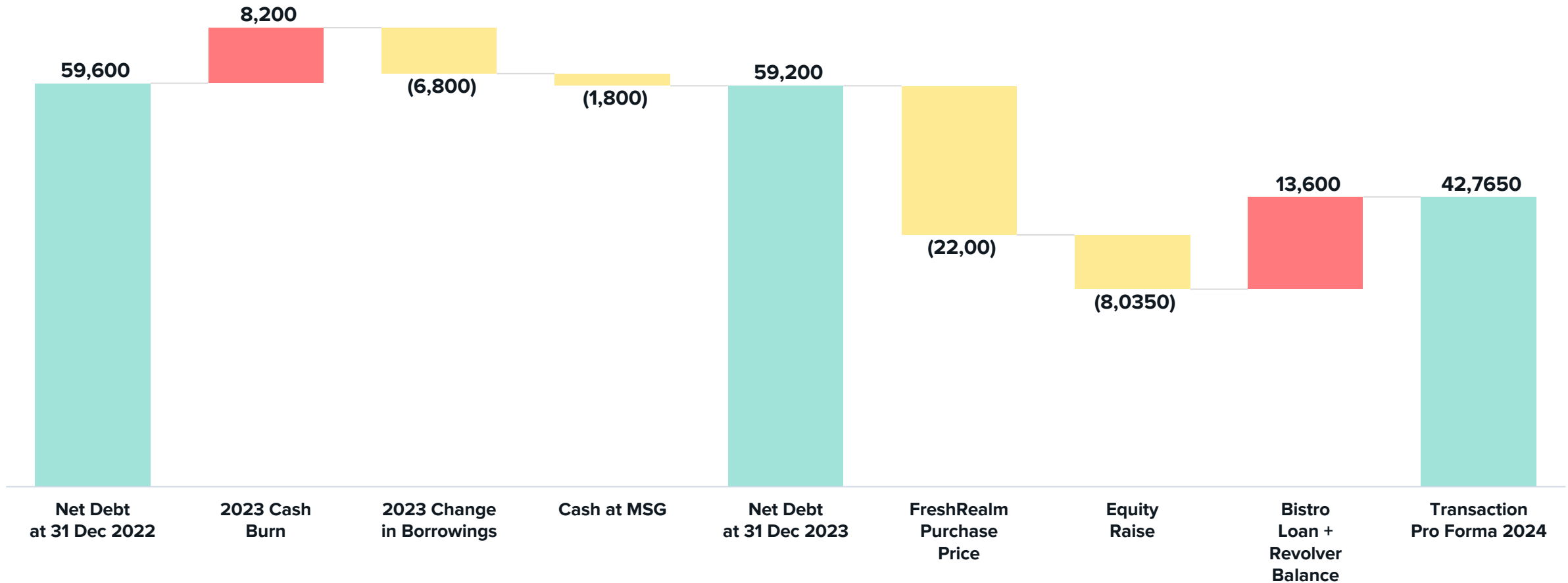
*Figures exclude:

2022: (i) severance payments in the amount of €0.8m in FY (Q4: €0.3m); (ii) a one-time sales tax charge in the US of €1.8m in FY (Q4: €0.1m); (iii) a re-class of Chefgood M&A fees of €0.9m in Q4

2023: (i) severance payments/restructuring costs in the amount of €2.3m in FY (Q4: €1.1m); (ii) a one-time sales tax charge in the US of €0.6m in FY; (iii) BCA transaction fees of €8.5m in FY 2023 (Q4: €4.7m)

The signed transactions improve Marley Spoon's net debt position

FY 2023 Net Debt (EUR M) + Post-Closing Transaction Pro Forma



Marley Spoon to raise equity and amend debt terms

Supporting Transactions

Marley Spoon to raise €8m at €4.00 per share

The Company raises equity capital in the amount of €8.035m by transferring 2,008,750 treasury shares at €4.00 per share to investors upon closing of the bistroMD and Fresh Realm transactions

Runway debt terms amendments agreed in principle

- Company to pay down €10.3m of its debt facility
- Extension of interest-only period to January 2026
- Extension of loan maturity to June 2027
- Runway approval of FreshRealm and bistroMD transactions



Strategy

FABIAN SIEGEL

CEO, Founder,
Management Board



2023 Recap

Operational efficiencies driving improved margin and Operating EBITDA

- AOV +8% vs. PY in constant currency from product/brand mix and pricing
- Sequential improvement quarter over quarter in orders per subscriber
- FY 2023 Contribution Margin +3pts vs. PY
- Positive Q4 Operating EBITDA

Managed within balance sheet capacity

- YE cash landing of €12.6m*
- FY inventory reductions of ~€3.5m
- Repayments of borrowings of €7.8m

Strategic partnership with FreshRealm to drive consolidation and asset-light model

- Creating platform for industry consolidation and growth
- Exclusive operations partner for US business
- €22m asset sale enabling investments in consumer-facing activities

bistroMD acquisition to gain entry in growing RTE and health & wellness space

- Gain foothold in growing ready-to-eat (RTE) market
- First step in consolidation strategy, leveraging FreshRealm infrastructure and scale



*Including cash held by Marley Spoon Group SE



Q4 and FY 2023 Key Customer Metrics

Operating KPIs*

Group	Q4 2023	Q4 2022	% vs. PY	FY 2023	FY 2022	% vs. PY
Active customers ¹ (k)	245	313	(22%)			
Active subscribers ² (k)	193	249	(22%)			
Number of orders (k)	1,188	1,486	(20%)	5,561	7,193	(23%)
Orders per customer	4.8	4.8	2%			
Orders per subscriber	6.2	6.0	3%			
Meals (m)	10.6	13.1	(19%)	50.5	62.8	(20%)
Average order value (€, net)	61.9	59.8	3%	59.1	55.8	6%
Average order value (€ constant currency, net)	64.8	59.8	8%	61.8	55.8	11%
Australia						
Active customers ¹ (k)	105	125	(16%)			
Active subscribers ² (k)	72	83	(14%)			
Number of orders (k)	530	604	(12%)	2,497	2,861	(13%)
Meals (m)	5.1	5.7	(11%)	24.3	26.7	(9%)
USA						
Active customers ¹ (k)	105	132	(20%)			
Active subscribers ² (k)	89	112	(21%)			
Number of orders (k)	512	644	(20%)	2,352	3,131	(25%)
Meals (m)	4.3	5.5	(21%)	20.5	26.5	(23%)
Europe						
Active customers ¹ (k)	34	56	(39%)			
Active subscribers ² (k)	32	53	(40%)			
Number of orders (k)	146	238	(39%)	712	1,201	(41%)
Meals (m)	1.1	1.9	(40%)	5.7	9.5	(40%)

*Metrics are for the full Marley Spoon portfolio, including Marley Spoon and Dinnerly meal kits, Chefgood, Market and Bezzie, except meals, which exclude Bezzie

1. Active Customers are customers who have made a purchase at least once over the past three months

2. Active Subscribers are customers who have an active subscription (i.e. ordered or skipped a delivery) on an average weekly basis during the quarter

Q4 and FY 2023 Preliminary Income Statement

€ in millions	Q4 2023	Q4 2022	% vs. PY	FY 2023	FY 2022	% vs. PY
Revenue	73.5	89.5	(18)%	328.5	401.2	(18)%
Revenue €CC	77.0	89.5	(14)%	343.6	401.2	(14)%
Cost of goods sold	38.6	46.5	(17)%	173.8	216.8	(20)%
% of revenue	52.5%	51.9%	1pt	52.9%	54.0%	(1)pt
Gross Profit	35.0	43.0	(19)%	154.7	184.4	(16)%
% of revenue	47.5%	48.1%	(1)pt	47.1%	46.0%	1pt
Fulfilment expenses	11.0	14.1	(22)%	50.6	69.1	(27)%
% of revenue	14.9%	15.8%	(1)pt	15.4%	17.2%	(2)pt
Contribution margin (CM)	24.0	28.9	(17)%	104.1	115.3	(10)%
% of revenue	32.6%	32.3%	0pt	31.7%	28.7%	3pt
Operating CM %	39.6%	39.6%	0pt	41.6%	37.7%	4pt
Marketing expenses	9.3	8.8	6%	55.6	64.0	(13)%
% of revenue	12.7%	9.8%	3pt	16.9%	16.0%	1pt
G&A expenses	22.8	19.3	18%	80.3	79.0	2%
% of revenue	31.0%	21.6%	9pt	24.4%	19.7%	5pt
EBIT	(8.1)	(0.8)	855%	(31.8)	(27.6)	15%
Operating EBITDA*	2.8	4.9	(42)%	(2.8)	(8.8)	(68)%
% of revenue	3.9%	5.5%	(2)pt	(0.8)%	(2.2)%	1pt

*Figures exclude:

2022: (i) severance payments in the amount of €0.8m in FY (Q4: €0.3m); (ii) a one-time sales tax charge in the US of €1.8m in FY (Q4: €0.1m); (iii) a re-class of Chefgood M&A fees of €0.9m in Q4
 2023: (i) severance payments/restructuring costs in the amount of €2.3m in FY (Q4: €1.1m); (ii) a one-time sales tax charge in the US of €0.6m in FY; (iii) BCA transaction fees of €8.5m in FY 2023 (Q4: €4.7m)

Q4 and FY 2023 Preliminary Cash Flow Statement

€ in millions	Q4 QTD 2023	Q4 QTD 2022	% vs. PY	FY 2023	FY 2022	% vs. PY
Net Income	(11.9)	(2.7)	344%	(44.6)	(40.0)	12%
Adjustments for Non-Cash Expenses	9.8	6.5	51%	32.5	27.9	16%
Change in working capital	(3.5)	(8.8)	(60%)	1.5	(6.6)	(123%)
Interest & taxes paid, other	0.6	(0.0)	(13066%)	0.6	(0.0)	(13066%)
Net cash flows from operating activities	(5.0)	(5.0)	1%	(10.0)	(18.7)	(46%)
Net cash flows from investing activities	(2.1)	(3.0)	(30%)	(12.3)	(18.5)	(34%)
Net proceeds from the issuance of shares	(0.0)	10.3	(100%)	34.8	15.3	128%
Proceeds from the exercise of warrants & share options	(0.1)	-	(4723%)	(0.1)	0.0	587%
Net change in borrowings	(2.3)	(2.7)	(13%)	(11.7)	11.0	(206%)
Payments of principle for lease liabilities	(2.4)	(2.2)	12%	(8.9)	(8.7)	2%
Net cash flows from financing activities	(4.8)	5.5	(187%)	14.1	17.6	(20%)
Net increase in cash & cash equivalents in the period	(11.9)	(2.5)	381%	(8.2)	(19.6)	(58%)
Cash and cash equivalents at period end	10.9*	19.0	(43%)	10.9*	19.0	(43%)

*Before cash held at Marley Spoon Group SE



Disclaimer

This presentation (**Presentation**) is dated 30 January 2024 and has been prepared by Marley Spoon Group SE (**MSG**) on the basis of information provided by, inter alia, Marley Spoon SE (**Marley Spoon**) and together with MSG, the **Company**. By accessing or reviewing this Presentation, you acknowledge and agree to the terms set out below.

Important notice and disclaimer

This Presentation is for informational purposes only and is a general summary of the activities of the Company only. The content of this Presentation is provided as at the date of this Presentation (unless otherwise stated) and remains subject to change without notice. Some of the financial information in this Presentation is unaudited. Reliance should not be placed on information or opinions contained in this Presentation and, subject only to any legal obligation to do so, the Company does not have any obligation to correct or update the content of this Presentation. The information in this Presentation does not purport to be complete and should be read in conjunction with Marley Spoon's most recent financial report and all of Marley Spoon's other periodic and continuous disclosure information lodged with the Australian Securities Exchange (**ASX**), including, without limitation, Marley Spoon's CY2022 results, 1H 2023 results (4D), Q3/2023 results (4C) filed with the ASX and available at www.asx.com.au as well as MSG's most recent financial report and all of MSG's other periodic and continuous disclosure information lodged with the Frankfurt Stock Exchange available at <https://ir.marleyspoongroup.com>. Certain market and industry data used in this Presentation may have been obtained from research, surveys or studies conducted by third parties, including industry or general publications. Neither the Company nor its representatives have independently verified any such market or industry data provided by third parties or industry or general publications.

The Company does not warrant the currency, accuracy, adequacy, completeness or reliability of the information in this Presentation, including, without limitation, for negligence or for any expenses, losses, damages or costs incurred by you as a result of the information in this Presentation being inaccurate or incomplete in any way for any reason and, to the maximum extent permitted by law, disclaims any and all liability and responsibility flowing from the use of or reliance on such information by any person.

Not financial product advice or offer

This Presentation is for informational purposes only and is not a prospectus, product disclosure statement or other offer document under Australian law or the law of any other jurisdiction (and will not be lodged with the Australian Securities and Investments Commission (ASIC) or any other foreign regulator). The distribution of this Presentation outside Australia may be restricted by law and you should observe any such restrictions. Any failure to comply with such restrictions may constitute a violation of applicable securities laws. In particular, this Presentation may not be distributed or released in the United States. This Presentation is not and should not be considered, and does not purport to contain, an offer, invitation, solicitation or recommendation with respect to the purchase or sale of any Chess Depositary Interests (CDIs) in Marley Spoon, any shares in MSG or other securities in any jurisdiction.

This Presentation does not and does not purport to contain all information necessary to make an investment decision, is not intended as investment or financial advice (nor tax, accounting or legal advice), must not be relied upon as such and does not and will not form any part of any contract or commitment for the acquisition of CDIs or other securities. Any decision to buy or sell securities or other products should be made only after seeking appropriate financial advice. This Presentation is of a general nature and does not take into consideration the investment objectives, financial situation or particular needs of any particular investor. Any investment decision should be made solely on the basis of your own enquiries. Before making an investment in the Company, you should consider whether such an investment is appropriate to your particular investment objectives, financial situation or needs. The Company is not licensed to provide financial product advice in respect of its securities. An investment in the Company's securities is subject to known and unknown risks, some of which are beyond the control of the Company and its directors. The Company does not guarantee any particular rate of return or the performance of the Company nor does it guarantee any particular tax treatment.

Disclaimer (cont.)

Financial information

All financial amounts contained in this Presentation are expressed in EUR, unless otherwise stated. A number of figures, amounts, percentages, estimates, calculations of value and fractions in this Presentation are subject to the effect of rounding. Accordingly, the actual calculation of these figures may differ from the figures set out in this Presentation and totals may vary slightly due to rounding.

Investors and other readers should be aware that certain financial measures included in this Presentation are 'non-IFRS financial information' under ASIC Regulatory Guide 230: 'Disclosing non-IFRS financial information' published by ASIC and are not recognised under Australian Accounting Standards (AAS) or International Financial Reporting Standards (IFRS). Such non-IFRS financial information financial measures do not have a standardised meaning prescribed by AAS or IFRS. Therefore, the non-IFRS financial information may not be comparable to similarly titled measures presented by other entities, and should not be construed as an alternative to other financial measures determined in accordance with AAS or IFRS. Although the Company believes these non-IFRS financial measures provide useful information to investors and other readers in measuring the financial performance and condition of its business, investors are cautioned not to place undue reliance on any non-IFRS financial information financial measures and ratios included in this Presentation.

Past performance

Past performance is given for illustrative purposes only and should not be relied upon as (and is not) an indication of the Company's views on its future financial performance or condition. Past performance of the Company cannot be relied upon as an indicator of (and provides no guidance as to) the future performance of the Company. Nothing contained in this Presentation nor any information made available to you is, or shall be relied upon as, a promise, representation, warranty or guarantee, whether as to the past, present or future.

Future performance and forward-looking statements

This Presentation contains certain "forward-looking statements". The words "expect", "anticipate", "estimate", "intend", "believe", "guidance", "should", "could", "may", "will", "predict", "plan" and other similar expressions are intended to identify forward-looking statements. Indications of, and guidance on, future earnings and financial position and performance are also forward-looking statements. Forward-looking statements, opinions and estimates provided in this Presentation are based on assumptions and contingencies that are subject to change without notice and involve known and unknown risks and uncertainties and other factors that are beyond the control of the Company, its directors and management. This includes statements about market and industry trends, which are based on interpretations of current market conditions. Forward-looking statements are provided as a general guide only and should not be relied upon as an indication or guarantee of future performance. Actual results, performance or achievements may differ materially from those expressed or implied in such statements and any projections and assumptions on which these statements are based. These statements may assume the success of the Company's business strategies. The success of any of those strategies will be realised (or otherwise) in the period for which the forward-looking statement may have been prepared. Readers are cautioned not to place undue reliance on forward-looking statements and except as required by law or regulation, none of the Company, its representatives or advisers assumes any obligation to update these forward-looking statements. No representation or warranty, express or implied, is made as to the accuracy, likelihood of achievement or reasonableness of any forecasts, prospects, returns or statements in relation to future matters contained in this Presentation. The forward-looking statements are based on information available to the Company as at the date of this Presentation. Except as required by law or regulation (including the ASX Listing Rules and Frankfurt Stock Exchange rules), none of the Company, its representatives or advisers undertakes any obligation to provide any additional or updated information whether as a result of a change in expectations or assumptions, new information, future events or results or otherwise. Indications of, and guidance or outlook on, future earnings or financial position or performance are also forward-looking statements. Individuals should consider any forward-looking statements contained in this Presentation in light of the risks and disclosures contained in this Presentation or otherwise. Any forward-looking statements are based on information available to the Company as at the date of this Presentation and may involve significant elements of subjective judgement and assumptions as to future events which may or may not prove to be correct.

MARLEY SPOON

Company contacts

Fabian Siegel (CEO)
Jennifer Bernstein (CFO)

Investor relations

ir@marleyspoon.com