



MARLEY SPOON

MARLEY SPOON PRESENTATION AT MACQUARIE EMERGING LEADERS CONFERENCE

Berlin, Sydney, 19 June 2019: Attached is the presentation that Marley Spoon (ASX:MMM) Managing Director and Co-Founder of Marley Spoon Australia, Rolf Weber will deliver to investors on Wednesday 19th June 2019 at the Emerging Leaders Forum, hosted by Macquarie Group in Melbourne Australia.

ENDS

About Marley Spoon

Founded in 2014, Marley Spoon is a subscription-based weekly meal kit service that services customers in three primary regions: Australia, United States and Europe (servicing Austria, Belgium, Germany and the Netherlands). As of 31 March 2019, Marley Spoon had over 190,000 active customers across both the Marley Spoon and Dinnerly brands.

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Marley Spoon (ASX.MMM) Macquarie Emerging Leaders Forum 19 June 2019



MARLEY SPOON

is bringing delightful, market-fresh and easy cooking back to the people.



>25,000,000 individual meals delivered



56% revenue growth Q119 vs Q118



~190,000 Active Customers*



91% revenue from repeat customer



Active in 6 countries



>15,000 recipes developed



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Marley Spoon's mission is to make life easier & richer

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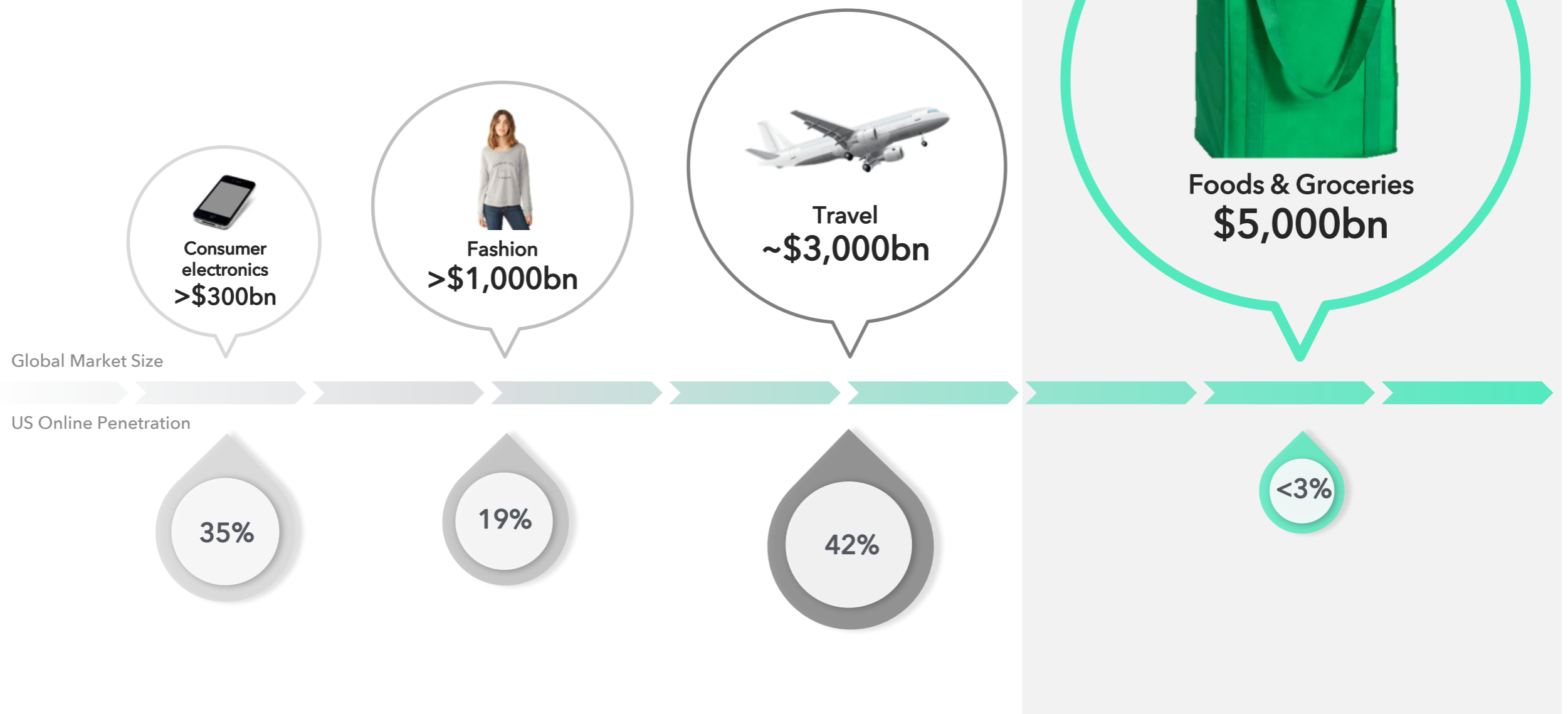
Vertically integrated, direct-to-consumer brand solving an every-day problem for you:
"What are we going to cook tonight?"

We offer an unrivaled value proposition to our customers



A historic opportunity

Groceries is the last historic opportunity in eCommerce - and the biggest



- Low Stock Keeping Unit
- No Retail Footprint
- Low food waste



Agriculture's huge environmental impact

70%

Total freshwater

44%

Methane emissions*

70%

Nitrous oxide emissions*



* Methane is 36x more potent than CO₂, Nitrous oxide is 298x more potent than CO₂

OECD; World Bank; EPA

Marley Spoon is a Source-to-order Supply Chain

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Customer acquisition
Strong number of referrals and marketing strategy



Customer data insight
Enabling customer-centric menu creations



Preference for direct sourcing
Ingredients from producers with others from trusted suppliers



Efficient in-house "source-to-order" manufacturing
Focused on excellence using standardised processes



Outsourced logistics
For fast 'long haul' and 'last mile' delivery to customers



Happy customers
From quality meal kits and care supporting customer retention

Data driven marketing and product development

Simple supply chain ... in-house manufacturing ... outsourced logistics

Customer satisfaction

Flexibility, choice and variety

2-6

portions per recipe

2-5

meals per week

12-20

recipes per week

Competitive landscape

Marley Spoon is serving the market for "weeknight" cooking

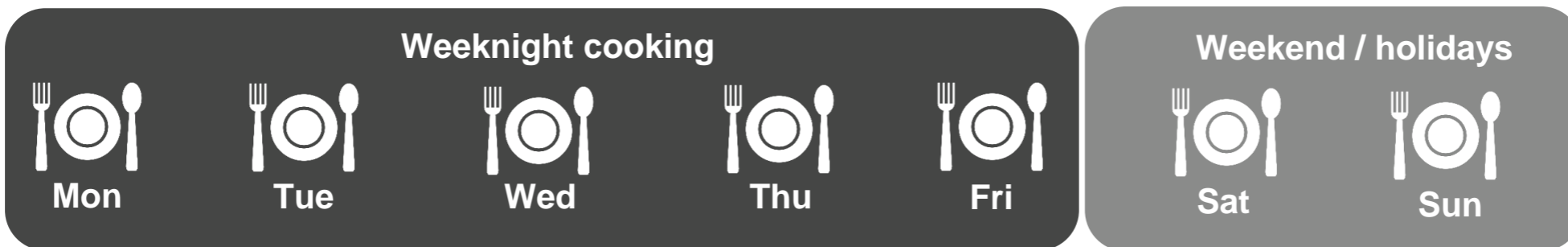
US Market Size
2017

Supermarkets



US\$612bn¹
Perishable food sales amount to approximately US\$206.69bn¹

Meal kits



Takeout/
delivery



US\$16.5bn³

- 9 out of 10 adults cook
- 70% > 3 times a week

- Average MS customer cooks 5 x per week
- Average MS order is 7 portions

¹ Statista, "U.S. Supermarkets - Statistics & Facts", 2018.

² Market research publisher Packaged Facts, "Meal Kit Delivery Services in the U.S., 2nd Edition," July 2017.

³ Statista, "Online Food Delivery", 2019.

FY18 CAC & unit economics are attractive



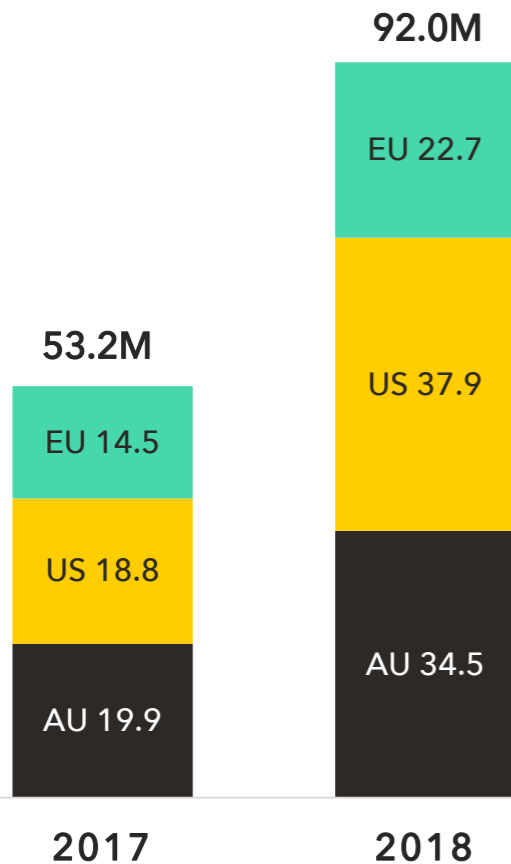
More attractive unit economics than most other e-commerce models

Note: The chart above show Marley Spoon's average customer acquisition cost globally for 2018 (grey column), and the contribution margin after 6 months, and then cumulative in following periods to illustrate lifetime value for various time periods (green columns). The charts reflect 42 months of actual from July 2015 to December 2018.

FY18 Strong performance on all key growth metrics

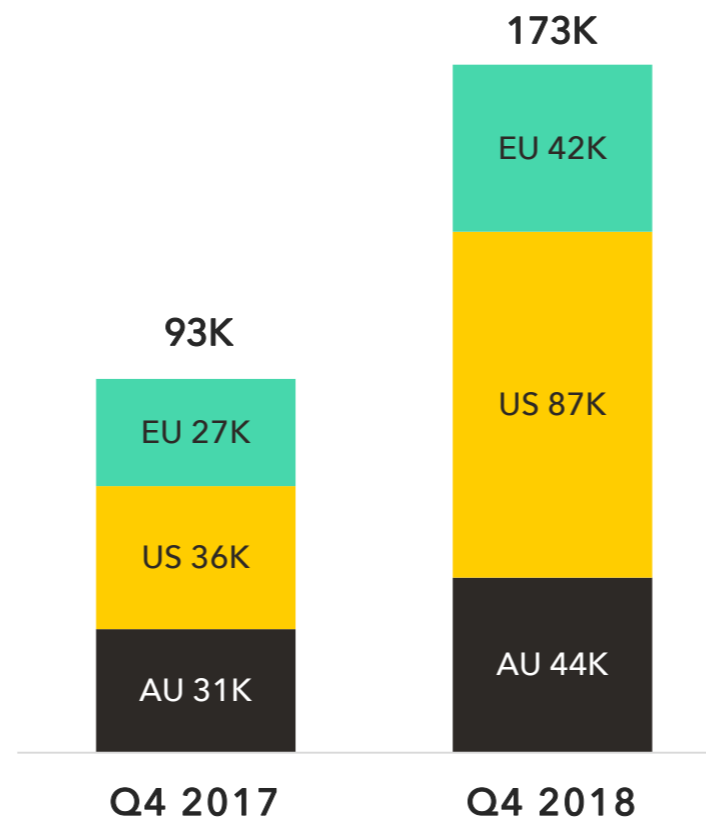
Revenue (€ millions)

+78%
ex FX



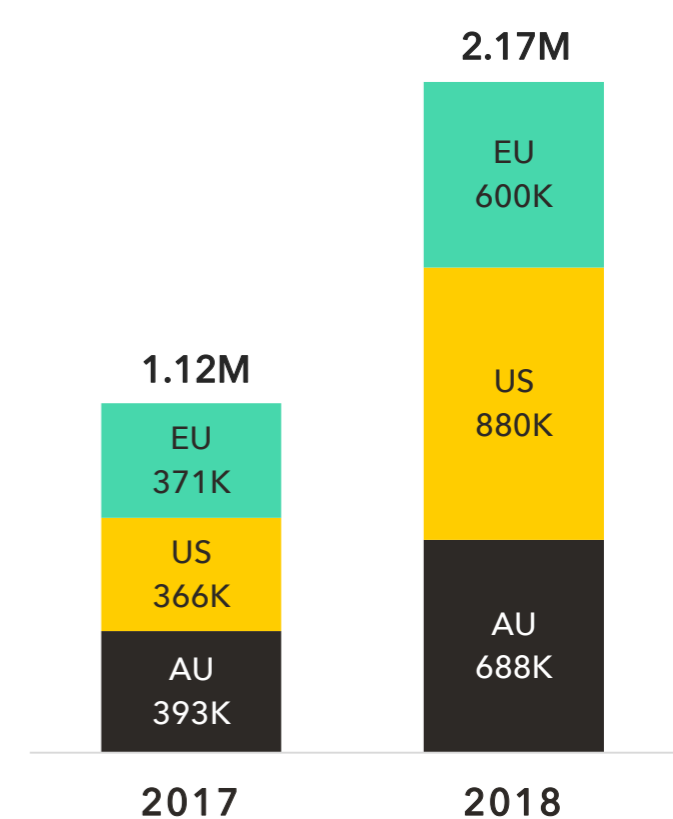
Active customers

+86%



Total orders

+93%



- **Average order size*** at €49.6 ex FX from €52.8 in 2017 ... due to increased sales of Dinnerly (lower price point)... portions per order stable at 7 year on year
- **Good acquisitions momentum** in Q3 and early Q4 ... significant revenue tailwind for 2019
- **Stable CPA** at €66 for CY2018, prior year €67 ... underscores overall market size and opportunity

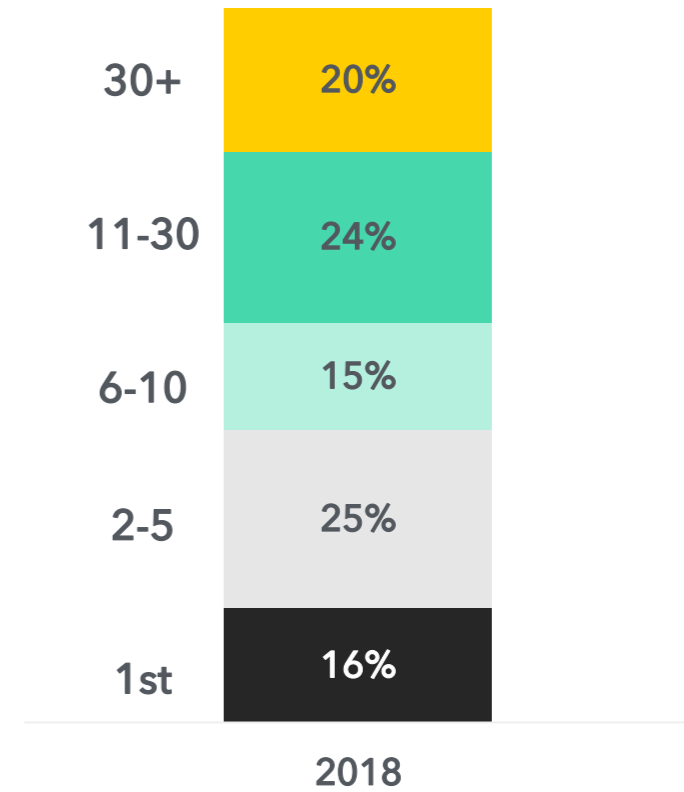
*Gross basis, before all vouchers, credits and discounts

Revenue from repeat customers



- Business model with exceptionally high repeat customer revenue share
- Slight decrease year on year due to strong Dinnerly growth, which was only launched in the US in Aug '17 ... AU Mar '18

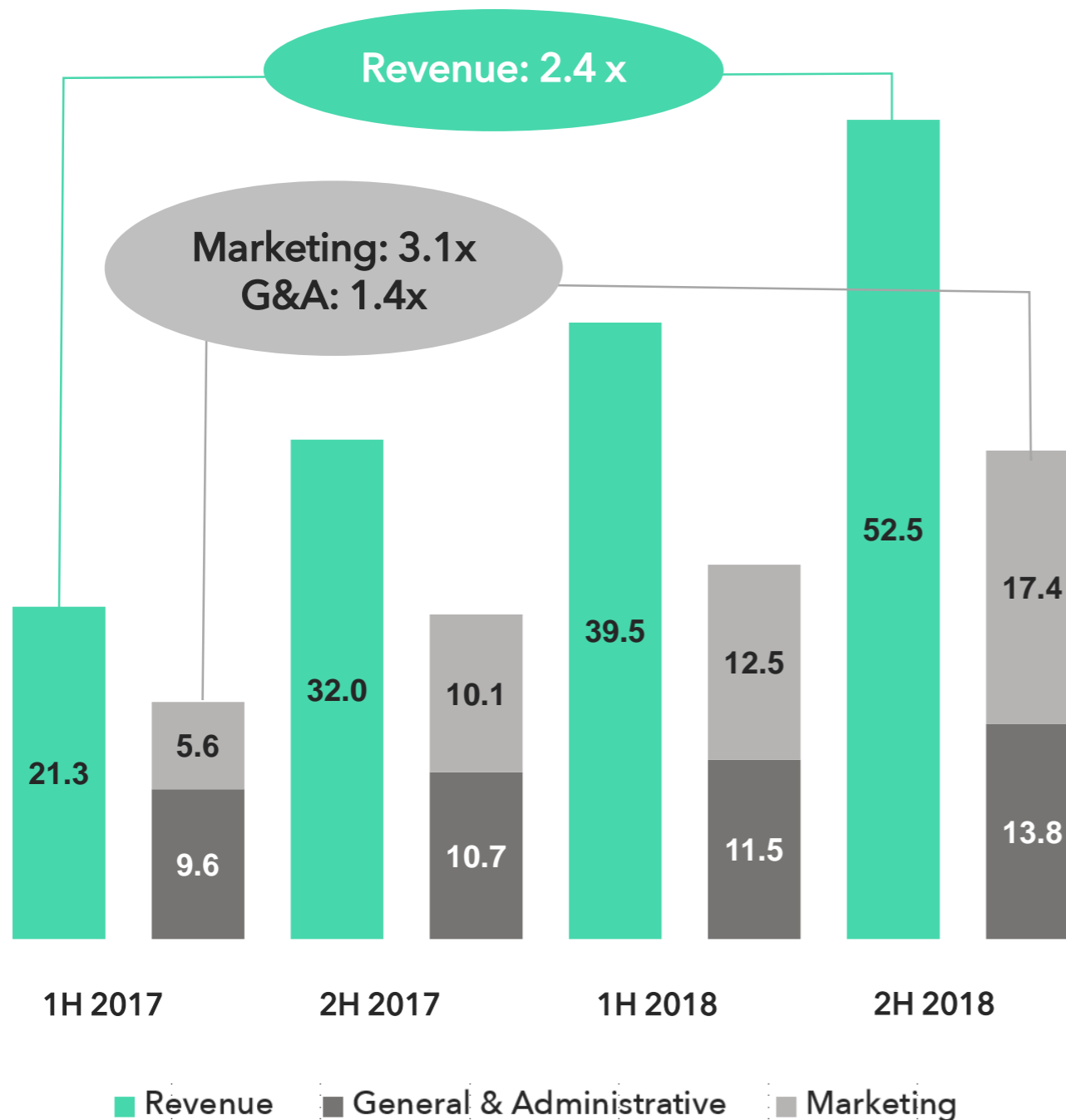
Orders breakdown by ordinal



- Only 16% of revenue from incentivized 1st time customers
- ~60% with customers in "steady 6+ state"
- Almost half of revenue with customers who have 10 or more orders

Consistently high repeat % despite strong topline growth ... higher than other e-commerce models ... most revenue with very loyal customers ... both measures stable over time

Marketing and G&A vs. revenue (EUR in millions)



Key developments

- Deploying 3x marketing at stable CACs ... testament to market size and channel mix
- Higher customer acquisition numbers in late Q3 and early Q4 ... significant tailwind for 2019 revenue growth
- While revenue grew 2.4x between 1H 2017 and 2H 2018, G&A just up by 1.4x ... operational leverage
- Company continues to show discipline in managing costs

**Revenue
€29.5M
ex FX**

An increase of 56% on the previous corresponding quarter (PCP), Q1 2018
AU grew 34% and EU 26%

**US sales
up 107%**

US sales continue to grow rapidly - up 107% YOY
due to a successful two-brand strategy

**US CM
+9pts
21%**

Significant contribution margin improvements in US - +9pts (+75%) to 21%;
guidance on CM is expected to reach mid - high 20s

**Cash
~€9M**

Continued focus on cash burn reduction
Cash balance remained stable in Q1

**Profitable
by 2020**

Guidance re-affirmed for business to be profitable on an operating EBITA level
by 2020

1 Operating EBITDA means earnings before interest, tax, depreciation and amortisation, excluding non-cash share based expenses, significant items of income and expenditure that are the result of an isolated, nonrecurring event such as certain impairments, and intercompany charges

New production technology now commissioned

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New manufacturing equipment commissioned in Netherlands in January 2019

Roll-out globally in 2019



Key elements of partnership

- Five-year strategic partnership focused on growing the Marley Spoon and Dinnerly brands in Australia
- A\$30.5 million investment in structured debt and equity
- Supports the marketing of Marley Spoon and Dinnerly subscriptions for home-delivered meal kits to its customer base

Benefits for Marley Spoon

- Benefit from access to Woolworths' large customer base, sourcing and supply chain
- Potential to substantially grow the Marley Spoon and Dinnerly customers and revenue and further improve contribution margins
- Both partners incentive to grow Marley Spoon and Dinnerly in Australia

Benefits for Woolworths

- Access to valuable insights from Marley Spoon's manufacturing, distribution and market experience
- Exposure to the high-growth ready-to-cook meal kits segment



Continuous operation improvements

- Contribution margin in US to 21%
- On track for mid-to-high 20s in 2019 on a global basis
- US East Coast manufacturing centre relocation to Texas - continued purchasing scale benefits
- EU... closed down German production site and relocated to Netherlands, as well as centralising customer communications with new shared facility in Portugal



Measured growth planned for 2019 as company transitions towards break-even

- On target to reach profitability at operating EBITDA level by 2020
- Strategy of measured, disciplined growth in 2019
- Continued margin improvement and G&A cost control key to achieving profitability



Increased choice and taste profiling to drive innovation and customer satisfaction

- 20 menu choices translating to higher sales per customer
- Manufacturing 150 items and able to unlock the right recipes from our customer data collection
- Rolled out in all regions by the end of Q1 2019... will continue to drive more choice

Conference Offer
Meal Kit voucher when
you join the the email
distribution

Company Contacts

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Investor Relations

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