



MARLEY SPOON

CORPORATE GOVERNANCE STATEMENT 2022

ABN 625 684 068





Marley Spoon AG (**Company** or **Marley Spoon** and together with its subsidiaries **Group**) is committed to ensuring that its Corporate Governance framework meets and exceeds the requirements set out in the ASX Corporate Governance Council's Principles and Recommendations 4th Edition (**Governance Principles**).

Marley Spoon is a German stock corporation (*Aktiengesellschaft, AG*) with its headquarters in Berlin, Germany, registered with the Commercial Register of the local court (*Amtsgericht*) Charlottenburg under HRB 195994 B. The Company was originally formed as a German limited liability company (*Gesellschaft mit beschränkter Haftung, GmbH*) and was transformed into a German stock corporation effective as of 2 May 2018. On 19 April 2018, Marley Spoon was registered in Australia as a foreign company under the *Corporations Act 2001* (Cth).

The main constituent document of Marley Spoon is its constitution (*Satzung*) and the corporate governance policies and practices described below are those that have been in place since the Company's listing on the ASX on 2 July 2018 or as at the date(s) stated in this report, as applicable.

Consistent with the Company's commitment to transparency in its dealings with stakeholders, this Corporate Governance Statement (**Statement**) sets out a description of the Company's main corporate governance practices and has been prepared by reference to each recommendation contained in the Governance Principles.

In this Statement, all references to:

- (a) the Board are references to the Supervisory Board (*Aufsichtsrat*) of the Company;
- (b) Directors are references to the members of the Supervisory Board of the Company;
- (c) the Management are references to the Management Board (*Vorstand*) of the Company;
- (d) Security Holders are references to both shareholders (*Aktionäre*) and CDI holders of the Company; and
- (e) the Company's website are to <https://ir.marleyspoon.com>.

This Statement was approved by the Company's Board on 27 February 2023 and is current as at that date.

Principle 1: Lay solid foundations for management and oversight

Recommendation 1.1 – Roles and responsibilities of the board – Adopted

A listed entity should have and disclose a board charter setting out:

- (a) the respective roles and responsibilities of its board and management; and*
- (b) those matters expressly reserved to the board and those delegated to management.*

The Company is subject to the German Stock Corporation Act (*Aktiengesetz*) (**GSCA**) and other applicable German laws. In accordance with the GSCA, the Company has a two-tier board system (unlike Australian companies). There is a Supervisory Board (**Board**) (comprised of non-executive directors, from an Australian perspective) and a Management Board (**Management**) (comprised of executive directors, from an Australian perspective). These boards are separate, and an individual may not be a member of both.

The Board consists of four members, including one chairman and one deputy chairman. The Board is responsible for appointing and removing the members of the Management. The role of the Board is to advise and supervise the Management and ensure that the activities of the Management comply with the Company's constitution, the Rules of Procedure of the Management and with legal and regulatory requirements. The Board is responsible for reviewing and approving the annual accounts of the Company and the group and the annual budget and for reviewing systems for managing risk. The Board operates under a formal [charter](#) (**Charter**), which can be found on the Company's [website](#).

The Management is composed of the Chief Executive Officer (**CEO**), the Chief Financial Officer (**CFO**) and the Chief Operating Officer (**COO**).

The GSCA delegates to the Management the overall responsibility for the management of the Company.

Accordingly, the Management has the authority to represent and bind the Company vis-à-vis third parties. The Management focuses in particular on the Company's day-to-day business, strategic management, finances, resource allocation, risk management and control. It acts in accordance with applicable law, the Company's constitution and the Rules of Procedure of the Management that are enacted by the Board making certain transactions subject to its prior consent.

Recommendation 1.2 – Appointment and re-election of directors – Adopted

A listed entity should:

- (a) *undertake appropriate checks before appointing a director or senior executive or putting someone forward for election as a director; and*
- (b) *provide security holders with all material information in its possession relevant to a decision on whether or not to elect or re-elect a director.*

All Board appointments have been made following a formal process including the identification of suitable candidates, interviews and background checks covering the candidate's character, experience, employment history, qualifications, criminal history, bankruptcy and disqualification status. Christian Gisy was appointed to the Board by the commercial register of the Company for a period terminating at the end of the Company's annual general meeting in 2023; each other member of the Board was elected for a period terminating at the end of the Company's annual general meeting in 2024. Members of the Board may resign and stand for re-election prior to that date, for example, to assist the Company to comply with the director rotation requirements of the ASX Listing Rules.

On an ongoing basis, before Board candidates are selected, the Board's Nomination and Remuneration Committee (**NRC**) develops selection criteria, having regard to the necessary and desirable competencies of members of the Board, its current collective skills and competencies and its existing and future skills requirements, and identifies suitable candidates and makes recommendations to the Board in relation to their appointment. The NRC takes into consideration the skills, experience and expertise of potential candidates in making recommendations regarding their suitability. Candidates are required to disclose their other commitments and confirm that they are able to dedicate sufficient time to their duties.

The NRC is responsible for conducting appropriate checks into a candidate's background and experience and, where relevant, for disclosing to the Board and to Security Holders whether those checks have revealed any information of concern.

Prior to the Company's annual general meeting, Security Holders are provided with the information necessary to assist them to make an informed decision on all Directors standing for election or re-election. Directors are re-elected in accordance with the Company's constitution and the ASX Listing Rules.

Recommendation 1.3 – Agreements with directors and senior managers – Adopted

A listed entity should have a written agreement with each director and senior executive setting out the terms of their appointment.

The members of the Board have entered into formal letters of appointment which confirm the term of the appointment, remuneration, the role and responsibilities and the Company's expectations of each Director as members of the Board. The letters of appointment contain provisions which confirm rights of access to certain books and records of the Company, indemnity and insurance arrangements, ongoing confidentiality obligations and the Company's policy on when directors may seek independent professional advice at the expense of the Company. The letters of appointment also contain terms requiring members of the Board to:

- disclose any interests or any matters which could affect a director's independence;
- comply with key corporate policies including the Company's Code of Conduct, Anti-Bribery and Corruption Policy and Securities Trading Policy; and
- notify the Company of, or to seek approval before accepting, any new role that could impact upon the time commitment expected of the Director or give rise to a conflict of interest.

The members of the Management have detailed service agreements which take into account general market practice as well as the requirements of the GSCA. These agreements provide for the service term, remuneration and termination of the relevant executive, along with other relevant provisions. All other senior executives are each party to employment contracts with the Company or a local subsidiary, or signed offer letters with accompanying employee handbooks. These documents set out the relevant remuneration and employment benefits, role descriptions and related employment terms.



Recommendation 1.4 – Accountability of the company secretary – Adopted

The company secretary of a listed entity should be accountable directly to the board, through the chair, on all matters to do with the proper functioning of the board.

The Board's [charter](#) provides that it is tasked with the responsibility of assessing appropriate company secretarial functions, and if desired approving the appointment of a person or organisation to perform those functions and any replacement thereof. Dr. Mathias Hansen (General Counsel) has been appointed to act in a company secretarial role.

Recommendation 1.5 – Diversity policy – Adopted

A listed entity should:

- (a) have and disclose a diversity policy;*
- (b) through its board or a committee of the board set measurable objectives for achieving gender diversity in the composition of its board, senior executives and workforce generally; and*
- (c) disclose in relation to each reporting period:*
 - (1) the measurable objectives set for that period to achieve gender diversity;*
 - (2) the entity's progress towards achieving those objectives; and*
 - (3) either:*
 - (A) the respective proportions of men and women on the board, in senior executive positions and across the whole workforce (including how the entity has defined "senior executive" for these purposes); or*
 - (B) if the entity is a "relevant employer" under the Workplace Gender Equality Act, the entity's most recent "Gender Equality Indicators", as defined in and published under that Act.*

If the entity was in the S&P/ASX 300 Index at the commencement of the reporting period, the measurable objective for achieving gender diversity in the composition of its board should be to have not less than 30% of its directors of each gender within a specified period.

The Company has adopted a [Diversity, Equity and Inclusion Policy \(Policy\)](#), of which a copy is available on its [website](#). This Policy is intended to set out the guiding principles and practices which underpin the Company's approach to developing and maintaining a diverse workplace.

The Policy provides that the Company's Management is responsible for reviewing and reporting on the Company's progress towards achieving the measurable objectives set under this Policy for the named year (2022), and additionally disclosing details of the measurable objectives set under the Policy for the subsequent financial year (2023).

In 2022, the Company continued to improve diversity and inclusion by further focusing on equity, i.e. the fair treatment, access, and opportunity to advance for all people. The Company is committed to developing and maintaining an inclusive workplace that embraces and celebrates diversity. Marley Spoon recognises that diversity improves its ability to attract, motivate and engage, develop and retain the best talent, create an engaged workforce, deliver the highest quality services to its customers and continue to grow the business.

Rather than formally setting numerical objectives, the Company has set out its goals in this area in its Policy, and focussed on achieving these goals in practice, as evidenced by the following levels of representation as of 31 December 2022:

- The proportion of female Directors on the Board: 50% (the Chairman of the Supervisory Board is female)
- The proportion of female employees in Senior Executive positions: 37.5%
- The proportion of female employees globally: 55.1%

For the above purposes, Marley Spoon defines "senior executive" to comprise the Company's management team, i.e., the Management, the other members of the Executive Team, and the General Counsel.

The Board has a continued focus on diversity at all levels; for example, the Board gives due consideration to gender diversity when discussing succession planning. The Board also gives consideration to other diversity factors (in addition to gender) when considering the composition of the Board. The Board recognises the value of having Directors of different ages, genders, ethnicities and backgrounds to bring different perspectives and viewpoints.



In 2023, the Company will continue to create an inclusive workplace that embraces and promotes diversity, equity and inclusion as part of the corporate culture. In addition to transparently communicating demographic information and maintaining strong representation, the Company will also continue to focus on accessibility, development, education and fostering inclusive leadership. The Company's principles and values continue to reflect its commitment to creating an inclusive and great place to work, where each individual is valued for their uniqueness.

Recommendation 1.6 – Evaluation of the performance of the board, its committees and individual directors – Adopted

A listed entity should:

- (a) have and disclose a process for periodically evaluating the performance of the board, its committees and individual directors; and*
- (b) disclose for each reporting period whether a performance evaluation has been undertaken in accordance with that process during or in respect of that period.*

The Board is committed to enhancing its effectiveness through performance management and review. The Board's [Charter](#) provides for the periodic evaluation and review of its own performance (including against the requirements of its Charter), as well as the performance of its committees, individual members of the Board and the Management, against both measurable and qualitative indicators.

In the relevant reporting period, as part of the onboarding process for Christian Gisy, the Board has conducted a review of its composition based on the skills of the Board and the future needs of the Company. A formal review of Board performance took place in FY21 and was acted upon.

Recommendation 1.7 – Evaluation of the performance of senior executives – Adopted

A listed entity should:

- (a) have and disclose a process for evaluating the performance of its senior executives at least once every reporting period; and*
- (b) disclose for each reporting period whether a performance evaluation has been undertaken in accordance with that process during or in respect of that period.*

The Company has a performance review process for all staff, which is based on financial measures, operational excellence and personal performance. Financial performance measures are linked to long-term incentives. At this stage, the Company does not offer cash-based short-term incentives.

The performance evaluation of members of the Management was conducted during the reporting period. The performance of the CEO is reviewed on an annual basis, by the Chair of the Supervisory Board, including during the reporting period.

The CEO was re-appointed for another 3 years in December 2020. The CFO joined the Management in October 2020 and her performance has been evaluated by the CEO in the relevant reporting period. The COO joined the Management in December 2021 and his performance has been evaluated by the CEO in the relevant reporting period.

Principle 2: Structure the board to be effective and add value

The constitution of the Company provides that there will be four directors on the Board. At the date of this Statement, the Board is comprised of the following independent Directors:

- Ms. Deena Shiff (Chair) (re-appointed June 2021)
- Ms. Robin Low (re-appointed June 2021)
- Mr. Roy Perticucci (appointed June 2021)
- Mr. Christian Gisy (appointed August 2022)

Directors' details, including details of their directorships in other listed entities and experience can be found on the Company's [website](#).

The ultimate responsibility for the supervision of the Management rests with the Board. However, the Board may delegate the discharge of some of its responsibilities to committees, in accordance with the Company's constitution and applicable law.

The Board has established the following standing committees, which assist it in the execution of its responsibilities:

- Audit and Risk Committee (**ARC**); and
- Nomination and Remuneration Committee (**NRC**).

Each of these committees operate in accordance with specific charters approved by the Board, which can be found on the Company's [website](#). The composition and effectiveness of the committees is reviewed on a periodic basis.

The number of scheduled Board and committee meetings held during the year ended 31 December 2022 and the number of meetings attended by each Director is set out in section 2.4 of the Directors' Report, page 27 of the Annual Report.

Recommendation 2.1 – Nomination committee – Adopted

The board of a listed entity should:

(a) have a nomination committee which:

(1) has at least three members, a majority of whom are independent directors; and

(2) is chaired by an independent director,

and disclose:

(3) the charter of the committee;

(4) the members of the committee; and

(5) as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or

(b) if it does not have a nomination committee, disclose that fact and the processes it employs to address board succession issues and to ensure that the board has the appropriate balance of skills, knowledge, experience, independence and diversity to enable it to discharge its duties and responsibilities effectively.

The Board has established a Nomination and Remuneration Committee (**NRC**) which operates under a [charter](#) approved by the Board (**NRC Charter**). This charter can be found on the Company's [website](#). Details of the composition of the NRC, along with details of the number of meetings of the committee held during the year and the attendees at those meetings, are outlined above.

Recommendation 2.2 – Board skills matrix – Adopted

A listed entity should have and disclose a board skills matrix setting out the mix of skills that the board currently has or is looking to achieve in its membership.

The Company seeks to have members of the Board with an appropriate range of skills, knowledge, experience, independence and diversity, and an understanding of, and competence to deal with, current and emerging issues relevant to the business of the Company.

A board skills matrix has been developed to determine if the skills of the Board reflect the range of skills the Board requires. During the reporting period, Mr. Christian Gisy joined the Board as new Chair of the NRC, extending the Board's German governance skills and scale up experience. The Company intends to disclose an updated skills' matrix in due course in 2023 reflecting the above.



Recommendation 2.3 – Disclosure of independence of directors – Adopted

A listed entity should disclose:

- (a) the names of the directors considered by the board to be independent directors;*
- (b) if a director has an interest, position or relationship of the type described in Box 2.3 but the board is of the opinion that it does not compromise the independence of the director, the nature of the interest, position or relationship in question and an explanation of why the board is of that opinion; and*
- (c) the length of service of each director.*

The Board assesses the independence of each member in light of interests disclosed by them at least annually. Each member must provide the Board with all relevant information. If a member's interests, positions, or relationships change, the assessment should be made as soon as practicable after the Board becomes aware of the change. If the Board determines that a member's independent status has changed, that determination will be disclosed to the market in a timely manner.

The Company considers an independent director to be a Board member who is not a member of the Company's management and who is free of any business or other relationship that could materially interfere with, or could reasonably be perceived to interfere with, the independent exercise of his or her judgment.

The Board considers the materiality of any given relationship on a case-by-case basis, having regard to both quantitative and qualitative principles.

All of the Directors that form the Board have been determined as being independent as at 31 December 2022. The rationale for this determination is that the Directors are non-executives, not substantial Security Holders, conduct themselves at arms' length in their engagement with the Company and bring their considerable skill set to bear on matters before the Board.

In order to facilitate independent judgment in decision-making, each Director has the right to seek independent professional advice at the Company's expense, following consultation with the Chair.

Recommendation 2.4 – Majority independent directors – Adopted

A majority of the board of a listed entity should be independent directors.

Based on the Company's current assessment, the Board is composed entirely of independent directors. The term of office held by each Director at the date of this Statement is outlined above.

Recommendation 2.5 – Independent chair – Adopted

The chair of the board of a listed entity should be an independent director and, in particular, should not be the same person as the CEO of the entity.

The Chair, Ms. Deena Shiff, is a member of the Board, a position equivalent to that of non-executive director. The Board has determined that, having regard to the principles set out above, Ms. Shiff is considered an independent director.

The duties of the Chair and the CEO are carried out by separate people.



Recommendation 2.6 – Induction and development of directors – Adopted

A listed entity should have a program for inducting new directors and for periodically reviewing whether there is a need for existing directors to undertake professional development to maintain the skills and knowledge needed to perform their role as directors effectively.

A Director induction program is in place and Directors are expected to participate in this induction and orientation program on appointment. In addition, industry updates and briefings are regularly provided to the Board, to ensure they are informed about developments within the Company and the industry in which it operates.

Principle 3: Instil a culture of acting lawfully, ethically and responsibly

Recommendation 3.1 – Articulation and disclosure of values – Adopted

A listed entity should articulate and disclose its values.

The Board is responsible for approving the Company's statement of values and has delegated responsibility to the Management to inculcate those values across the Company. Core values of the Company are incorporated in its [Code of Conduct](#) and its [Diversity, Equity and Inclusion Policy](#), copies of which are available on its [website](#).

Recommendation 3.2 – Code of conduct – Adopted

A listed entity should:

- (a) have and disclose a code of conduct for its directors, senior executives and employees; and*
- (b) ensure that the board or a committee of the board is informed of any material breaches of that code.*

The Company is committed to acting honestly and with integrity in all its dealings and to act ethically and responsibly. The Board has adopted a [Code of Conduct \(Code\)](#) which sets out the values, commitments, ethical standards and policies of the Company and outlines the standards of conduct expected of its business and people, taking into account the Company's legal and other obligations to its stakeholders. The Management has endorsed the Code.

The Code applies to all members of the Management, all members of the Board, as well as all employees and all other persons that act on behalf of the Company.

The Management is responsible for informing the Board of any material breaches of the Code.

A copy of the Code can be found on the Company's [website](#).

Recommendation 3.3 – Whistleblower policy – Adopted

A listed entity should:

- (a) have and disclose a whistleblower policy; and*
- (b) ensure that the board or a committee of the board is informed of any material incidents reported under that policy.*

Marley Spoon provides a work environment with flat hierarchies, encouraging transparency and open communication. Employees are encouraged to approach their team leader, or the Management directly, in case they feel that matters are not handled in a fair or ethical way. Marley Spoon has a [Whistleblower Policy](#), a copy of which is available on its [website](#). All matters are reviewed by the Company's General Counsel and a specialized case handler of the HR department, who responds appropriately on a case-by-case basis.

Recommendation 3.4 – Anti-bribery and corruption policy – Adopted

A listed entity should:

- (a) have and disclose an anti-bribery and corruption policy; and
- (b) ensure that the board or a committee of the board is informed of any material breaches of that policy.

Marley Spoon's [Code](#) provides a strict policy on anti-bribery and gifts. In particular, no Director, officer or employee must (a) offer secret commissions or bribes to further business interests and (b) accept any money or opportunity or other benefit which could be interpreted as an inducement, secret commission or bribe. Care must be exercised in accepting hospitality, entertainment or gifts over and above that required for the normal conduct of business or which may compromise impartiality. All dealings with politicians and government officials which relate to Marley Spoon and its business activities must be conducted at arm's length and with the utmost professionalism, to avoid any perception of attempts to gain advantage or to improperly influence the outcome of an official decision.

The Management is responsible for informing the Board of any material breaches of its anti-bribery and corruption policy.

Principle 4: Safeguarding the integrity of corporate reports

Recommendation 4.1 – Audit committee – Adopted

The board of a listed entity should:

- (a) have an audit committee which:
 - (1) has at least three members, all of whom are non-executive directors and a majority of whom are independent directors; and
 - (2) is chaired by an independent director, who is not the chair of the board,
- and disclose:
- (3) the charter of the committee;
 - (4) the relevant qualifications and experience of the members of the committee; and
 - (5) in relation to each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or
- (b) if it does not have an audit committee, disclose that fact and the processes it employs that independently verify and safeguard the integrity of its corporate reporting, including the processes for the appointment and removal of the external auditor and the rotation of the audit engagement partner.

An independent Audit and Risk Committee (**ARC**) has been established as a standing committee by the Board. The role of the ARC is to assist the Board in carrying out its accounting, auditing and financial reporting responsibilities, including oversight of:

- a. the integrity of the Company's external financial reporting and financial statements;
- b. the appointment, remuneration, independence and competence of the Company's external auditors;
- c. the performance of the external audit functions and review of their audits;
- d. the effectiveness of the Company's system of risk management and internal controls; and
- e. the Company's systems and procedures for compliance with applicable legal and regulatory requirements.



The ARC operates in accordance with a [charter](#) adopted by the Board (**ARC Charter**) and can be found on the Company's [website](#). The ARC Charter sets out the roles and responsibilities as well as the structure and composition of the committee. Pursuant to the ARC Charter the responsibilities of the ARC include:

- review and oversight of the Company's external reporting;
- review and oversight of internal controls and risk management;
- ensuring an effective external audit function and communication between the Board and the external auditor;
- reviewing and updating the Company's key risk profile;
- review and oversight of risk management systems; and
- assessing existing controls that the Management has in place for unusual transactions or transactions with more than an accepted level of risk.

Details of the composition of the ARC, the number of meetings of the ARC held during the year and the attendees at those meetings are outlined in the commentary to Principle 2 above.

The qualifications and experience of the members of the ARC are outlined on the Company's [website](#).

Recommendation 4.2 – Approval of financial statements – Adopted

The board of a listed entity should, before it approves the entity's financial statements for a financial period, receive from its CEO and CFO a declaration that, in their opinion, the financial records of the entity have been properly maintained and that the financial statements comply with the appropriate accounting standards and give a true and fair view of the financial position and performance of the entity and that the opinion has been formed on the basis of a sound system of risk management and internal control which is operating effectively.

In accordance with their responsibilities pursuant to the GSCA, as part of the financial audit process and auditor's review opinion, the CEO and CFO directly declare vis-à-vis the auditors in respect of the 2022 reporting period that, in their opinion, the financial records of Marley Spoon have been properly maintained and that the financial statements comply with the appropriate accounting standards and give a true and fair view of the financial position of the Company and the Group. Based on that CEO / CFO declaration, the audited financial statements are then presented to the Board for review and approval.

Recommendation 4.3 – Disclosure of verification process – Adopted

A listed entity should disclose its process to verify the integrity of any periodic corporate report it releases to the market that is not audited or reviewed by an external auditor.

Marley Spoon's full year reporting and half year reporting is audited and reviewed, as the case may be, by an external auditor. As part of Marley Spoon's quarterly reporting, the Management is expected to declare to the Board in respect of each respective reporting period that, in their opinion, the financial records of Marley Spoon have been properly maintained and that the financial statements comply with the appropriate accounting standards and give a true and fair view of the financial position of the Company and the Group.

The quarterly reports are then presented to the Board for review and approval. Annual directors' reports are verified by the Board, which seeks documents and information from the Management and subject-matter experts where necessary.

Principle 5: Make timely and balanced disclosure

Recommendation 5.1 – Continuous disclosure policy – Adopted

A listed entity should have and disclose a written policy for complying with its continuous disclosure obligations under listing rule 3.1.

The Management has adopted a [Continuous Disclosure Policy](#), which has also been approved by the Board, a copy of which is available on Marley Spoon's [website](#).

The Continuous Disclosure Policy seeks to:

- ensure that the Company, as a minimum, complies with its continuous disclosure obligations under the Corporations Act 2001 (Cth) and the ASX Listing Rules and as much as possible seeks to achieve and exceed best practice;
- provide Security Holders and the market with timely, balanced, direct and equal access to information issued by the Company; and
- promote investor confidence in the integrity of the Company and its securities.

The overarching principle is that the policy is governed by Listing Rule 3.1, which requires the Company to notify ASX immediately of any information that a reasonable person would expect to have a material effect on the price or value of the Company's quoted securities, provided that the information does not fall within the exception to disclosure under the Listing Rules.

Recommendation 5.2 – Material market announcements – Adopted

A listed entity should ensure that its board receives copies of all material market announcements promptly after they have been made.

It is confirmed that the Board receives copies of all material market announcements promptly after they have been made.

Recommendation 5.3 – Pre-release of investor and analyst presentations – Adopted

A listed entity that gives a new and substantive investor or analyst presentation should release a copy of the presentation materials on the ASX Market Announcements Platform ahead of the presentation.

It is confirmed that all investor or analyst presentations are released to the ASX market announcements platform ahead of their presentation.

Principle 6: Respect the rights of security holders

Recommendation 6.1 – Information on website – Adopted

A listed entity should provide information about itself and its governance to investors via its website.

The Company is committed to effective communication with its customers, Security Holders, market participants, employees, suppliers, financiers, creditors, other stakeholders and the wider community. To this end, the Management has adopted a [Communication Policy](#), which has also been approved by the Board.

The Company's [website](#) contains information about itself and the governance of the Company. The website also provides details of the key events on the investor calendar, and notices and documents for the Company's general meetings. The Company further operates an "e-mail alert" system to which investors may subscribe in order to receive notification of updates and ASX market releases.



Recommendation 6.2 – Investor relations program – Adopted

A listed entity should have an investor relations program that facilitates effective two-way communication with investors.

The Company is committed to maintaining direct, open and timely communications with all Security Holders. As noted, the Management has adopted a [Communication Policy](#), which has also been approved by the Board, a copy of which is available on its [website](#).

The Communications Policy seeks to ensure that the Company:

- (a) provides timely and accurate information equally to all Security Holders and market participants regarding the Company, including its financial situation, performance, ownership, strategies, activities and governance; and
- (b) adopts channels for disseminating information that are fair, timely and cost-efficient. Information is communicated to Security Holders through:
 - the publication of the annual and interim financial reports;
 - disclosures to the ASX;
 - notices of general meetings;
 - updates and announcements to inform Security Holders of key matters of interest, as required by law and as it considers appropriate and consistent with good corporate governance;
 - the Company's [website](#);
 - presentations to analysts (which are made available to all Security Holders via the website, subject to protocol); and
 - general meetings.

Recommendation 6.3 – Security holder participation in meetings – Adopted

A listed entity should disclose how it facilitates and encourages participation at meetings of security holders.

The Company's annual general meeting is convened once a year. For general meetings of Security Holders, a detailed agenda setting out resolutions to be considered is included with the notice of meeting.

Security Holders are encouraged to vote on all resolutions and, unless specifically stated otherwise in the notice of meeting, all Security Holders are eligible to vote on all resolutions. Security Holders who cannot attend general meetings in person may lodge a proxy with their instructions on how to vote. Proxy forms may be lodged with the share registry by mail, hand delivery, facsimile or electronically.

The outcome of voting on resolutions at general meetings is released to the market via ASX after the conclusion of the meeting and posted on the Company's [website](#).

As the Company is incorporated in Germany and subject to the requirements of the GSCA, its general meetings are held in Berlin, Germany.

The Company makes provision for Security Holders to follow proceedings via a live transmission webcast.

Recommendation 6.4 – Polls on substantive resolutions – Adopted

A listed entity should ensure that all substantive resolutions at a meeting of security holders are decided by a poll rather than by a show of hands.

Following the GSCA, all resolutions at Marley Spoon's general meetings are decided by a poll. In a first step, Security Holders' votes are registered with the Company's registry service provider Link Market Services. At the meeting, these votes are cast through representatives of the Security Holders by means of clear verbal statements rather than a show of hands. Each voting is recorded and published on Marley Spoon's [website](#).



Recommendation 6.5 – Electronic communications – Adopted

A listed entity should give security holders the option to receive communications from, and send communications to, the entity and its security registry electronically.

All Security Holders have the option to receive communications electronically from, and send communications to, the Company's registry service provider Link Market Services.

Principle 7: Recognise and manage risk

Recommendation 7.1 – Risk committee – Adopted

The board of a listed entity should:

(a) have a committee or committees to oversee risk, each of which:

(1) has at least three members, a majority of whom are independent directors; and

(2) is chaired by an independent director,

and disclose

(3) the charter of the committee;

(4) the members of the committee; and

(5) as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or

(b) if it does not have a risk committee or committees that satisfy (a) above, disclose that fact and the processes it employs for overseeing the entity's risk management framework.

The Board is responsible for overseeing the development, implementation, compliance with and effectiveness of the Company's overall framework of governance and approving and revising as required associated charters and policies, including as they relate to risk management. The Board has established the Audit and Risk Committee (referred to above under the commentary to Principle 2 as ARC) to assist the Board in carrying out its accounting, auditing and financial reporting responsibilities, and risk oversight obligations, including oversight of:

- a. the integrity of the Company's external financial reporting and financial statements;
- b. the appointment, remuneration, independence and competence of the Company's external auditors;
- c. the performance of the external audit functions and review of their audits;
- d. the effectiveness of the Company's system of risk management and internal controls; and
- e. the Company's systems and procedures for compliance with applicable legal and regulatory requirements.

The ARC is responsible for ensuring that the Company has in place an effective risk management system and reviewing the risk management system at least annually to ensure that it continues to be sound, to determine whether there have been any changes in the key risks the Company faces and to ensure the key risks remain within the risk appetite considered appropriate by the Company.

The ARC's current membership and the independence of the members, as well as details of meetings of the committee in 2022, are set out under the commentary to Principle 2 above. A copy of the [ARC Charter](#) is available on the Company's [website](#).



Recommendation 7.2 – Risk management framework – Adopted

The board or a committee of the board should:

- (a) review the entity's risk management framework at least annually to satisfy itself that it continues to be sound and that the entity is operating with due regard to the risk appetite set by the board; and*
- (b) disclose, in relation to each reporting period, whether such a review has taken place.*

The ARC reviews and assesses the Company's risk management framework annually and reviews the implementation, management and maintenance of appropriate enterprise-wide risk management systems, policies and procedures, reporting protocols and internal controls. Particular emphasis is given by the ARC to ensuring that the Management is operating within the boundaries of the risk appetite articulated by the Board. A review as described was carried out for the period ending 31 December 2022.

Recommendation 7.3 – Internal audit function – Adopted

A listed entity should disclose:

- (a) if it has an internal audit function, how the function is structured and what role it performs; or*
- (b) if it does not have an internal audit function, that fact and the processes it employs for evaluating and continually improving the effectiveness of its governance, risk management and internal control processes.*

Marley Spoon has not formally established an internal audit function yet. However, the ARC will continually review and assess if and when the adoption of an internal audit function is appropriate. Whereas every member of the Marley Spoon team is expected to foresee and mitigate risks, the Management of Marley Spoon bears overall responsibility for the establishment of an effective risk management system. Under the Management's Schedule of Responsibilities (*Geschäftsverteilungsplan*), Jennifer Bernstein (CFO) is responsible for overseeing the risk management system. She is supported by the Company's General Counsel and the Head of Corporate Finance and Head of Strategy. As with its other responsibilities, the Management is advised and supervised by the Board in relation to the effectiveness of the internal control system and overall risk management.

Given the importance of this matter, the Board has established the ARC as a standing committee. The ARC has responsibility for overseeing the effectiveness of the internal controls. As set out in the ARC Charter, the ARC is also responsible for conducting, after having consulted with the Management, investigations of breaches or potential breaches of these internal controls. The ARC is chaired by Ms. Robin Low.

Recommendation 7.4 – Environmental and social risks – Adopted

A listed entity should disclose whether it has any material exposure to environmental or social risks and, if it does, how it manages or intends to manage those risks.

Marley Spoon is focused on creating the foundation for a long-term, sustainable business which is respected, supported and welcomed wherever it operates. The health, safety, environmental and social aspects of the business are vital to Marley Spoon, which recognises that it faces risks which, if they materialized, could have a negative impact on our customers and relationships, our team, operations and the reputation of the Company.

Environmental risks

Marley Spoon recognises that its business has the potential to impact the health of the ecosystems in which it operates over the long term, and that a failure to address such risks could ultimately damage the Company's reputation and cause a decrease in demand for its products. Marley Spoon is endeavoring to manage this potential impact in a range of ways, in particular by identifying ways to increase its renewable energy usage, maximizing the proportion of recyclable packaging it uses, implementing tools to reduce its carbon footprint and further reducing its waste and food waste. Furthermore, the increasing frequency of extreme weather events and natural disasters poses an ongoing operational risk to the business; flooding, bushfires, ice storms and similar occurrences can hamper the Company's ability to receive supplies and make deliveries to customers. While Marley Spoon has limited control over such events, the Company seeks to manage this risk by proactively engaging with suppliers and customers when necessary and increasing monitoring and appropriate insurance policies. Furthermore, Marley Spoon is aiming to align TCFD (Task Force on Climate-Related Financial Disclosures) recommendations into its future sustainability reporting.



Social risks

Social sustainability is the ability of an entity to continue operating in a manner that meets accepted social norms and needs over the long term. With employees spread across five countries and customers in eight, Marley Spoon is exposed to a range of potential risks relating to occupational health and safety, modern slavery and other social risks. The Company has appointed a dedicated Global Head of Sustainability who reports directly to the CEO. This role involves the implementation, improvement and management of policies and programs to understand, manage and minimize compliance, health, safety, environment, social and operational risk across the organization, together with all responsible stakeholders of each department of Marley Spoon. In respect of its Australian business, Marley Spoon published its first Modern Slavery Statement, for 2020, setting out how it manages the risk of worker exploitation in its supply chain. Its third Modern Slavery Statement, for 2022, will be submitted by 30 June 2023.

Marley Spoon's third Sustainability Report, for 2022, will be published in 2023. This report will address in more detail the actions taken by the Company to manage environmental and social risks. The Board oversees the Company's Sustainability Goals, as set out in its annual Sustainability Report.

Principle 8: Remunerate fairly and responsibly

Recommendation 8.1 – Remuneration committee – Adopted

The board of a listed entity should:

- (a) *have a remuneration committee which:*
 - (1) *has at least three members, a majority of whom are independent directors; and*
 - (2) *is chaired by an independent director,*
- and disclose:*
 - (3) *the charter of the committee;*
 - (4) *the members of the committee; and*
 - (5) *as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or*
- (b) *if it does not have a remuneration committee, disclose that fact and the processes it employs for setting the level and composition of remuneration for directors and senior executives and ensuring that such remuneration is appropriate and not excessive.*

The Company has established a Nomination and Remuneration Committee (**NRC**), the purpose of which is to assist and advise the Board on remuneration policies and practices for the Board and members of the Management.

The NRC operates under the [NRC Charter](#) which can be found on the Company's [website](#). Its current membership, meeting attendance and the independence of its members are set out under the commentary to Principle 2 above.

Recommendation 8.2 – Disclosure of remuneration policies and practices – Adopted

A listed entity should separately disclose its policies and practices regarding the remuneration of non-executive directors and the remuneration of executive directors and other senior executives.

The Company's remuneration policies and practices are disclosed in its annual report and are designed to:

- a. enable the Company to attract, retain and motivate members of the Board and the Management who will create value for the Company within an appropriate risk management framework, by providing remuneration packages that are market competitive, performance-based, consistent, transparent and aligned with shareholders' interests;
- b. be fair and appropriate in regard to the performance of the Company and the relevant members of the Board and the Management;
- c. comply with relevant legal requirements;
- d. encourage the creation of an 'Employer of Choice' culture within the Company.

The NRC is tasked with maintaining a clear distinction between the structure of remuneration for members of the Board and members of the Management.

Remuneration of the Management

The Company's remuneration practice is orientated towards the sustainable growth of the Company. A proportion of the Management's remuneration is designed to link rewards to corporate and individual performance (reflecting short and long-term performance objectives appropriate to the Company's circumstances and goals).

The NRC is responsible for developing, reviewing and making recommendations to the Board on the remuneration of the Management, including:

- a. the Company's remuneration framework;
- b. the remuneration packages to be awarded to members of the Management;
- c. incentive compensation, including, equity-based remuneration plans for members of the Management; and
- d. superannuation arrangements for members of the Management.

The compensation of each member of the Management was approved by the Board and consists of an annual fixed gross salary and a long-term incentive, taking into account general market practice as well as legal requirements in accordance with Section 87 GSCA.

Remuneration of Board Members

The remuneration of the members of the Board has to be either set out in the Constitution or be resolved upon by a resolution of a general meeting of Security Holders. Under the ASX Listing Rules, the total amount paid to all members of the Board for their services as members of the Board must not exceed in aggregate in any financial year the amount resolved by the Security Holders in the general meeting (currently €500,000, or A\$795,000).

All Board members receive 100% of their compensation by way of cash. The Board members do not participate in the schemes designed for the remuneration of the Management, nor do they receive bonus payments or any retirement benefits other than statutory superannuation.

Recommendation 8.3 – Policy on participants' hedging of equity-based remuneration scheme – Adopted

A listed entity which has an equity-based remuneration scheme should:

- (a) have a policy on whether participants are permitted to enter into transactions (whether through the use of derivatives or otherwise) which limit the economic risk of participating in the scheme; and*
- (b) disclose that policy or a summary of it.*

The Company has adopted a [Securities Trading Policy](#) which regulates trading in the Company's securities or securities of other companies by members of the Board, the Management and employees of the Company. A copy of the policy is available on the Company's [website](#).

The Securities Trading Policy provides that Board members and members of the Management and certain restricted employees must not use, or allow to be used, any derivatives or other products which operate to limit the economic risk of unvested Company securities.

Additional recommendations that apply only in certain cases

Recommendation 9.2 – Time and place of meetings – Adopted

A listed entity established outside Australia should ensure that meetings of security holders are held at a reasonable place and time.

The Company endeavors to ensure that its meetings of security holders are always held at a time and place and in a manner that facilitates the most effective participation by security holders.

Recommendation 9.3 – Attendance of external auditor at AGM – Adopted

A listed entity established outside Australia, and an externally managed listed entity that has an AGM, should ensure that its external auditor attends its AGM and is available to answer questions from security holders relevant to the audit.

The Company has adopted the practice of ensuring that its external auditor attends its AGM to answer questions from Security Holders relevant to the audit.

This Statement was approved by the Board on 27 February 2022.



IR.MARLEYSPOON.COM