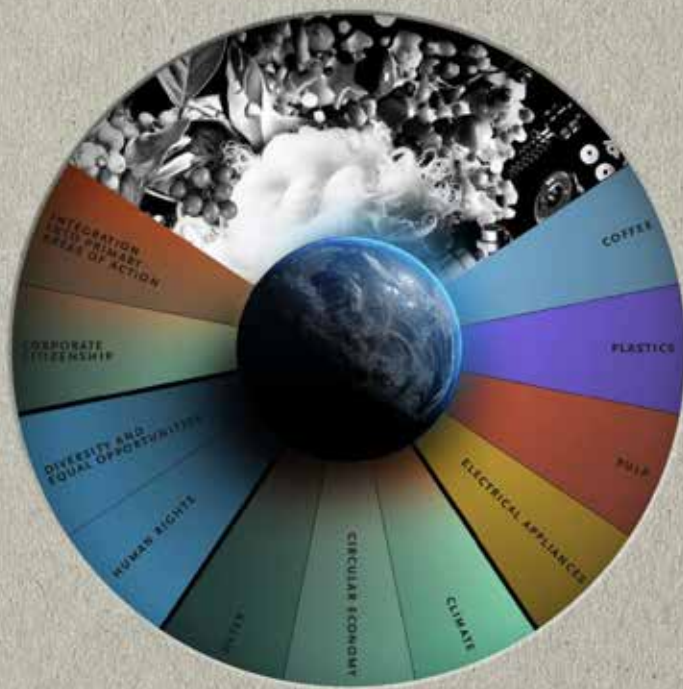


TRANSFORM TO
FLOURISH

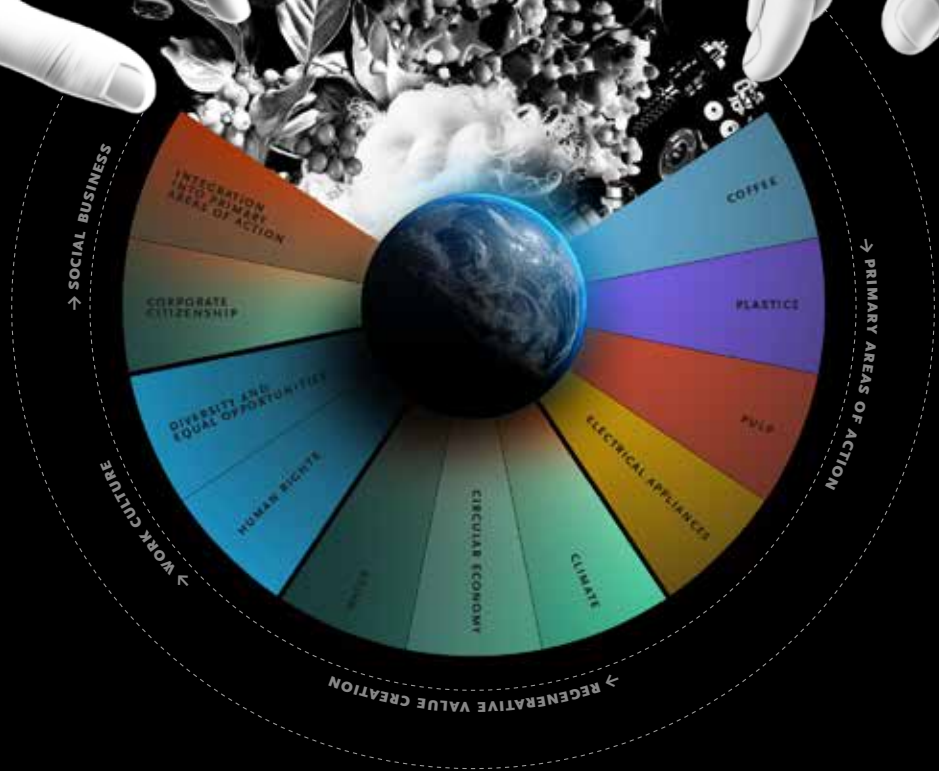
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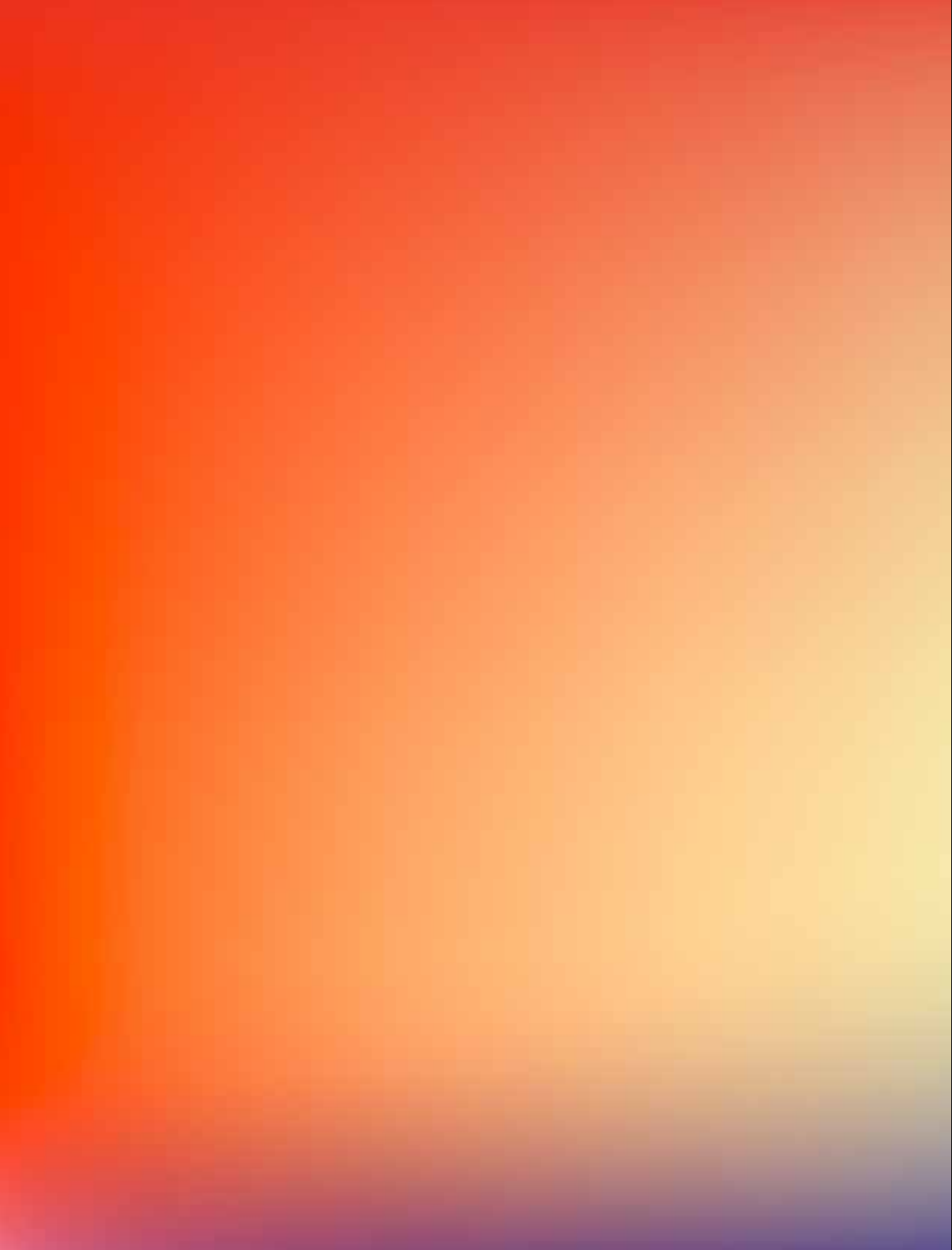


MELITTA GROUP ANNUAL REPORT
2023

TRANSFORM TO
FLOURISH

KEEP GOING





We create the future – especially that of coffee, plastic, pulp, and electrical appliances. Our aim is to play a decisive role in driving sustainable change in our markets with our products. We are therefore systematically aligning our brands and companies with the goals of a regenerative economy.

In this way, we can create a healthy, vibrant, and just world for us all – a world in which an ecologically meaningful way of living and working becomes a self-evident and collective reality.

**WE
CREATE THE FUTURE
OF COFFEE**



**WE
CREATE THE FUTURE
OF PLASTIC**



**WE
CREATE THE FUTURE
OF PULP**



**WE
CREATE THE FUTURE
OF ELECTRICAL APPLIANCES**



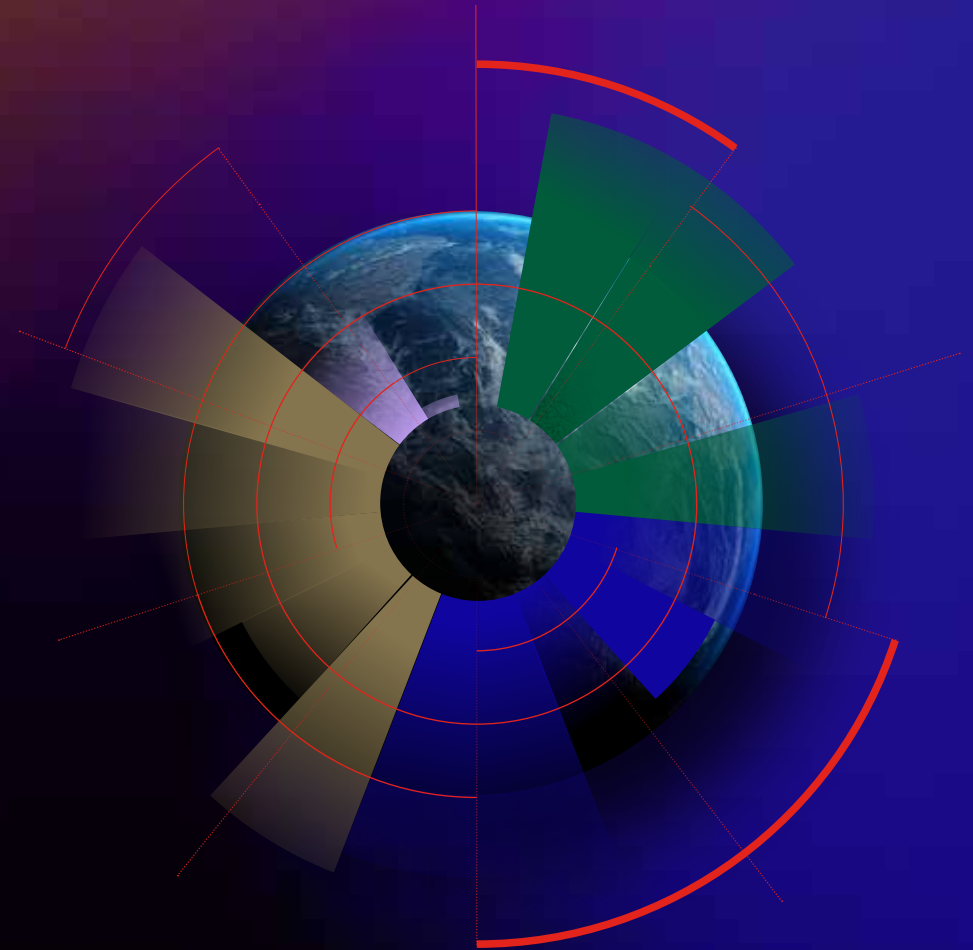
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Earth is overburdened. Six of the nine planetary boundaries have already been exceeded. The risk of serious and potentially irreversible environmental damage continues to rise.

In order to restore our environmental resilience, promote social justice, and ensure the economic livelihood of future generations, there is no alternative to a sustainable economy.

Such an economic system requires us to make far-reaching changes to our behavior and priorities – and thus adopt a new approach to resources and energy. We need future-compliant business practices rooted in the understanding that we humans are part of, and not rulers of, the diverse and self-regulating ecosystem we call Earth.



We are convinced that the role of companies is to make people's lives better. We therefore regard our promotion of sustainable development and transformation – even beyond our core business – as part of our corporate mission.

**The key to success:
focus on people**

We are convinced that the role of companies is to make people's lives better. We therefore regard our promotion of sustainable development and transformation – even beyond our core business – as part of our corporate mission.

Time and again throughout our long company history, we have recognized that the key to success is to focus on people and their needs. We believe that this focus will become even more important in the future and is an essential part of Next Entrepreneurship. In the coming years, we will therefore align our ideas and actions even more firmly with societal needs and our commitment to being part of a society for which we want to create added value.

This not only applies to the products and services we offer, but also to the way we do business. Our responsibility does not end when we sell a product. More than ever, the focus is on processes. We are learning to understand many systems anew and, above all, what far-reaching effects they have. And how we can and must use our skills to achieve the desired wide-ranging effects.

Transformation at full speed – dealing with ambiguity and ambivalence

Like many other companies, we are currently in the midst of an unprecedented transformation process. Global events and trends require us to be more responsive, but also more sensitive and predictive in order to safeguard our supply chains – and thus our business model. At the same time, we need to analyze vast amounts of data in order to make our medium and long-term investment decisions.

The future is no longer planned on the drawing board. We are constantly shaping it – and at full speed. “Learning by doing” and “trial and error” have become the cornerstones of our approach.

More than ever before, entrepreneurship requires an ability to adapt to changing dynamics and intensities, to focus and to act quickly – while at the same time maintaining sufficient composure within the whirlwind to avoid making rash decisions. We have to (learn to) deal with ambiguity and ambivalence and not get lost in it. This poses new challenges for managers and entrepreneurs.

There is no doubt that the “here and now” presents us with many challenges. The concerns and needs of the people in and around our organization are real. But for those with an entrepreneurial spirit, a transformation such as the one we are currently experiencing and helping to shape is also a tremendous opportunity. And one we intend to seize.

More than ever before, entrepreneurship requires an ability to adapt to changing dynamics and intensities, to focus and to act quickly – while at the same time maintaining sufficient composure within the whirlwind to avoid making rash decisions.

**Next Entrepreneurship:
merging economic, environmental,
and social issues**

Our current approach to strategy is one of constant reflection and re-adjustment. Strategy needs a framework, but this framework must also be flexible and adaptable. Rigid, inviolable, and long-lasting structures are a thing of the past. Understanding the world in all its complexity and being able to act within this complexity – this has to be the goal of an impact-oriented strategy.

Permanent reflection is essential for building resilient value chains and networks in order to be able to react to sudden changes, breakthroughs, disruptions, or opportunities. Adaptability and the constant monitoring and assessment of change processes are therefore the essential ingredients of Next Entrepreneurship.

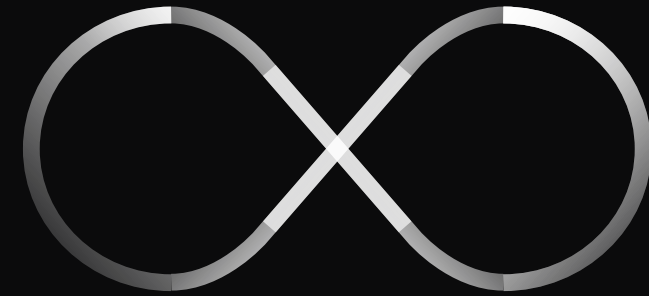
We want to help pave the way from a consumer society to a meaningful society, while preserving and promoting an intact environment in harmony with people's well-being. We want a world in which an ecologically meaningful way of living and working becomes a self-evident and collective reality.

We have therefore aligned our corporate identity, our structures and processes, as well as all supply chains and our entire portfolio of products and services, with the strategic dimensions “Regenerative Value Creation”, “Work Culture”, and “Social Business”.

It goes without saying that our aim as a company is to always be relevant to people. For this to be true, we know that we must dedicate all our efforts to meeting the needs and demands of modern consumers while doing everything we can to preserve our living environment.

We are therefore working on the further development of our corporate strategy, in which sustainability requirements are systematically integrated. This is being done holistically in all areas of our organization – from Group level to the operating divisions and our brands. The focus here is on the evolution of our product portfolio and our production processes.

Next Entrepreneurship



**Merging
economic, environmental,
and social issues**

Speed through cultural change and an evolving mindset

Companies are living systems. They are a construct of people who interact with one another. This creates a culture and a mindset that are decisive for how and, above all, how quickly the transformation can succeed.

We therefore believe that the way we treat each other, what we are passionate about, and how we are organized are key aspects of corporate management. Every day, we have to assess how much freedom and delegation of responsibility inspires us – or burdens us. And how much guidance and support are welcome and helpful – or restrict and slow us down.

For us, sustainable transformation is therefore closely linked to cultural change, at the heart of which lies future-compliant entrepreneurship. We want as many employees as possible to recognize the need for a sustainable business approach and to take responsibility for driving change in their particular field of activity. After all, we can only achieve the pace we are targeting with a combination of top-down and bottom-up stimuli – and if we all pull together.

Sustainable transformation is inextricably linked to cultural change – at the heart of which lies future-compliant entrepreneurship.

In our increasingly networked world, systemic thinking is not an option, but a necessity.

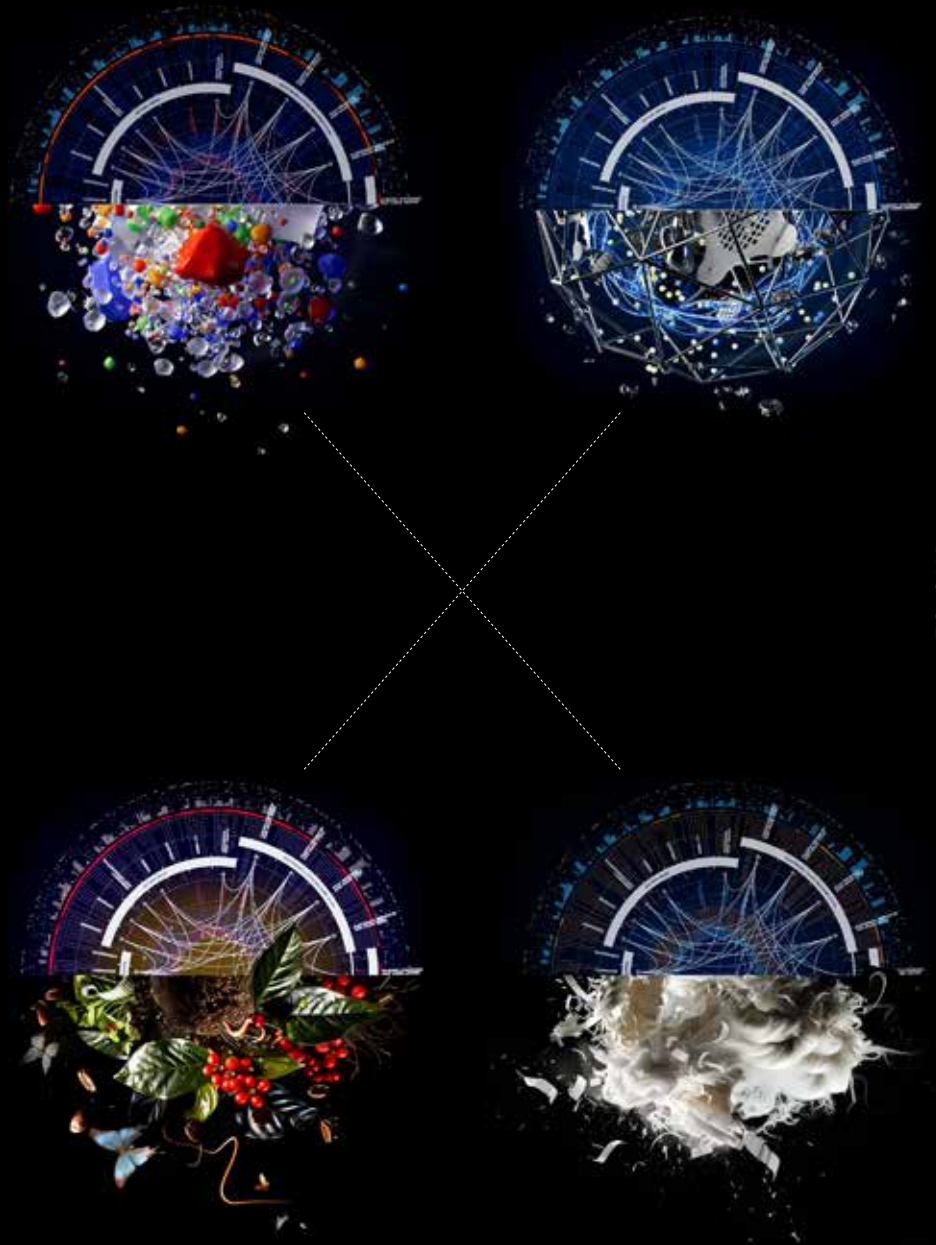
Developing an understanding of systems and the relationships between them

In our increasingly networked world, systemic thinking is not an option, but a necessity. It requires us to think beyond traditional silos and develop holistic solutions that have a long-term positive impact on companies, society, and the environment. This is undoubtedly a tall order – after all, systemic thinking necessitates a radical reassessment.

It requires an understanding of how systems are structured, how they work, and how they – or their constituent parts – influence each other. This is the only way to recognize and accurately interpret development momentum in order to make informed business decisions.

This applies in particular to our value creation processes. If we want to operate sustainably, we need to analyze how these processes are networked within themselves and with each other. How they are influenced and what effects they have.

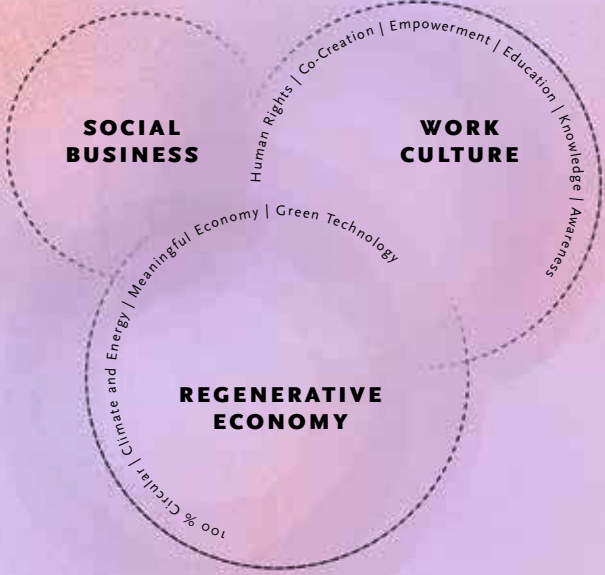
This is why we are analyzing our value chains so carefully. In our coffee business, it enables us to identify challenges and opportunities, interactions, and potential approaches. It starts with coffee cultivation and extends to the recycling of coffee grounds. The same applies to our plastic, pulp, and electrical appliance value chains: in-depth analysis of these value chains reveals the impact of our actions, or lack of action, and whether we can actually make a difference. Much of what we want to do requires not only innovation and a desire for change, but also collaboration and co-creation so that regenerative value creation, a circular economy, and fairly distributed prosperity can flourish.



**SOCIAL
BUSINESS**

**WORK
CULTURE**

**REGENERATIVE
ECONOMY**



**SOCIAL
BUSINESS**

**WORK
CULTURE**

MELITTA GROUP
NEXT
ENTREPRENEURSHIP

**REGENERATIVE
ECONOMY**

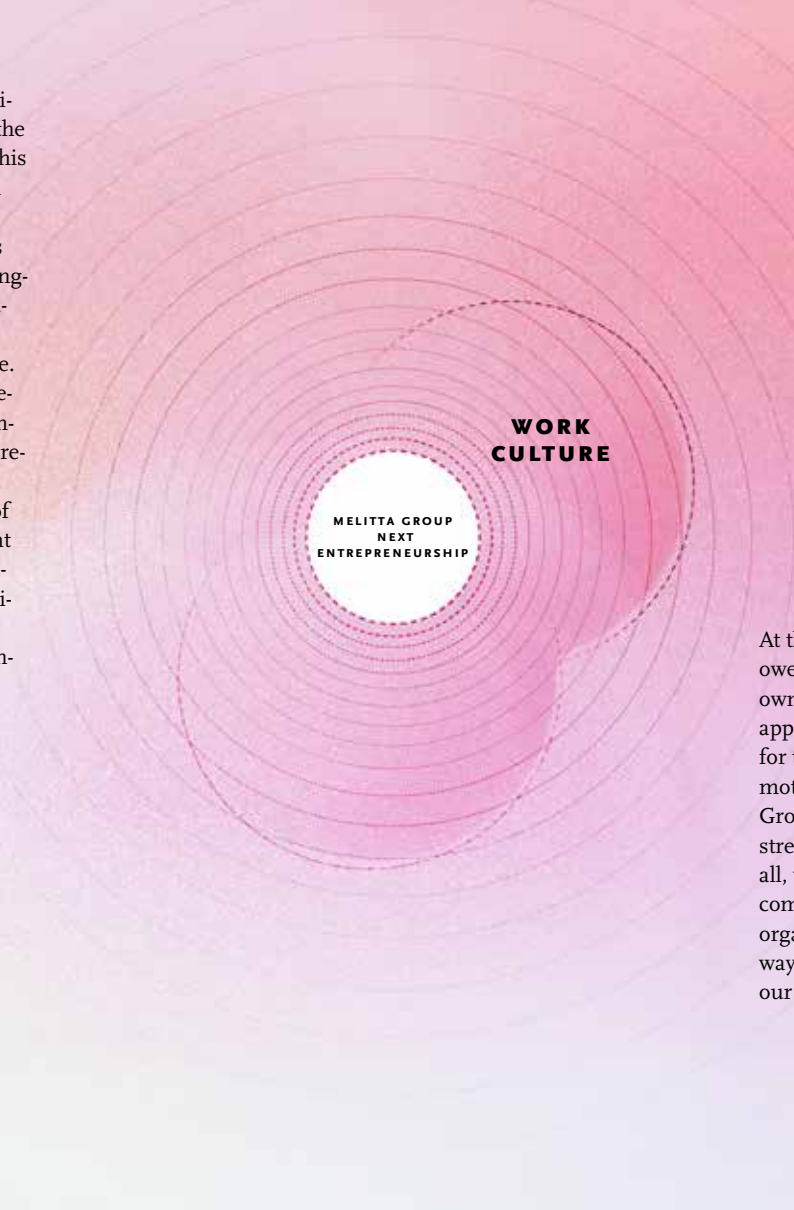
We believe that the health of our planet and its inhabitants are inextricably linked. Our aim is therefore to help shape an economic system that maintains and promotes the resilience of ecological systems. Production processes and product cycles that are 100% circular are central to this endeavor. We therefore intend to promote their development and implement them as quickly and systematically as possible in our value creation processes. In doing so, we will focus on renewable energy sources, regenerative agriculture and resource utilization, as well as the circular economy. We attach great importance to green tech: innovative technologies that prevent or reduce environmental harm from the outset or remedy damage that has already been done. Our approach for all our value creation processes is: ReDesign – ReCycle – ReUse – ReDuce.



MELITTA GROUP
NEXT
ENTREPRENEURSHIP

**REGENERATIVE
ECONOMY**

All our actions are based on appreciation and respect – for people and the environment. We strive to uphold this principle each and every day – both within our Group and in our value chains and their environment. This is because we are convinced that long-term success is only possible in tandem with appreciation and respect, thus ensuring our license to operate. A comprehensive transformation requires diversity, co-creation, and empowerment. We therefore want to create a fertile breeding ground for innovative learning and the sharing of knowledge and experience. We want to educate and empower, while generating a networked culture of inspiration, creativity, and inventiveness that will enable us to unleash our individual and collective potential.



**WORK
CULTURE**

MELITTA GROUP
NEXT
ENTREPRENEURSHIP

At the same time, we want to empower employees to think and act like owners – with a Next Entrepreneurship approach – and create sufficient space for them to achieve this. We are promoting collaboration – both within the Group and with external parties – and strengthening our adaptability. After all, we believe that close collaboration, a common quest for solutions, and fluid organizational structures are the only way to answer the major questions of our time.

As a globally active group of companies, we see ourselves as part of a global network, a global community, and as an impact-oriented organization. We want to take responsibility – also beyond our core business – and play our part in making people’s everyday lives easier and better. We are convinced that actions based on fairness and trust will increasingly determine the success of a business model.

For our part, we have decided that the social business concept will become an increasingly integral component of our business model. In its purest form, this concept involves reinvesting profits in the company, its supply chains, and/or its environment. We have already launched our first social business initiatives – and more will follow.

Together with our partners, we want to help solve the world’s social and environmental problems and to improve the living conditions of all stakeholders in a way that ensures long-term prosperity, human dignity, and social justice.



**SOCIAL
BUSINESS**

MELITTA GROUP
NEXT
ENTREPRENEURSHIP

We aim to link ecological and economic processes, especially in developing and emerging countries, and to drive those technical innovation processes and infrastructures that deliver both positive environmental outcomes and economic benefits. The aim is to enable people to lead an affordable and dignified life.

**WE
CREATE THE FUTURE
OF COFFEE**

**WE
CREATE THE FUTURE
OF PLASTIC**

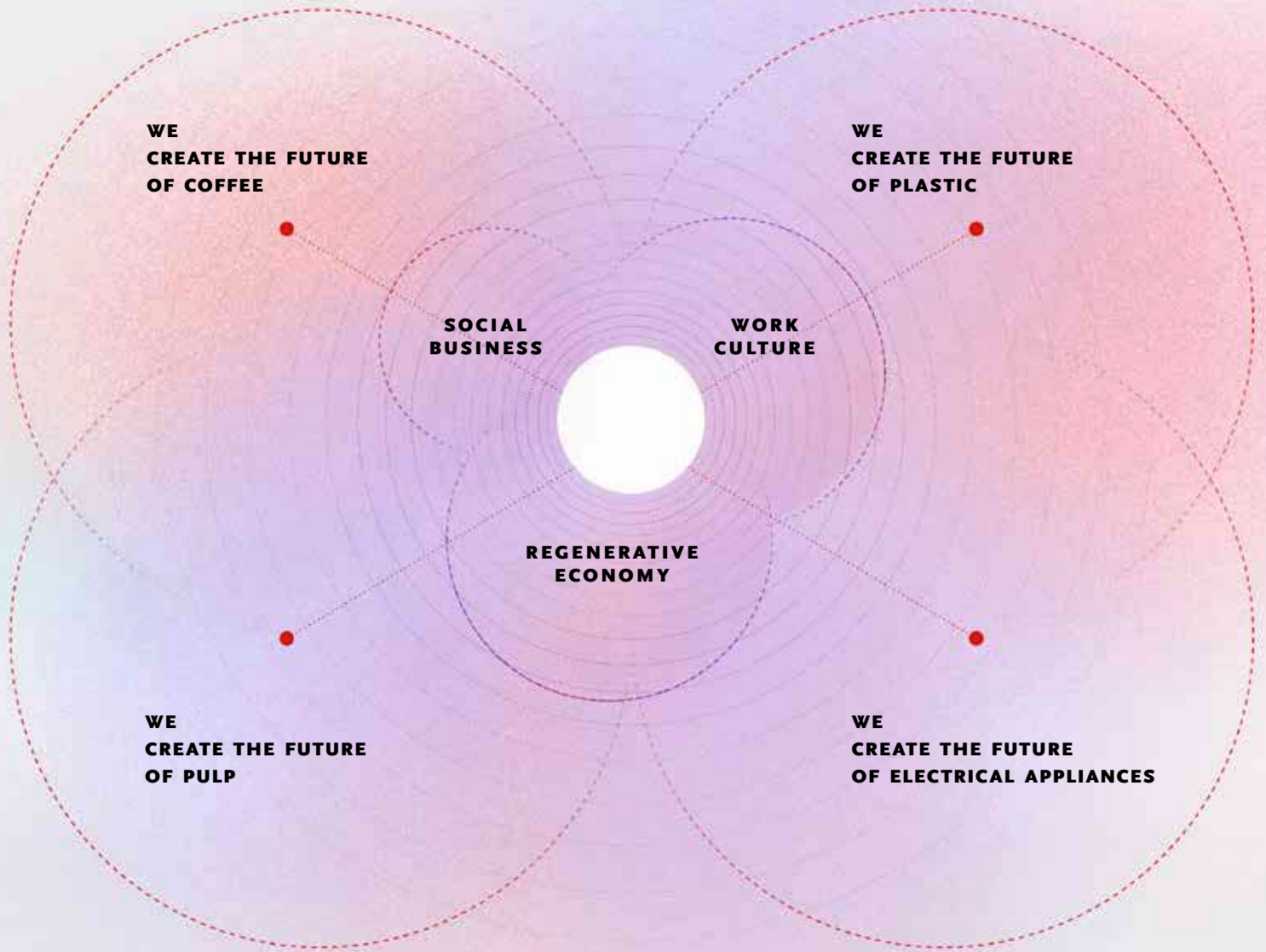
**SOCIAL
BUSINESS**

**WORK
CULTURE**

**REGENERATIVE
ECONOMY**

**WE
CREATE THE FUTURE
OF PULP**

**WE
CREATE THE FUTURE
OF ELECTRICAL APPLIANCES**



**WE
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OF COFFEE**

**WE
CREATE THE FUTURE
OF PLASTIC**

**SOCIAL
BUSINESS**

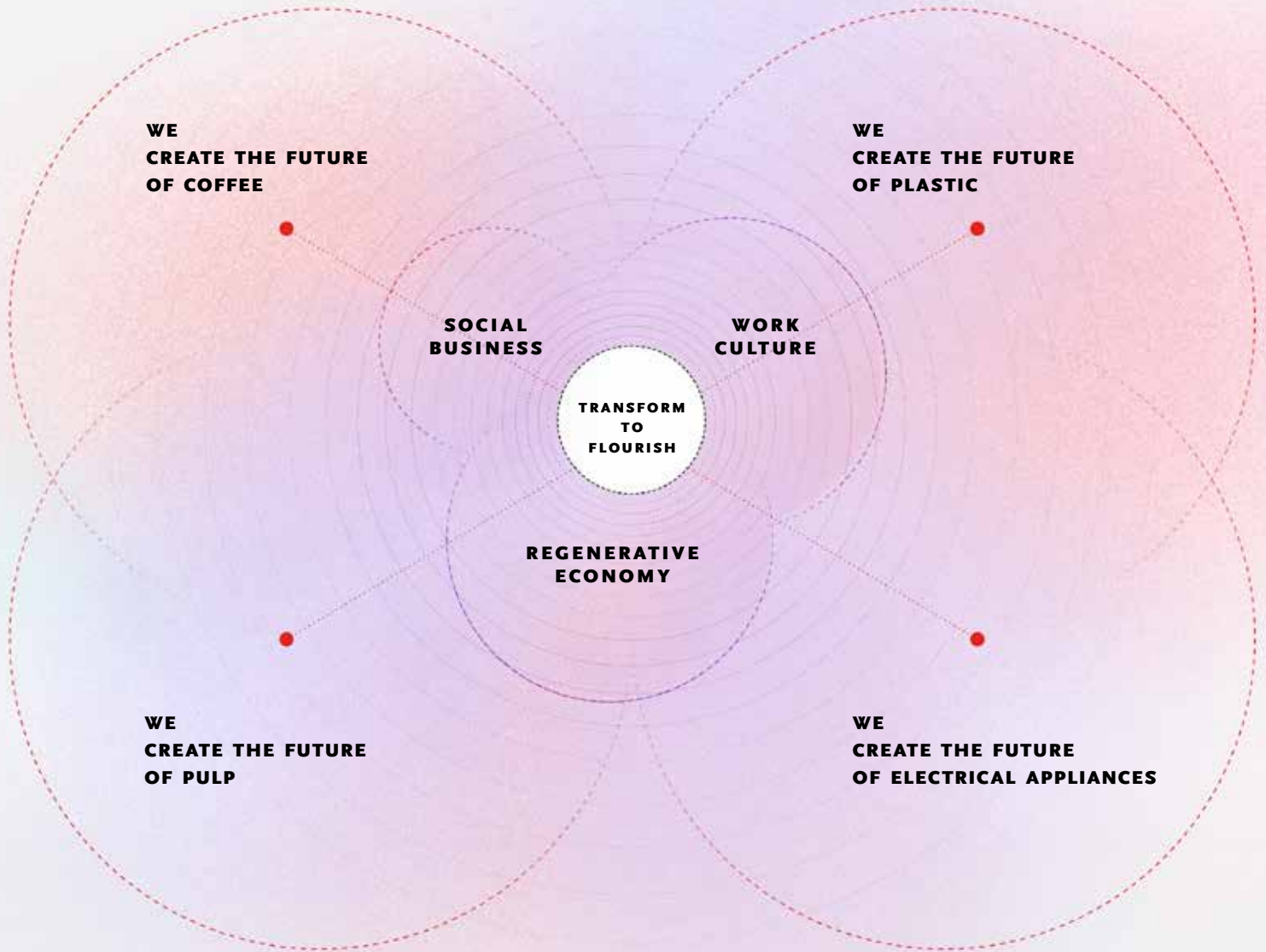
**WORK
CULTURE**

**TRANSFORM
TO
FLOURISH**

**REGENERATIVE
ECONOMY**

**WE
CREATE THE FUTURE
OF PULP**

**WE
CREATE THE FUTURE
OF ELECTRICAL APPLIANCES**



WE CREATE THE FUTURE OF COFFEE



Our vision is to shape all our value chains in such a way that they foster responsible sourcing practices which prioritize human rights. We want to co-create a world in which every person who is part of our value chain is empowered and has the opportunity to unlock their full potential. Through collaborative relationships and transparent processes, we strive to create a sustainable and just future in which the dignity and rights of all people are respected and protected.

Coffee is the world's second most important commodity. It is cultivated in over 50 countries and is one of the most popular beverages in many regions. Around 125 million people are employed in the coffee industry – from growing the coffee beans to selling the finished drink.

However, coffee cultivation in particular faces numerous challenges: for example, climate change is already having a significant impact on crop yields. At the same time, monocultures are causing a decline in biodiversity, soil degradation, and water scarcity. Moreover, uncertain harvests, fluctuating market prices,

and low margins are making it difficult for coffee farmers to earn a living – making coffee cultivation unattractive and causing coffee-growing areas to shrink.

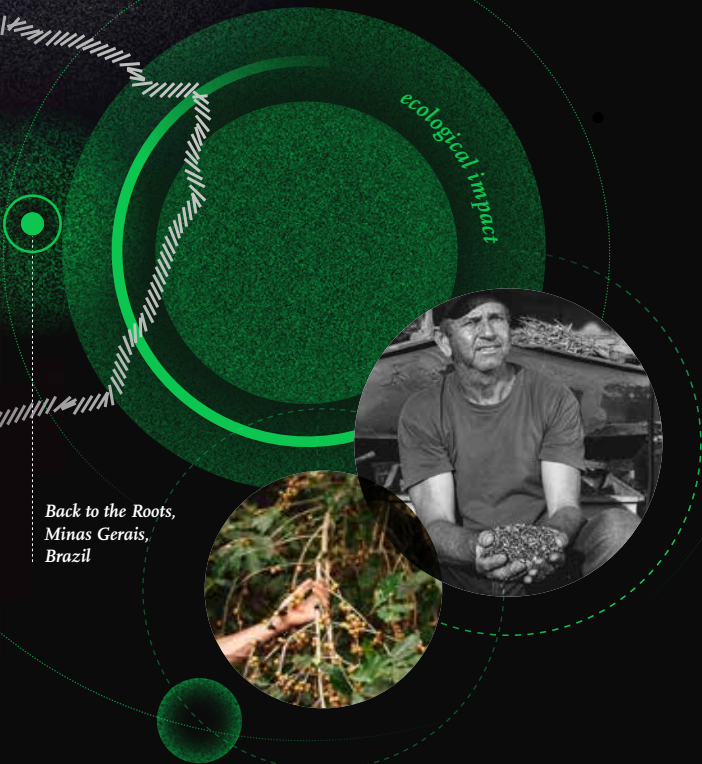
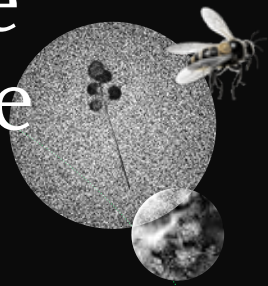
These challenges can only be met by taking a systemic approach. After all, the changes we are observing are mutually dependent in many respects. Instead of focusing on individual aspects, we need to take a holistic view that considers how different parts of the system interact.

In order to realize our “Coffee of the Future” concept, we therefore analyze all stages of our coffee value chain and develop measures

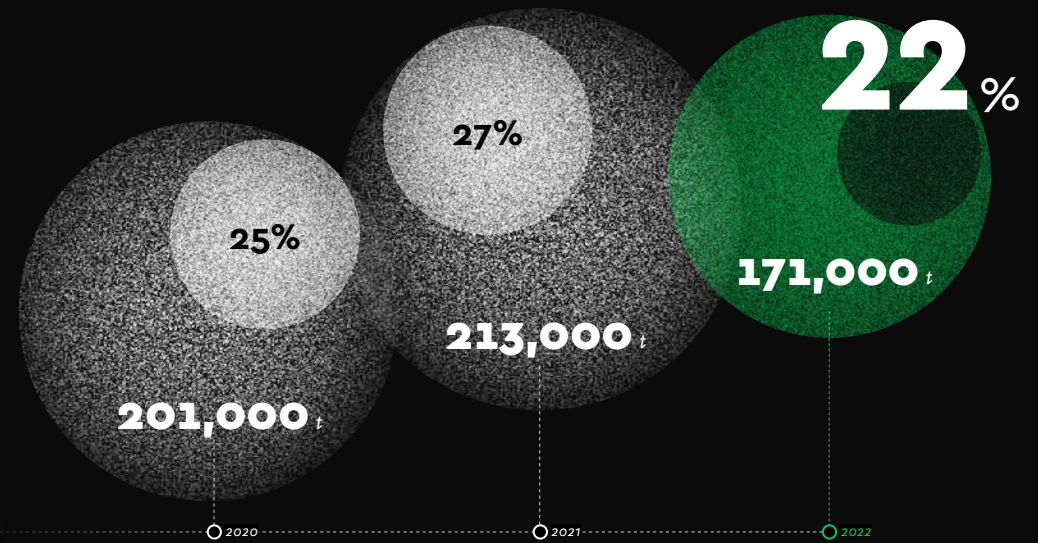
and paths based on this analysis to establish new systemic approaches and sustainable business models (“Theory of Change”). The focus here is on the regeneration of coffee-growing regions and the implementation of regenerative agriculture.

However, we cannot achieve this by ourselves. We are therefore working closely with associations at national and international level and reaching out to relevant players in the coffee sector – in politics, business, and society.

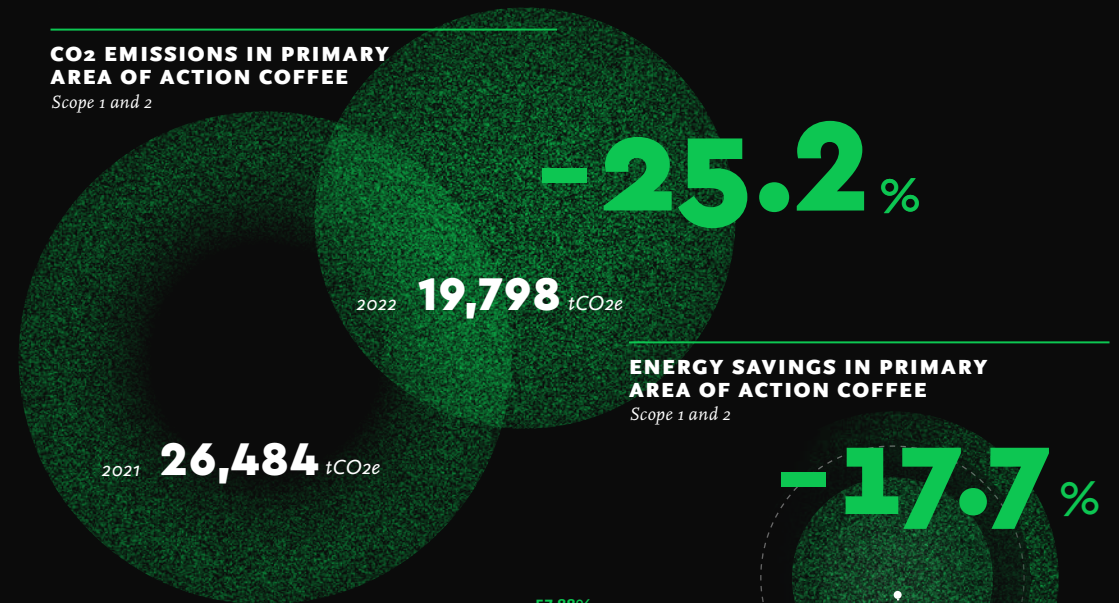
We are helping to drive change in the coffee industry



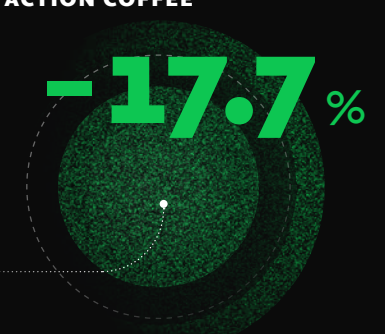
RATIO OF TOTAL RAW COFFEE PURCHASED TO RAW COFFEE WITH SUSTAINABILITY CERTIFICATION



CO₂ EMISSIONS IN PRIMARY AREA OF ACTION COFFEE
Scope 1 and 2



ENERGY SAVINGS IN PRIMARY AREA OF ACTION COFFEE
Scope 1 and 2



TURNING WASTE INTO A NATURAL FERTILIZER

HANNS R. NEUMANN FOUNDATION X MELITTA GROUP →

As part of the “Back to the Roots” project, the Melitta Group has teamed up with the Hanns R. Neumann Foundation, the Brazilian university UFLA, and various coffee farms in Brazil to help convert organic waste into a natural fertilizer and promote its use. Initial results: less waste, less artificial fertilizer, and more income for the coffee farms.

Regenerative value creation is more than just sustainability

FIRST STEPS ON THE JOINT PATH TO TRANSFORMING THE ECONOMY AND ACCELERATING SYSTEMATIC CHANGE ACROSS THE ENTIRE COFFEE SECTOR.

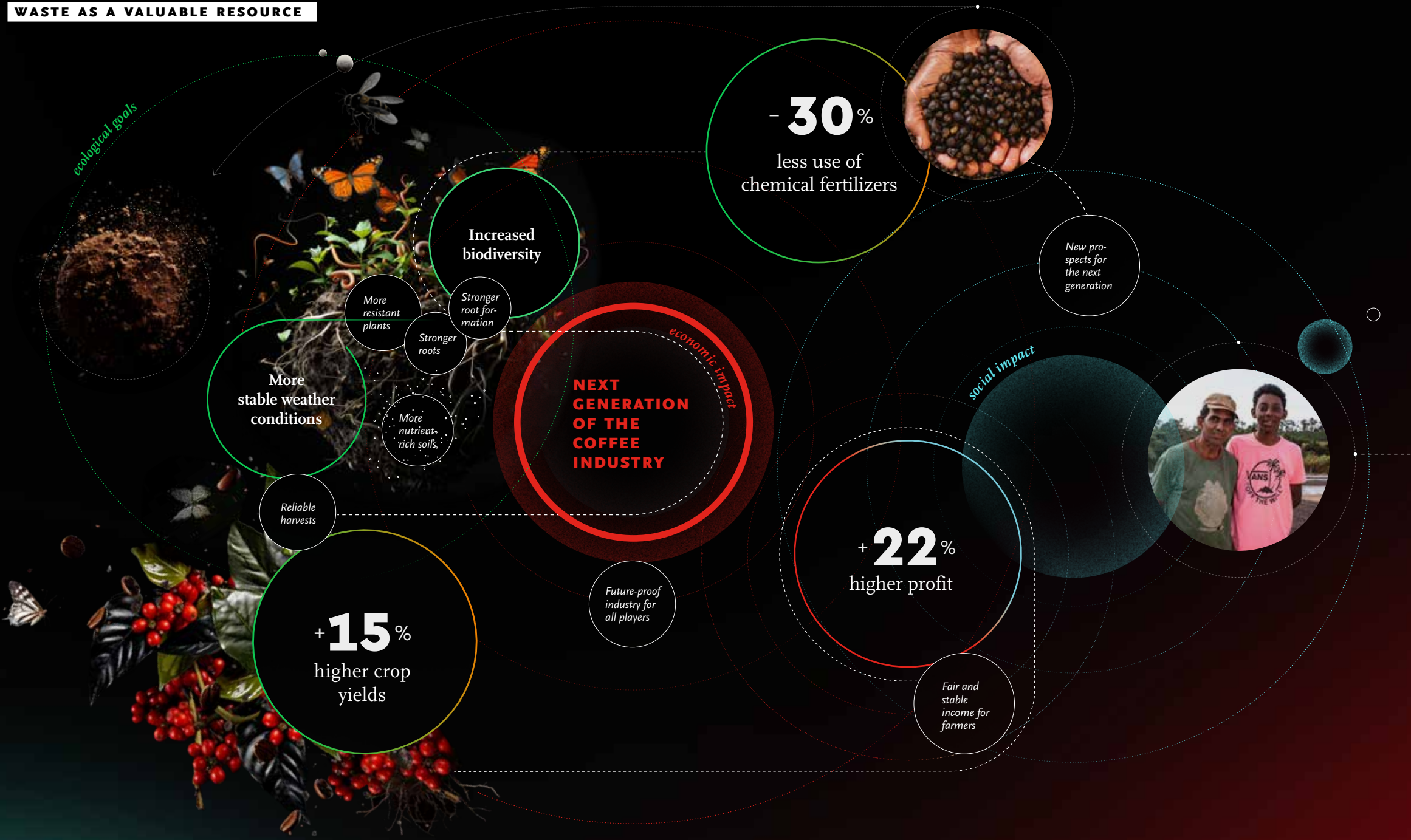
Whether coffee husks, pulp or the wood of old coffee plants: coffee cultivation generates large quantities of organic waste. Previously, most of this waste was thrown away – thus polluting the environment.

In order to clarify whether this and many other types of organic waste along the coffee supply chain could be meaningfully recycled, we launched the “Back to the Roots” project together with the Hanns R. Neumann Foundation. Co-funded by the German development agency DEG (“Deutsche Investitions- und Entwicklungsgesellschaft”), the project was launched in 2020 and based in the Brazilian state of

Minas Gerais. As part of the three-year project, waste management experts and scientists from the Universidade Federal de Lavras (UFLA) collaborated closely with coffee farmers in the region to develop promising methods for processing various organic waste into nutrient-rich organic compost and organic liquid fertilizer.

When the resulting fertilizer is used in coffee cultivation, initial results indicate numerous benefits: the soil quality and resilience of the coffee plants improve, the need for artificial fertilizer decreases, and the profitability of coffee cultivation increases. Moreover, the collection and recycling

of waste reduces the environmental impact and creates new business models and jobs. The project has also meant that coffee farmers can share information about recycling and composting options more effectively via a specially created digital platform. Moreover, training programs have been initiated for local communities and school children to raise awareness of waste and promote better recyclability and proper disposal practices. The results of the project are currently being compiled so that other coffee-growing regions can also benefit from them.



ROBERTO PEIXOTO,
OWNER OF A COFFEE FARM IN THE
MINAS GERAIS REGION OF BRAZIL
— WITH HIS CHILDREN



Empowering the next generation of coffee farmers: young people participated in the project and developed a more conscious approach to the changes they can make.



“We look at our waste in a totally different way these days. We no longer treat it as a burden to be disposed of, but try to make use of what it can still offer us.”





Our aim is to establish the concept of circular economy along the entire coffee supply chain – for the benefit of the environment, society, each and every one of us.

TRANSFORM TO
FLOURISH — KEEP GOING

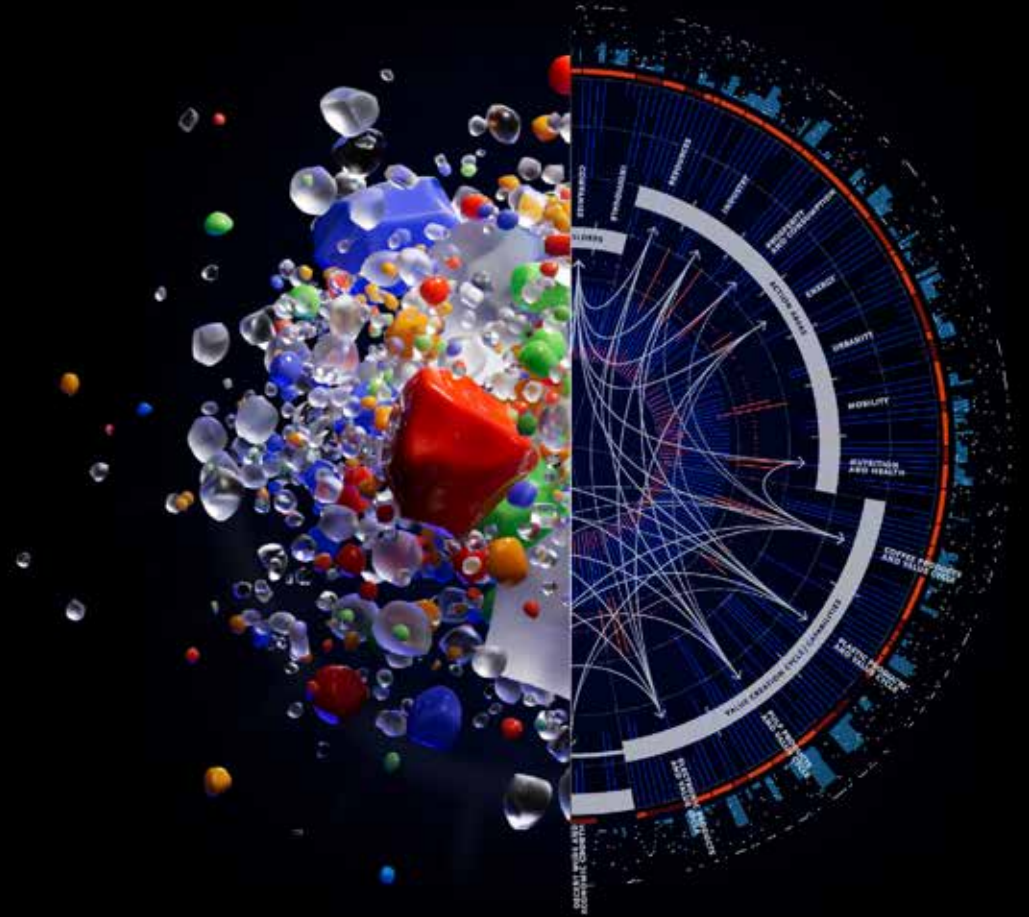


Coffee cultivation generates large quantities of organic waste. This is usually thrown away – thus polluting the environment.

It is no longer
about saving
the world – that's
too abstract.
We want to shape
our world, our
habitat, and
our society in a
meaningful way.



WE CREATE THE FUTURE OF PLASTIC



We create the future of plastic. Instead of seeing it solely as a problem, we have recognized its potential for positive change. Viewed holistically, plastics often have a better eco-balance than other materials. We are therefore advocating a new approach to the production and recycling of plastics. Together, as conscious consumers, responsible businesses, and global citizens, we can rewrite the history of plastic.

Plastics offer a wide range of benefits. Their unique properties and wide range of applications make them an integral part of modern life. They are not only lighter than most other materials, but also offer protection and safety, are highly adaptable and durable, as well as being relatively inexpensive to produce.

However, plastics that do not decompose, or only slowly, are a burden on the environment. If they do not enter the materials or energy recovery system, they can pollute soils and bodies of water for decades. And as there are no effective collection, sorting, and recycling systems in many countries, the lion's share of plastics produced worldwide are not adequately recycled or recovered.

We firmly believe that a comprehensive implementation of the

circular economy principle can significantly reduce the environmental impact of plastics. We are therefore systematically converting our plastic product ranges and packaging to a circular economy approach and realigning our plastic production and recycling. This involves continuously improving the environmental properties of plastics and developing ecologically viable alternatives whose materials can be recovered, recycled, or reused.

Our aim is to offer only products that are made entirely from recycled or renewable raw materials in a climate- and resource-friendly way. They should be durable and 100 percent recyclable or degradable in nature without causing pollution. Our operating division Cofresco, which manufactures most of our plastic products, has set itself a clear target:

in the future, all Cofresco products and packaging will be made exclusively from recycled or renewable raw materials and be fully recyclable or compostable.

In order to develop more environmentally friendly plastics and establish industry-wide circular economy systems, we seek to engage and collaborate with other market participants, initiatives, and scientific institutions. After all, we are dependent on the commercial availability of alternative materials. In addition, we develop business models that create economic value while also promoting environmental and societal objectives. We also place great importance on education and training with regard to the recycling of plastics, such as disposal and separation.

**CIRCLING BACK —
WASTE AS A VALUABLE RESOURCE**

CHANGE OF SOCIAL MINDSET
— PLANETARY BOUNDARIES

NEXT GENERATION
OF BUSINESS

Collaboration / Open Innovation /
Open Knowledge / Start-up Culture /

ecological impact

**EXPANSION OF
THE REGENERATIVE
ECONOMY**

**OUR
COMMITMENT**

Helping to
implement
a circular
economy for
plastics

Increasing the
proportion of re-
cyclable products
and packaging

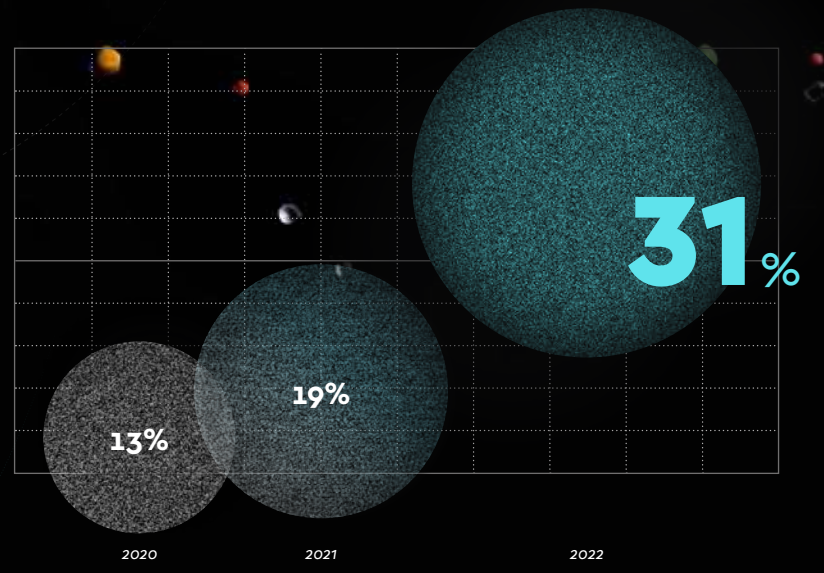
Increasing
the proportion
of recyclates in
our products

Developing plastics
that decompose
in an ecologically
acceptable time

Extending our
range of reusable
products and
packaging

We are helping to drive change in the plastics industry

**RATIO OF POST-CONSUMER/POST-INDUSTRIAL RECYCLATES
TO OUR TOTAL PLASTIC VOLUME**



CO₂ EMISSIONS IN PRIMARY AREA OF ACTION PLASTIC

Scope 1 and 2

2021 **34,296** tCO₂e

- 11.4%

2022 **30,397** tCO₂e

ENERGY SAVINGS IN PRIMARY AREA OF ACTION PLASTICS

Scope 1 and 2

- 11.4%

SHARE OF RECYCLED RESOURCES IN OUR PRODUCTS

70%

- Toppits® cling film
- Toppits® Zipper® bags
- Toppits® fruit and vegetable bags

100%

handy bag® bin liners

100%

Swirl® bin liners

60 – 100%

- Domopak® Spazzy bin liners
- Domopak® Professional bin liners

VISHUDDH — FAIR RECYCLED PLASTIC

YUNUS SOCIAL BUSINESS X MELITTA GROUP

Redefining success: Impact-oriented business

In many cities, plastic waste poses a major threat to public health and the environment. In Bangalore, India, for example, around 3,500 tons of plastic waste end up on the roadside or in illegal landfills every day. This not only pollutes the environment, but also affects the lives of many people.

To help solve this problem, we launched the “Fair Recycled Plastic” initiative. Its aim is to reduce environmental and marine pollution by processing plastic waste, while also improving the living and working conditions of waste pickers and their families.

The recycling company “Vishuddh Recycle” was therefore founded in Bangalore in 2022 as a joint venture between Yunus Social Business Fund gGmbH and

Cofresco. This social business obtains its plastic waste exclusively from waste disposal companies that ensure good working conditions for their waste pickers and uses it to produce reusable plastic granules in a multi-stage production process. This is then shipped to Poland, where it is used as a raw material for the production of bin liners under the Swirl® and handy bag® brands.

All profits generated by “Vishuddh Recycle” are ploughed back into the company or donated to charitable organizations that work to improve healthcare and provide additional educational opportunities for waste pickers and their families. These include, for example, the “Smile on Wheels” initiative – offering free primary healthcare to waste pickers and

their families – and the “Hasiru Dala Trust” – offering training opportunities. This not only creates a better waste infrastructure in Bangalore, but also generates additional sources of income, better living conditions, and new prospects for the waste pickers and their families.

Plastic granulate production began in 2023. More than 600 tons of recycled material (recyclate) have already been used to produce bin liners. The granulate processed in India accounts for around five to ten percent of the raw materials needed to produce bin liners. In 2024, the amount of plastic granulate produced is expected to increase to around 2,000 tons, and then double again the following year.

In partnership with the organization of Nobel Prize winner Muhammad Yunus – Yunus Social Business – we founded the recycling company Vishuddh Recycle in the southern Indian city of Bangalore. The company is expected to recycle up to 2,000 tons of plastic waste per year, with the resulting recyclate being used in our bin liner product segment. All profits generated by Vishuddh Recycle are reinvested or donated to charitable organizations.

“It is possible to
create a company
that serves the poor
and where
profit is a by-product,
not the goal.”



Smile Foundation x Melitta Group

Free healthcare for the waste picker community

Saving on
medication
costs in the
mobile clinics

100%



20 locations and
20 service centers

Number of patients
treated per month

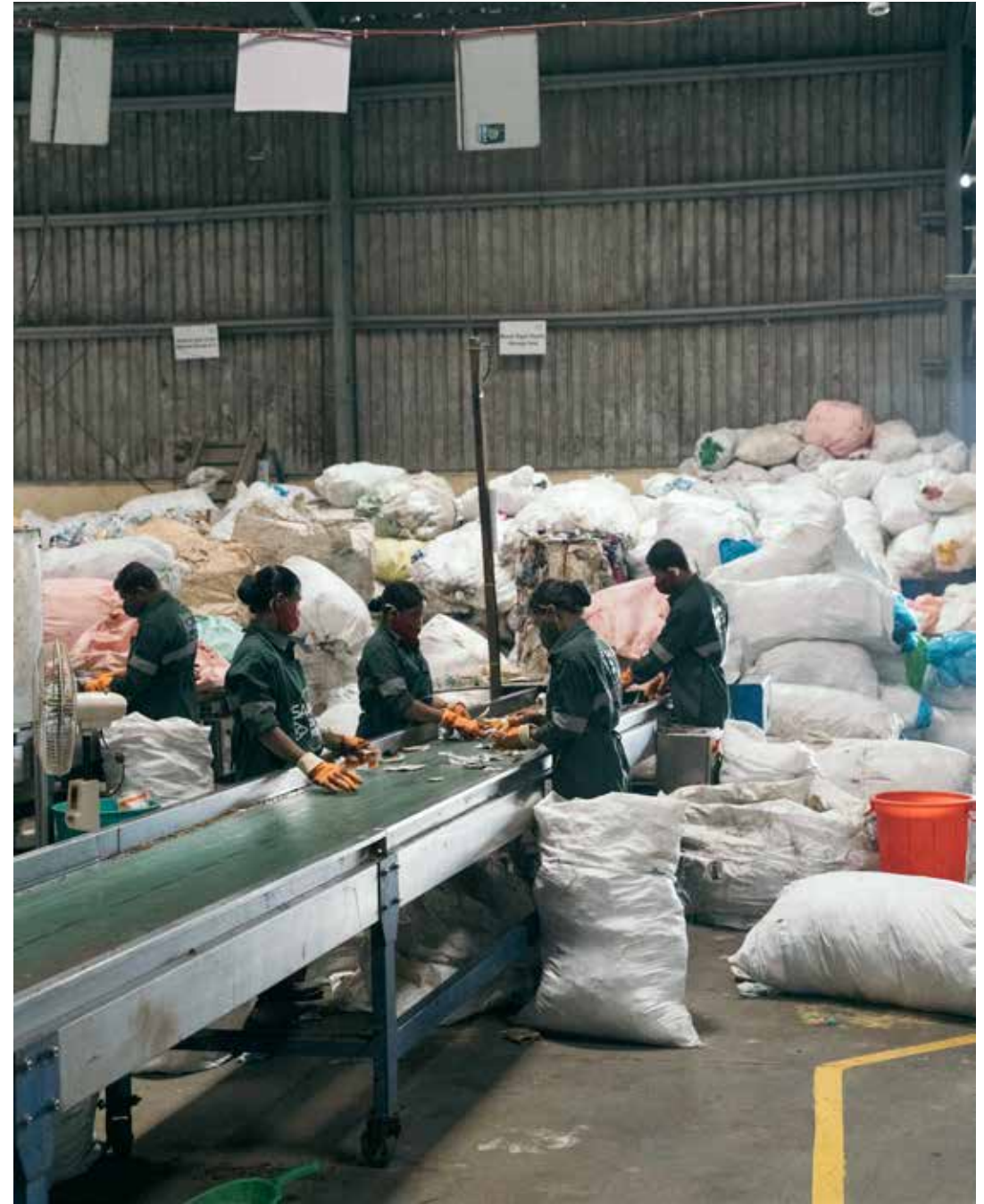
approx. **1,500**



In collaboration with the Smile Foundation, the Melitta Group uses the profits generated by Vishuddh Recycle to support healthcare for waste pickers in Bangalore.



"I can give protective equipment to my employees. Because I can afford it now."



Free healthcare makes life much easier and better for the waste pickers.





“People used to dump their rubbish everywhere – today there are rubbish trucks and the waste is separated.”

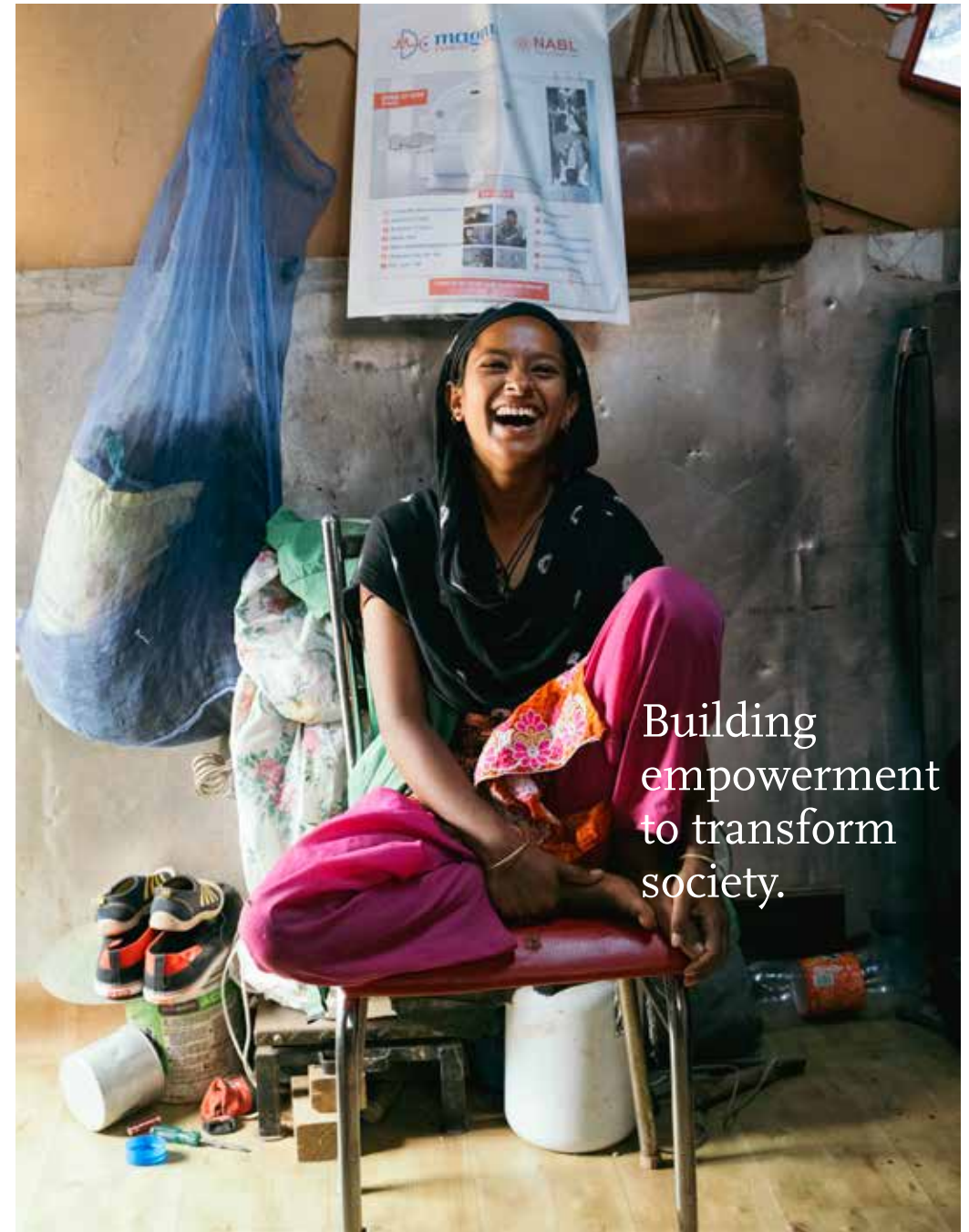


“We currently spend a lot of time and energy not only separating plastic, but also educating our suppliers about the separation of plastics in order to return them to the circular economy.”





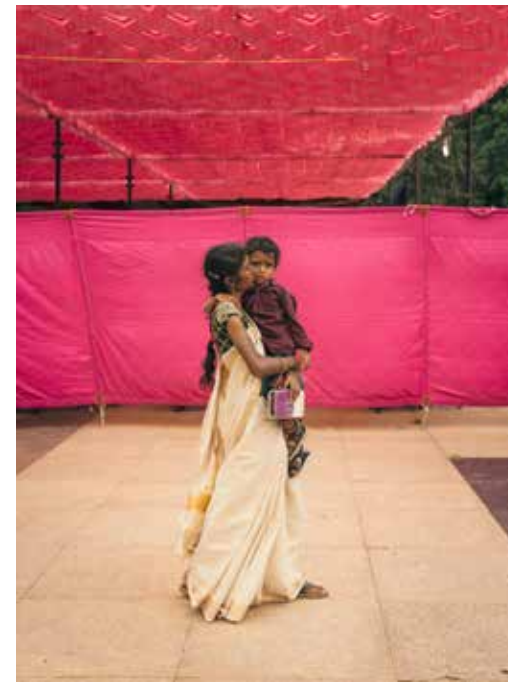




Building
empowerment
to transform
society.

“Thanks to my
work, I can send my
children to school
and even save money
for a house.”





“I want my children to have a better life. Thanks to my work, they will be able to study one day.”







ZONE 5

ALUMINUM FOL

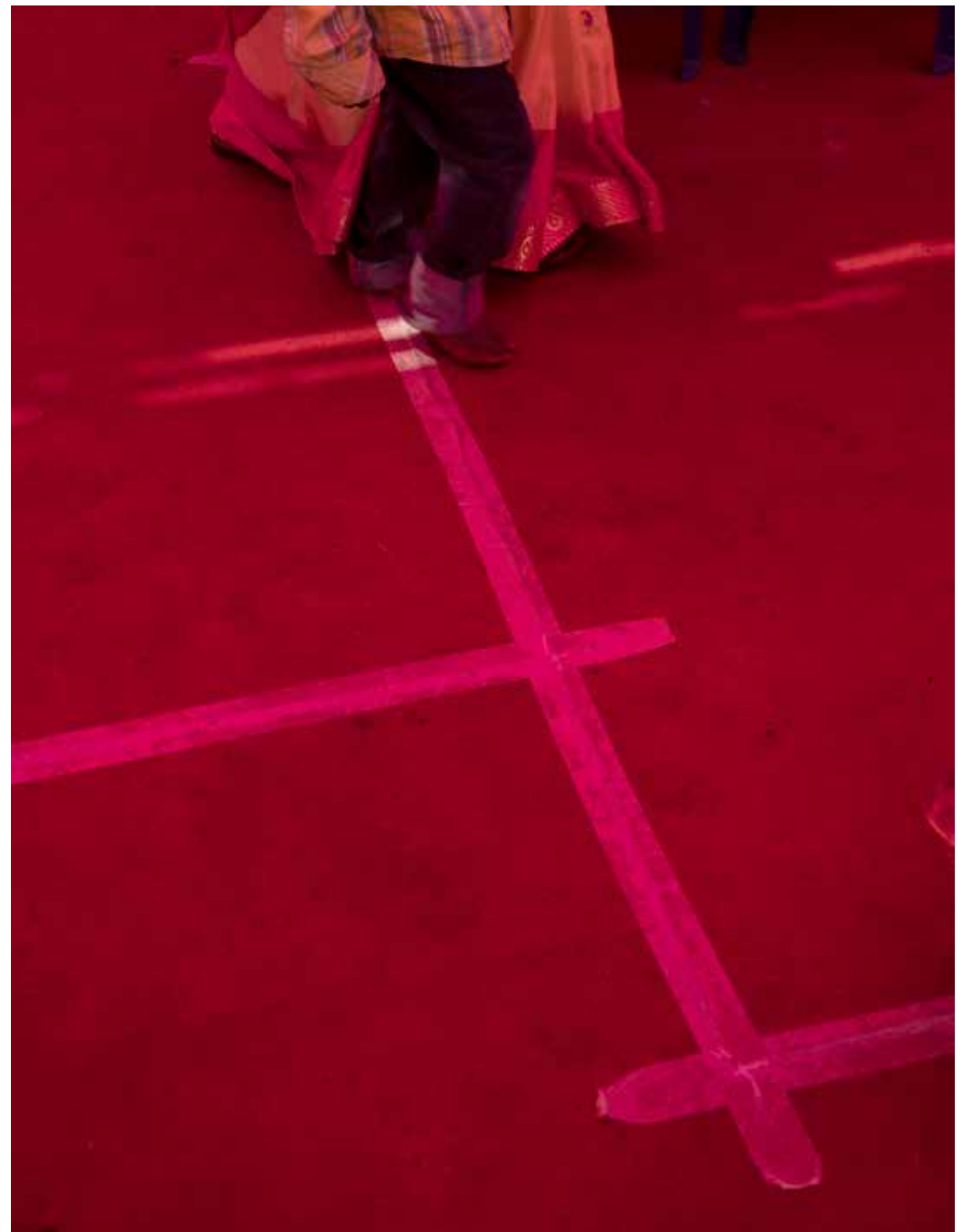
ALUMINUM CANS

FLAT GLASS

FLAT BOTTLES

METAL MIX

CRESTRON





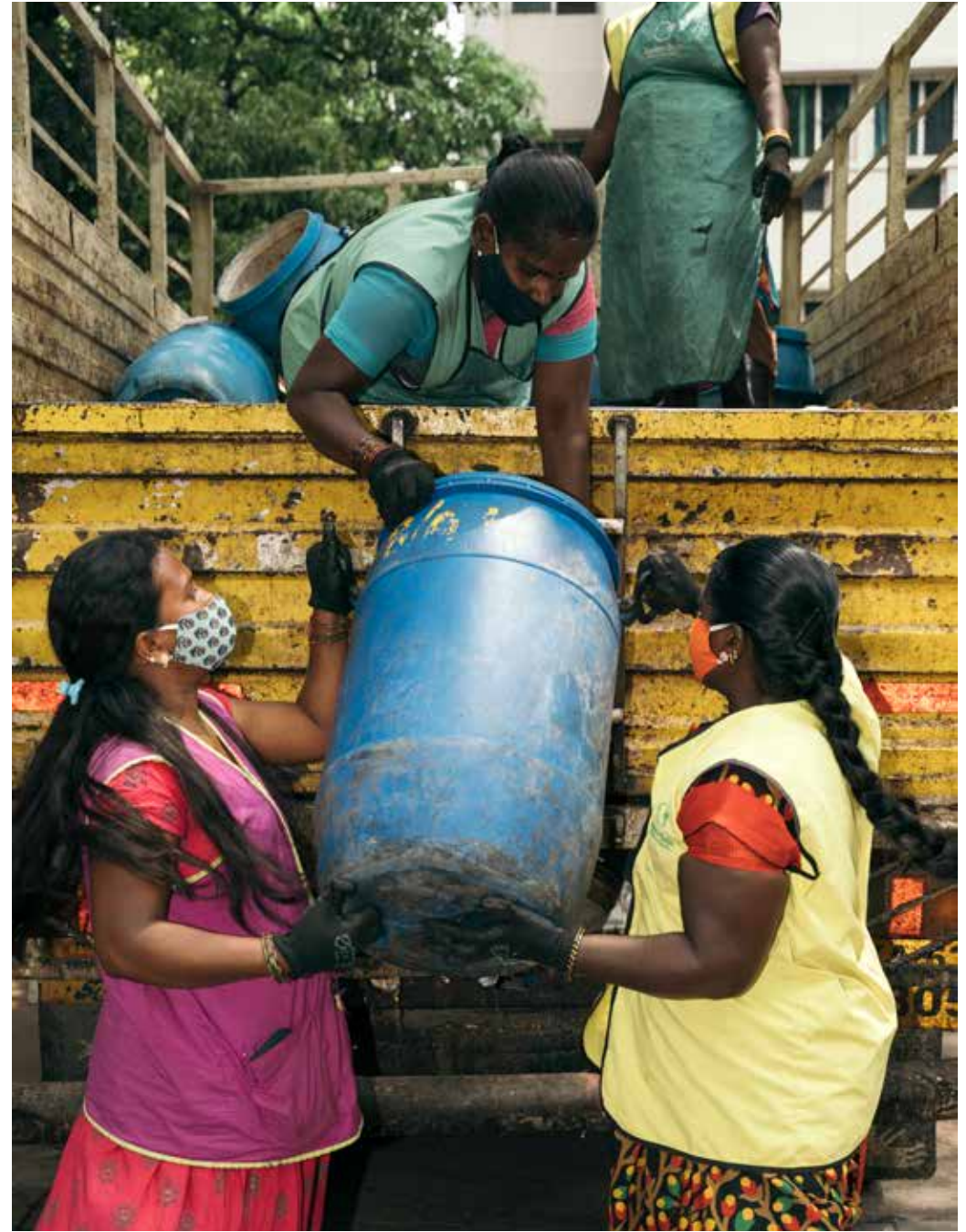
“The biggest positive for me is our corporate culture, in which my talents were recognized and encouraged, and I was able to take on a more highly skilled role.”



“I always say: it’s not the plastic that’s the problem, but its reuse and recycling.”







“Today, I not only feel that I really belong to the organization I work for. I’m also part of a change that is leading to something good.”



OUR VISION

The “Pulp of the Future” comes from recycled or sustainably managed sources. Where this is not possible for legal or other reasons, we want to use only forestry resources from certified, sustainably managed forests. The “Pulp of the Future” is processed in a climate-friendly way that uses water sustainably. At the end of its useful life, it undergoes material recycling and biodegrades fully in the natural world.

The paper and pulp industry faces numerous challenges. It is one of the largest industrial emitters of greenhouse gases. Moreover, huge quantities of water and chemicals are required to produce paper and pulp. The industry also has to deal with issues of waste management and recycling, as well as climate change, declining biodiversity, and a long-standing focus on monocultures.

In order to find solutions to these challenges, we are working with our partners to establish regenerative forestry. Our aim is to pro-

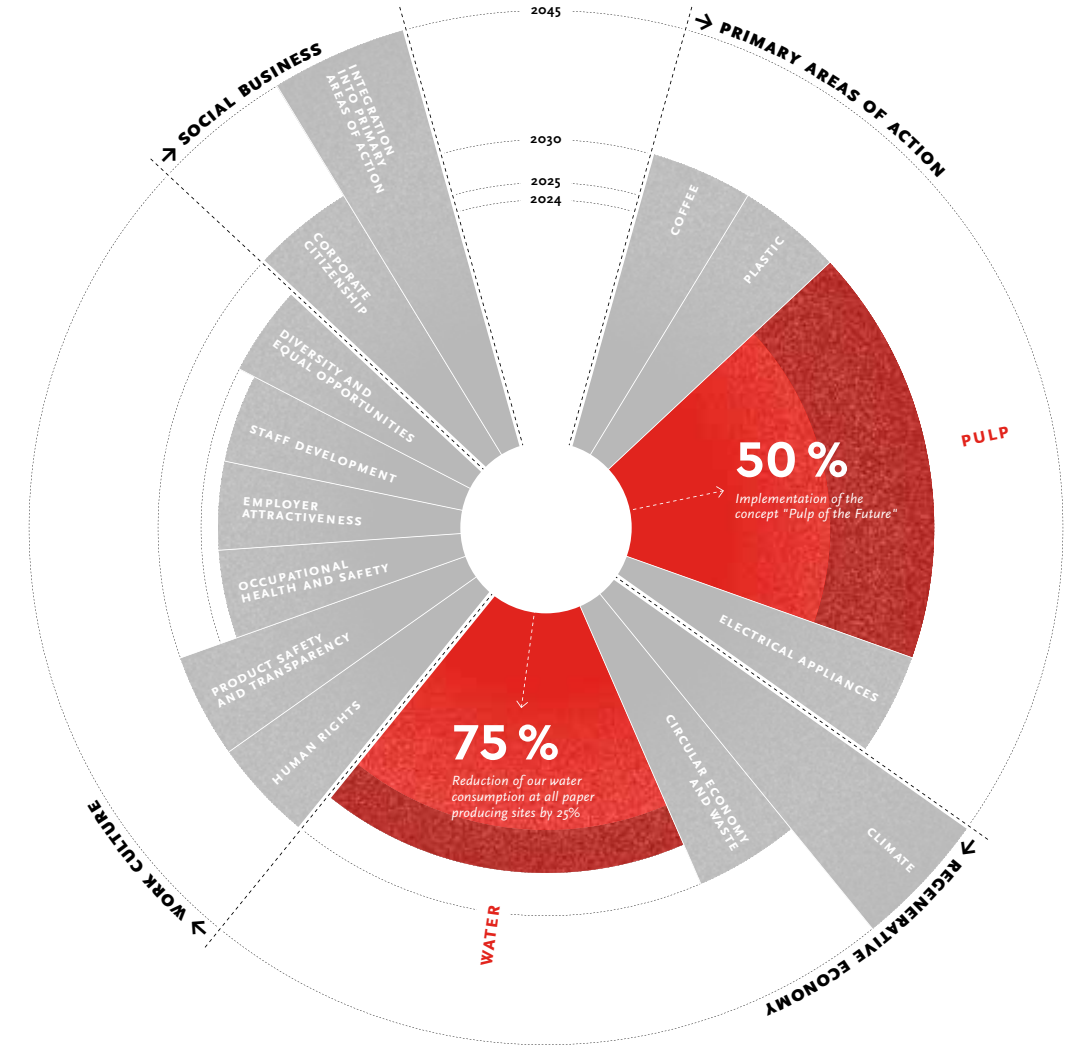
duce our pulp exclusively from recycled or sustainably managed sources by 2025. In addition, our pulp-based products are to undergo material recycling at the end of their useful life or biodegrade fully in the natural world.

We are therefore committed to using climate-neutral, resource-efficient pulp and paper products. This not only means procuring certified pulp, but also manufacturing our paper products in a resource-efficient manner. We are developing technologies and processes to improve the energy

efficiency of our production processes, to switch to renewable energies, and to further reduce our water consumption. Even though we already source a high proportion of certified pulp (99.7 percent), it is essential that we continue to develop our processes in order to meet national and regional forestry standards. This is the only way we can ensure the protection and preservation of the world’s forests, biodiversity, and the sequestration of greenhouse gases in forests.

OUR GOALS

To make the “Pulp of the Future” a reality by 2025.



WE CREATE THE FUTURE OF ELECTRICAL APPLIANCES



OUR VISION

The “Electrical Appliance of the Future” consists of recovered and/or responsibly sourced raw materials and components and is produced in compliance with globally recognized human rights and labor standards. It meets the highest standards in terms of quality, including useful life and product transparency, can be used in a way that conserves energy and resources, and can also be repaired by using spare parts. Moreover, it is reused or recovered at the end of its useful life (provided the corresponding structures are in place).

Electrical appliances have become an indispensable part of our everyday lives. Not only do they help us to save time and make our lives more convenient, they also contribute to a higher quality of life. Demand for electrical appliances is therefore constantly growing. At the same time, innovation cycles are becoming shorter and shorter.

The challenges with regard to sustainability are mainly in the areas of production, usage, and recycling. After all, electrical appliances not only consume energy, but also contribute to the emission of greenhouse gases during their production. Moreover, the useful life and reparability of the appliance, as well as the recyclability of the materials used, have an impact on the

level of environmental pollution. Electrical appliances often contain harmful substances that can affect health and the environment if they are not disposed of properly.

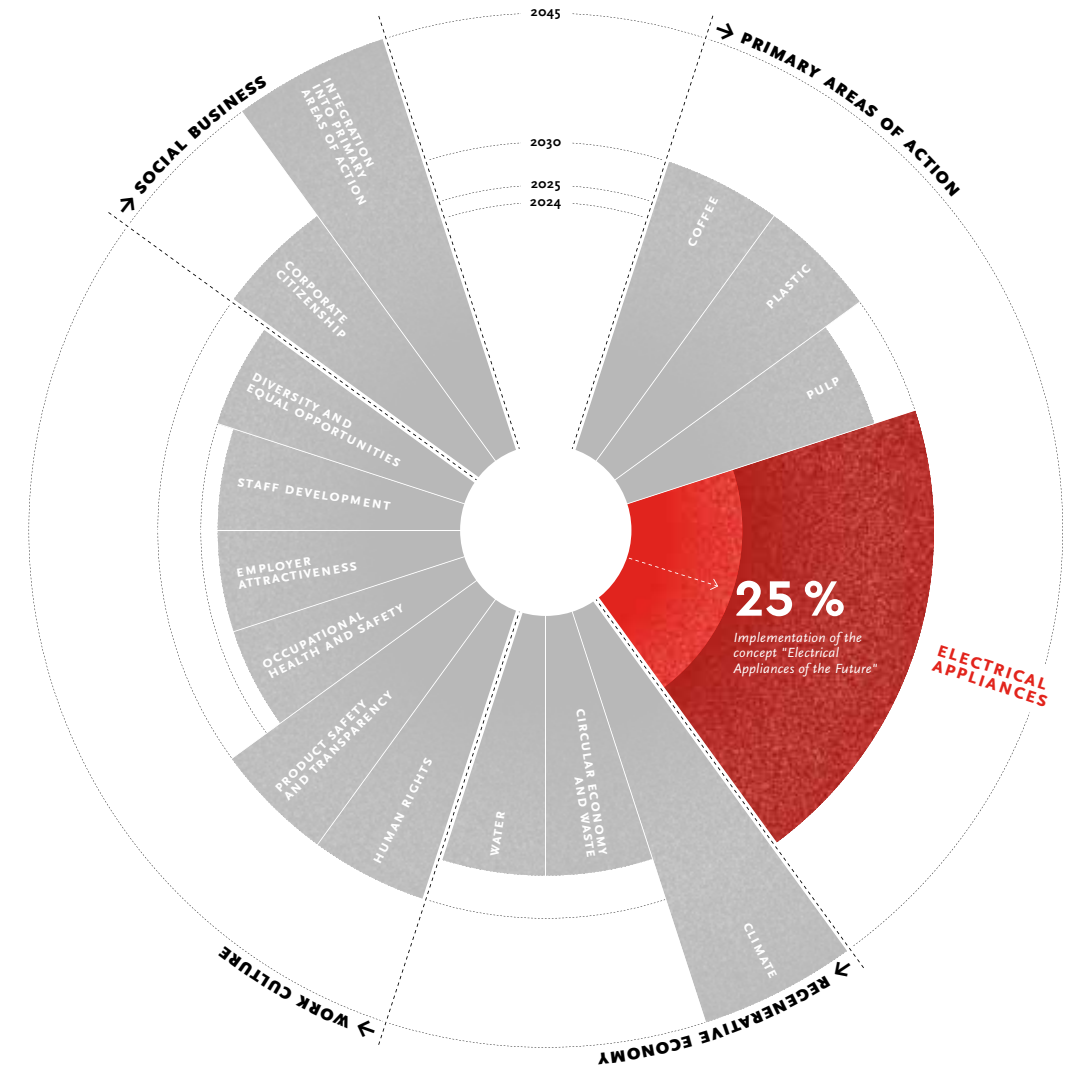
In order to meet these challenges, we are completely reorganizing our supply chains – from the extraction of raw materials to production and distribution, as well as repair and disposal. Our goal is a transparent, circular and climate-friendly value chain that will result in energy-efficient and recyclable electrical appliances.

Our aim is to be a pioneer in the development and rollout of future-compliant electrical appliances. Drawing on our many years of experience in the development of high-quality electrical

appliances, we want to provide our customers with products that set standards – not only in terms of their usability, but also when it comes to maintenance, repair and the availability of spare parts. This also includes minimizing energy consumption and offering innovative models such as leasing or renting. Our product development tool “MISSION eco & care” helps our customers make informed decisions about sustainable products. Developed in collaboration with external experts, the system analyzes products in terms of their production (e.g., materials used, resources consumed, packaging), their usage (e.g., energy efficiency, product safety, service life) and their end of life (e.g., recyclability of product and product packaging).

OUR GOALS

To make the “Electrical Appliance of the Future” a reality by 2030.



OUR ENGAGEMENT — CLIMATE AND ENERGY

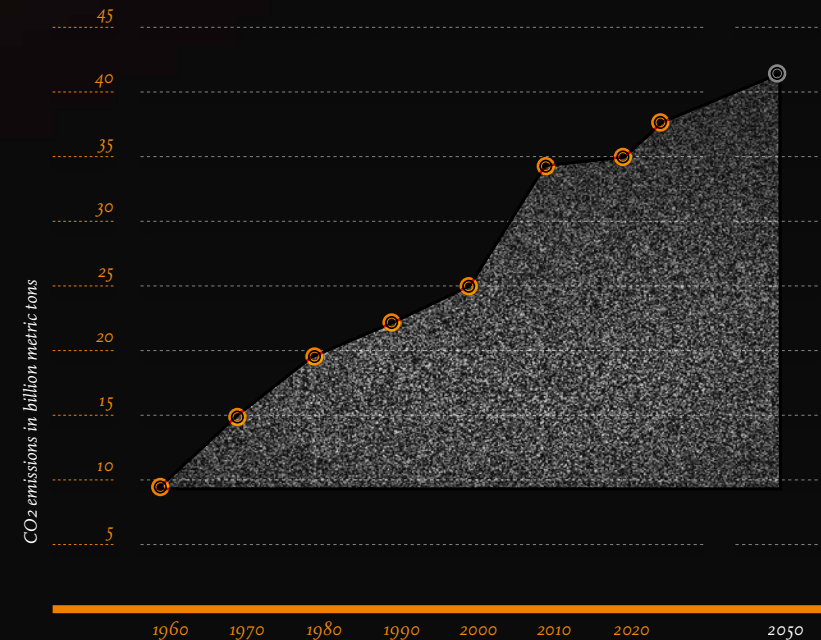
Our goal is climate neutrality. To achieve this by 2045 (Scopes 1–3), we have developed an “Energy Concept for the Future”. This concept focuses on measures to generate our own power, to procure renewables, to constantly reduce our energy consumption, and to invest in modern systems and machines. A list of measures that is constantly being updated sets out which measures are to be taken at what time and by which operating division or corporate division. In addition, initiatives such as “Don't Throw Me Away!” and “Cuki Save the Food” are helping to combat food waste and thus also contributing to a reduction in energy consumption and CO₂ emissions in the production of food.

*On the road to
climate neutrality*

BIOMASS INSTEAD OF NATURAL GAS

*CO₂-neutral energy
for paper production*

Predicted annual
CO₂ emissions
by 2050, worldwide:
43.1 billion tons



= APPROX. 10% OF
GROUP-WIDE CO₂
EMISSIONS

APPROX. **70%**



CO₂ EMISSIONS
BEFORE 2023



EXPECTED
CO₂ EMISSIONS AS OF
2023

REDUCTION THROUGH
THE USE OF BIOMASS

CO₂ emissions reduced by approx. 70%: natural gas boiler replaced by biomass boiler

The Melitta Group has set itself an ambitious target: to become climate-neutral by 2025. In 2023, an outstanding milestone on this journey was reached: the Celupa paper machine now uses steam generated from biomass instead of natural gas. By switching to renewable energy, CO₂ emissions can be reduced by around 70 percent compared to the old boiler.

The new biomass steam plant also reduces production costs as well as uncertainty about future gas price developments. The Melitta Group is planning a wide range of additional measures to improve its energy efficiency and increase its use of renewables by 2025.

Food waste is responsible for 16% of the EU's greenhouse gas emissions every year.

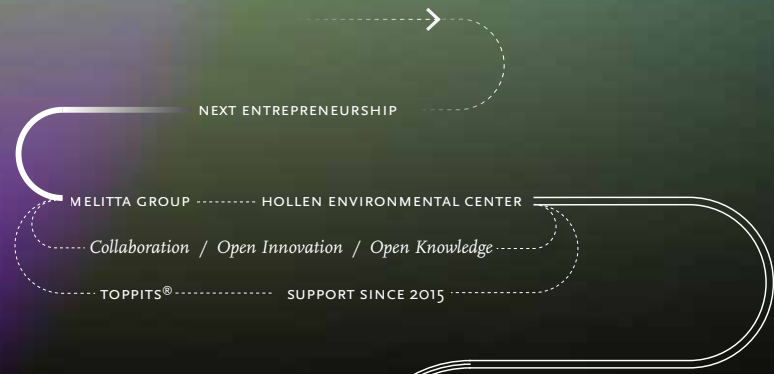
In 2021, around 12 million tons of food were thrown away in Germany –

59%
of food waste in Germany is from private households

23%
of all food in Germany is thrown away

Around 52.5 million tons of food were consumed in Germany in 2021

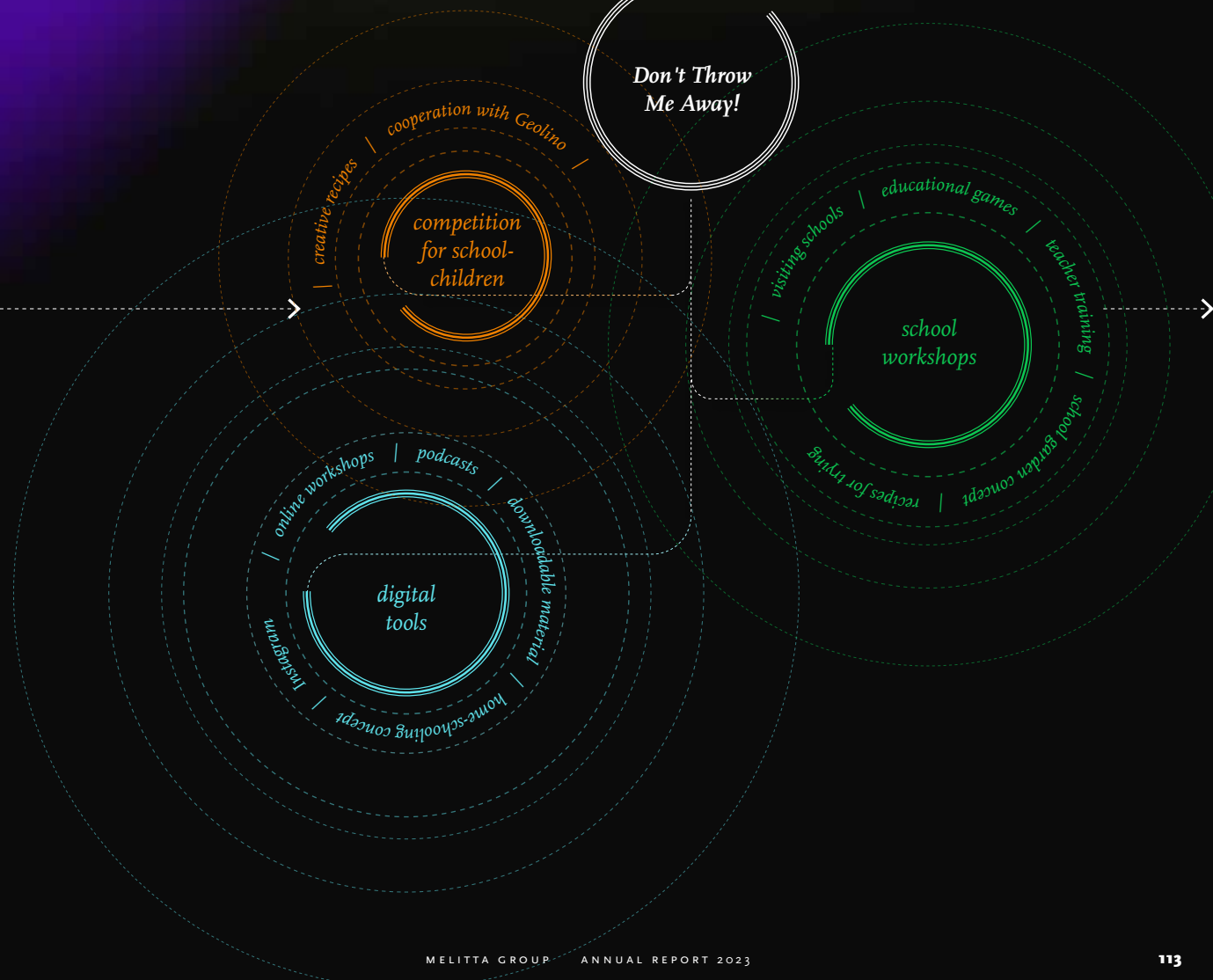
At the same time, around 13.2 million people in Germany were living in poverty.



Teaching the value of food and the reduction of waste

DON'T THROW ME AWAY!

Educational initiative of the Hollen Environmental Center for primary schools in Germany.



Schoolchildren learn where food comes from, how much effort goes into its production and how to avoid wasting it.



More than 11,000 children in the 3rd and 4th grades of over 400 schools have been educated so far. The goal: to encourage young people to adopt a sustainable approach to food, i.e., a more conscious and ecologically responsible lifestyle.

CUKI SAVE THE FOOD

*Donating unused food
from canteens to social
organizations.*

Around 1.3 billion tons
of food worldwide are thrown
away every year.

58%
of Italians are too
embarrassed to
ask for leftovers in
restaurants

1/3
of all food
produced
worldwide is
thrown away

approx. 4 billion tons of food are produced worldwide every year

In Italy alone, about
6 million tons of unused food
is thrown away.

PURCHASING
of food

DISPOSAL
of meals not consumed

Canteens

PREPARATION
of meals

CONSUMPTION
of canteen meals

BANCO ALIMENTARE — MELITTA GROUP

Collaboration / Open Knowledge / Human Relations

LOGISTICS NETWORK

TRANSPORT PACKAGING

COLLECTION
of meals not consumed

PROVISION AND CONSUMPTION
of meals to/by
people in need

Impact

**SITICIBO &
SAVE THE FOOD**

PACKAGING
of meals not consumed

TRANSPORT
of meals not consumed
to charitable organizations

Reducing food waste | Economic relief for people in need | Sensitizing and educating about the conscious use of food

12 years of support in the fight against food waste have led to the redistribution of 23 million food portions.

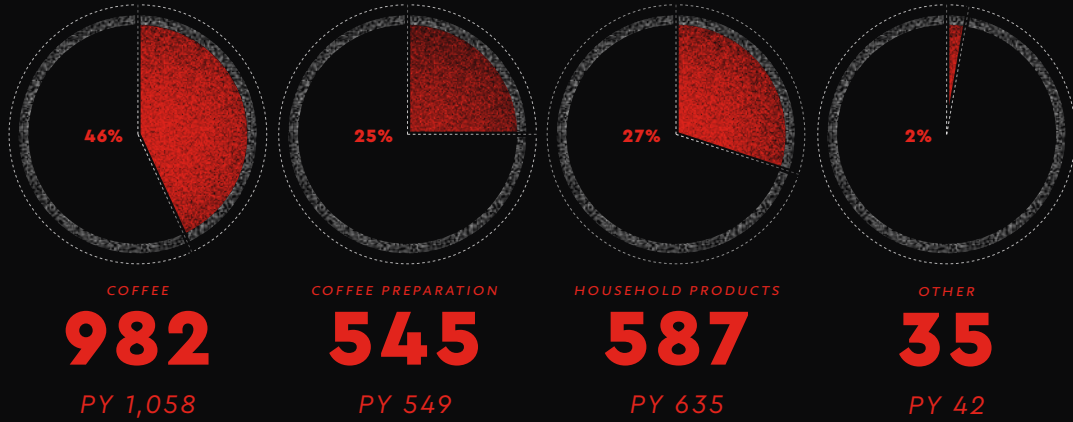


Cuki Cofresco draws attention to food waste in a variety of ways. At the “Terra Madre – Salone del Gusto” event, Cuki Cofresco was a “Green Partner” and, together with many other organizations, advocated for food to be seen as a valuable resource – and to rethink the way we treat food at present.

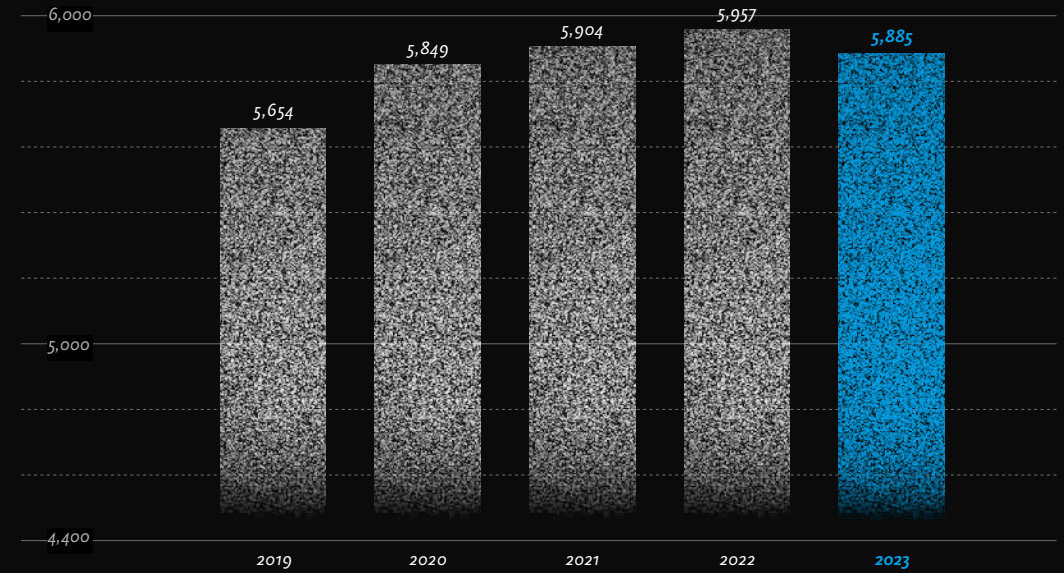


FINANCE REPORT 2023

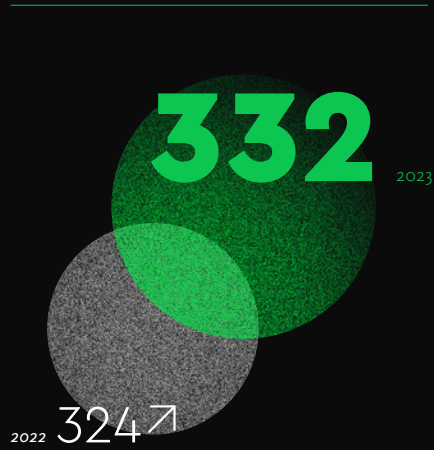
SALES BY BUSINESS FIELD
in € million



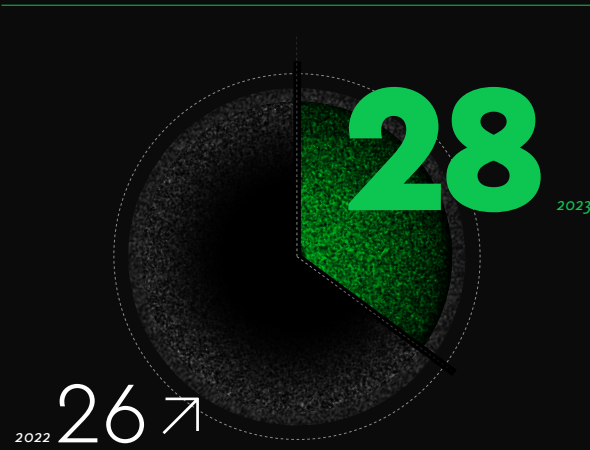
DEVELOPMENT OF HEADCOUNT
in 2019 – 2023 / Average annual headcount (FTEs)



CAPITAL STRUCTURE
Equity in € million

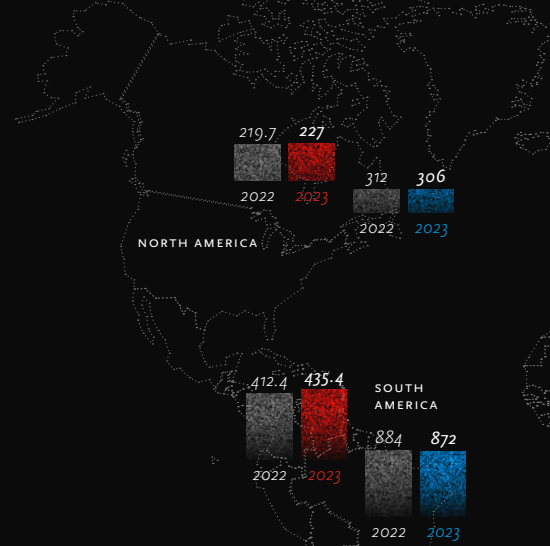


Equity in percent

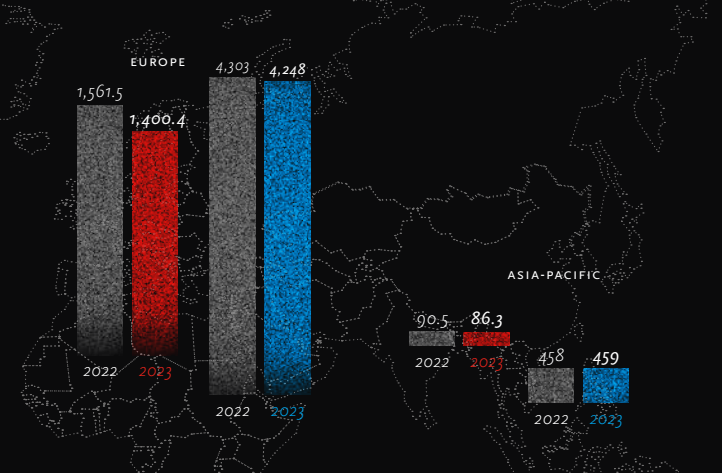


The Group's equity was increased once again in FY 2023.

SALES BY REGION
in € million



EMPLOYEES BY REGION
Average annual headcount (FTEs)



Despite falling coffee prices, the Melitta Group achieved revenue growth in its North and South American markets in particular.

Ladies and gentlemen,

The fiscal year 2023 was once again shaped by numerous geopolitical challenges. Moreover, the global economic uncertainty of recent years was compounded by high inflation rates, dramatic cost increases, and fragile supply chains.

As a company with international operations, the Melitta Group was also affected by these developments. We therefore undertook great efforts to ensure the smooth functioning of our supply chains, to tighten our cost management, and to adapt to the changes in consumer behavior. Despite these efforts, however, downbeat consumer and business sentiment in our markets had a significant impact on our business performance.

Satisfactory fiscal year

The Melitta Group generated sales of € 2,149 million in the fiscal year 2023. This corresponds to a year-on-year decline of 6 percent. We therefore fell short of the expected slight increase in revenue for 2023.

Given the numerous challenges we faced, however, we are satisfied on the whole with our performance in 2023. We successfully defended and, in some cases, even expanded our market positions. Moreover, we continued to strengthen our financial stability.

Following a significant increase in the fiscal year 2022, sales in the Coffee business field fell by 7.2 percent. This is mainly due to the fall in green bean prices, which was also reflected in our sales

prices. We achieved year-on-year sales growth in South America and in our B2B coffee business in North America.

Sales in our Coffee Preparation business field fell only slightly by 0.7 percent compared to the previous year. Whereas sales volumes in our filter paper business declined, we once again achieved revenue growth in the field of professional hot beverage preparation equipment for the system and non-system catering segments.

Sales in the Household Products business field fell by 7.6 percent. This is primarily due to our B2C business, which suffered from weak consumer demand in many of our relevant markets. By contrast, our B2B business made good progress and regained momentum after the coronavirus pandemic.

Sustainable transformation on track

We made great strides with regard to our sustainable transformation: firstly, we developed the “Transform to Flourish” vision for our future business activities. This includes a commitment to focusing more on the requirements of regenerative value creation in our business model and developing initiatives based on the social business principle. In addition, we attach great importance to developing our work culture in order to encourage more collaboration, co-creation, variety, and diversity.

Secondly, we have enhanced many of our processes and products and aligned them with our sus-

tainability principles. In 2023, for example, we implemented numerous measures to safeguard human rights in our supply chains, made further significant increases in the proportion of recycled and renewable materials in our products, and improved our resource efficiency once again by investing in and modifying our production processes. The progress of our sustainability KPIs also provides solid proof that our sustainable transformation is firmly on track.

Foundations laid for the future

We continue to see numerous opportunities and growth potential in our business fields and markets. In the past fiscal year, we therefore laid the foundations for the further development of the Melitta Group's strategic alignment. In the coming years, we will roll out a raft of innovative products, tap new target groups and regions, and align our structures and processes in such a way that they provide the best possible support for our growth plans.

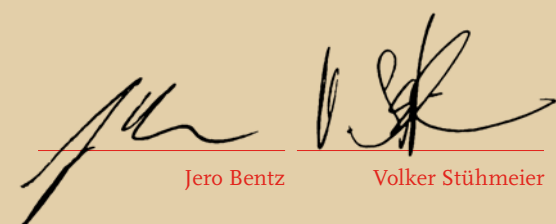
This also applies to our corporate divisions, which we have restructured to make them even more

effective. In addition, we have established a new corporate division, IDS (Innovation, Digitalization and Start-ups), to strengthen our innovative power and speed-to-market, and to help us develop new business models.

Optimistic outlook

With our strong brands, our keen awareness of customer needs, and our high level of financial stability, we are ideally positioned to successfully press ahead with our strategy of internationalization, innovation, sustainability, and digitalization. We are therefore eager to put our plans into action and optimistic about our future prospects.

This is due in no small part to our employees. Last year, they once again demonstrated their tremendous passion, expertise, and flexibility. Thanks to their outstanding commitment, we made further significant progress in the development of our Group. We would therefore like to express our sincere gratitude to them. At the same time, we would like to thank our customers and business partners for their loyalty and trust.



Jero Bentz Volker Stühmeier

**OUR
ORGANIZATIONAL STRUCTURE
AND CORPORATE GOVERNANCE**

In organizational terms, the Melitta Group consists of a central management holding company (Melitta Group Management) and the operating divisions. Chief Corporate Management defines the Group's strategy and manages its business portfolio. It is supported in these efforts by six corporate divisions: Corporate Development; Human Resources; Communication and Sustainability; Finance; Legal, Compliance & Audit; and Innovation, Digitalization and Start-ups.

The Melitta Group is headed by Chief Corporate Management. Its members are Jero Bentz, a fourth-generation member of the owning family, and Volker Stühmeier. Chief Corporate Management defines the Group's strategy and acts in line with the principle of collective representation as per the Articles of Association and its rules of procedure.

The members of Chief Corporate Management are appointed by the partners following a vote by the Advisory Council and base their management activities on the guidelines defined in the Partners' Charter. The Advisory Council has seven members, four external and three family members, and is governed by its own rules of procedure.

MELITTA GROUP MANAGEMENT

CHIEF CORPORATE MANAGEMENT

CORPORATE DIVISIONS

CORPORATE DEVELOPMENT	INNOVATION, DIGITALIZATION AND START-UPS <i>inkl. 10X INNOVATION</i>	COMMUNICATION AND SUSTAINABILITY
FINANCE	HUMAN RESOURCES	LEGAL, COMPLIANCE & AUDIT

OPERATING DIVISIONS

MELITTA EUROPE – COFFEE DIVISION	MELITTA EUROPE – COFFEE PREPARATION DIVISION	MELITTA EUROPE – SALES EUROPE DIVISION	MELITTA NORTH AMERICA
MELITTA SOUTH AMERICA	MELITTA ASIA PACIFIC	MELITTA SINGLE PORTIONS	CORSINO CORSINI
ROAST MARKET	MELITTA PROFESSIONAL COFFEE SOLUTIONS	COFFEE AT WORK	COFRESCO
CUKI COFRESCO	ACW-FILM	WOLF PVG	NEU KALISS SPEZIALPAPIER
MELITTA BUSINESS SERVICE CENTER			

*General Partner of Melitta Unternehmensgruppe Bentz KG: Jero Bentz
 Limited Partners: Dr. Thomas Bentz, Thomas Dominik Bentz, Claudia Tauß, Johannes Tauß, Maximilian Tauß, Jara Bentz, Dr. Stephan Bentz, Eva Maria Bentz, Alexandra Taufmann, Tilman Bentz, Nora Sophie Bentz
 Advisory Council: Joachim Rabe (Chairman), Dr. Stephan Bentz, Thomas Dominik Bentz, Claudia Tauß, Alastair Bruce, Javier Gonzalez (May 2023), Andreas Ronken, Dr. Anna Weber (May 2023)*

CORPORATE DEVELOPMENT

Managing Director — Günther Klatt

The corporate division Corporate Development deals with the strategic alignment of the Melitta Group and its various operating divisions. It provides support for Chief Corporate Management with the further development of Group strategy and assists the operating divisions with their strategy projects, as well as with the management and implementation of major projects. This involves monitoring market trends and developments, evaluating strategic options, and developing strategy programs. The division is divided into the departments: Corporate Strategy, Investment Management, and Planning and Reporting.

COMMUNICATION AND SUSTAINABILITY

Managing Director — Katharina Roehrig

The corporate division Communication and Sustainability supports Chief Corporate Management with all issues relating to communication and sustainability. It is responsible for internal and external communications across the Group, as well as for corporate brand management, the strategic alignment and coordination of the Group's sustainability activities, and the integration of sustainability into the global business strategy. Its tasks include the development of the Melitta Group's communication strategy and its implementation in the field of corporate communications, public relations, sponsoring, and events. Its responsibilities also comprise the Group-wide strategic alignment and development of sports partnerships, as well as in-house real estate management in cooperation with the relevant departments.

CORPORATE HUMAN RESOURCES

Managing Director — Roberto Rojas

The corporate division Human Resources shapes the strategic and infrastructural framework for the recruitment, support, and development of personnel. A key task is to strengthen the attractiveness of the Melitta Group as an employer, both internally and externally, in order to retain current and new employees over the long term. Corporate HR supports the operational HR departments with the corresponding measures and instruments, e.g., with regard to digitalization, internationalization, and standardization. In addition, Corporate Human Resources acts as a driver for the continuous further development of the Group's corporate culture as a family business. This includes development programs for managers and high-potential employees, as well as the promotion of cross-divisional communication, and an appreciative feedback culture.

INNOVATION, DIGITALIZATION AND START-UPS

Managing Director — René Korte

The corporate division Innovation, Digitalization, and Start-ups focuses on identifying and exploiting opportunities arising from changes in the market environment, trends and new technologies. It provides support for the operating divisions in matters of innovation and digital transformation and develops new approaches and business models for the Melitta Group. It draws on the know-how and resources of the corporate division teams and the 10X Innovation incubator. The corporate division is also responsible for investments in start-ups.

CORPORATE FINANCE

Managing Director — Jochen Emde

The corporate division Finance is responsible for the Group's financial strategy and financial management. As the Finance Business Partner, it is part of the global financial organization and also responsible for the Melitta Group's financing and value-based management system. Its main tasks include the planning and managing of cash flows within the Group, the transformation of the financial organization ("ONE Finance"), the coordination of Group data management, and financial reporting on the basis of uniform standards, processes, data, and systems. The corporate division ensures compliance with legal and regulatory requirements with regard to accounting, taxes, and customs, as well as being responsible for global insurance management. Various services are provided for the operating and corporate divisions, such as financial support and training. Finally, it is responsible for the operational coordination and management of M&A projects and alliances.

LEGAL, COMPLIANCE AND AUDIT

Managing Director — Dr. Heide Suderow Grob

The corporate division Legal, Compliance & Audit has the strategic task of enabling the Melitta Group's business activities with regard to their compliance with applicable laws and regulations. While Legal supports Chief Corporate Management, the other corporate divisions, and the Group's operating divisions with all legal matters – focusing mainly on competition law, commercial and contract law, corporate law, intellectual property law, and data privacy law – Compliance and Audit are essential elements of the Group's internal control and management system for ensuring compliance with legal and regulatory provisions as well as internal policies.

OUR
ORGANIZATIONAL STRUCTURE
— OPERATING DIVISIONS

The detailed annual reports of our operating divisions are available online.

MELITTA EUROPE — COFFEE DIVISION

MELITTA®
 Managing Director — Dr. Frank Strege
 Headquarters — Bremen, Germany

The operating division Melitta Europe – Coffee Division is responsible for Melitta's coffee business in Europe, the Middle East, and Africa (EMEA). The range offers perfect coffee enjoyment for every taste: filter coffee, whole beans for fully automatic coffee machines and fresh grinds, specialty coffees from Melitta Manufaktur, pad ranges for single-cup preparation, and instant coffees.

Sales in € thous.	
2023	430,633
2022	528,611
Employees, full-time employees, annual average	
2023	249
2022	243

MELITTA EUROPE — COFFEE PREPARATION DIVISION

MELITTA®
 Managing Director — Katja Möller
 Headquarters — Minden, Germany

With its claim "We enable coffee enjoyment", the operating division Melitta Europe Coffee Preparation develops, produces, and markets top-quality products for coffee preparation in private households under the Melitta® brand. The range comprises products for preparing filter coffee, such as Melitta® filter papers, pour-over cones, filter coffeemakers, coffee grinders, and electric kettles, as well as fully automatic coffee machines for the preparation of coffee specialties at home.

Sales in € thous.	
2023	168,863
2022	192,482
Employees, full-time employees, annual average	
2023	558
2022	584

MELITTA EUROPE — SALES EUROPE DIVISION

MELITTA®, TOPPITS®, ALBAL®, BACOFoil®, HANDY BAG®, SWIRL®, CAFFÈ CORSINI®
 Managing Director — Stefan Knappe (interim)
 Headquarters — Minden, Germany

Melitta Europe – Sales Europe is responsible for marketing the Melitta Group's main consumer products in the region Europe, Middle East, and Africa (EMEA). The best-known brands marketed by this division include Melitta®, Toppits®, Albal®, BacoFoil®, handy bag®, Swirl®, and Caffè Corsini®.

Sales in € thous.	
2023	426,578
2022	480,398
Employees, full-time employees, annual average	
2023	427
2022	437

MELITTA NORTH AMERICA

MELITTA®
 Managing Director — Martin T. Miller
 Headquarters — Clearwater, Florida, USA

Melitta North America produces filter papers and roasted coffee, both for consumers under the Melitta® brand and for the B2B market. Its core markets are the USA and Canada but its products are also marketed in Mexico, Central America, and the Caribbean. It also distributes coffeemakers and accessories in the North American market.

Sales in € thous.	
2023	180,876
2022	179,021
Employees, full-time employees, annual average	
2023	148
2022	181

MELITTA SOUTH AMERICA

MELITTA®, BARÃO®, BRIGITTA®, BOM JESUS®
 Managing Director — Marcelo Barbieri
 Headquarters — São Paulo, Brazil

Melitta South America offers a wide range of products for coffee enjoyment at home. These include various coffee blends, capsules, and instant coffees, as well as coffee preparation products such as filter papers. The operating division has three production facilities in Brazil: two coffee roasting plants and one paper mill. Melitta South America is the third largest coffee company in Brazil and the market leader for filter papers in South America under the Melitta® and Brigitta® brands.

Sales in € thous.	
2023	432,231
2022	409,794
Employees, full-time employees, annual average	
2023	872
2022	884

MELITTA ASIA PACIFIC

Melitta Asia Pacific is responsible for Melitta's B2C and B2B activities in the Chinese market. In its B2C business, the operating division offers both locally produced and imported coffee as well as coffee preparation products. B2B activities focus on meeting the professional demand for machines, coffee products, services, and concepts for the out-of-home segment.

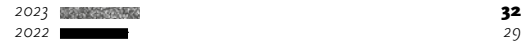
MELITTA®

Managing Director — Oliver Heppener
Headquarters — Shanghai, China

Sales in € thous.



Employees, full-time employees, annual average



MELITTA SINGLE PORTIONS

Within the Melitta Group, Melitta Single Portions is responsible for all products connected with the preparation of hot beverages in the form of single servings. With its innovative solutions and products, the operating division aims to become one of the leading, globally operating suppliers for single-serve hot beverages. As of November 2019, Melitta Single Portions has been producing and marketing a premium range of individually portioned teas under its first-ever own brand Avoury®. With the Avoury® One tea machine and more than 30 organic tea varieties, Avoury® stands for a new and sustainable form of top-quality tea enjoyment.

MELITTA®, AVOURY®

Managing Director — Holger Feldmann
Headquarters — Minden, Germany

Sales in € thous.



Employees, full-time employees, annual average



CORSINO CORSINI

Corsino Corsini has been producing coffee in Tuscany since 1950 using green beans from all coffee-growing countries. Under the Caffè Corsini® and Compagnia dell'Arabica® brands, the operating division markets whole beans, ground coffee and single portions in Italy as well as 60 other countries around the world. In addition, Caffè Corsini sells coffee products for the food service industry, in particular for bars and hotels in Tuscany and the neighboring regions.

CAFFÈ CORSINI®, COMPAGNIA DELL'ARABICA®

Managing Director — Patrick Hoffer
Headquarters — Arezzo, Italy
Melitta Group shareholding: 70 %

Sales in € thous.



Employees, full-time employees, annual average



ROAST MARKET

Roast Market GmbH ("roastmarket") is the market-leading B2C online coffee retailer in the DACH region (Germany, Austria, Switzerland). The company's own sales and distribution activities comprise classic, premium, and specialty coffees, premium coffee machines, barista equipment, accessories and services.

ROASTMARKET®

Managing Director — Dr. Stefan Scholle
Headquarters — Frankfurt am Main, Germany
Melitta Group shareholding: 72 %

Sales in € thous.



Employees, full-time employees, annual average



MELITTA PROFESSIONAL COFFEE SOLUTIONS

Melitta Professional Coffee Solutions is the global partner for professional hot beverage preparation in the out-of-home market. The operating division's range of products and solutions includes coffee machines, coffees, technical services, digital solutions, and customized finance for the system and non-system segments.

MELITTA®, CAFINA®

Managing Director — Marco Gottschalk
Headquarters — Minden, Germany

Sales in € thous.



Employees, full-time employees, annual average



COFFEE AT WORK

Coffee at Work GmbH & Co. KG offers an all-inclusive service for coffee and water provision in the workplace under the fresh at work® brand. The service not only comprises high-quality products, but also transparent pricing that includes all necessary components, such as coffee beans, milk and chocolate powder, the provision of coffee machines, and regular maintenance and services.

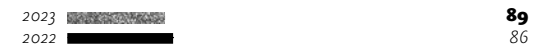
FRESH AT WORK®

Managing Director — Alexander Busse
Headquarters — Witten, Germany

Sales in € thous.



Employees, full-time employees, annual average



COFRESKO

Cofresco is Europe's leading supplier of branded products in the field of household film and foil for home and professional use. The operating division's brands are at home in almost all European countries. Cofresco's portfolio comprises product solutions for the wrapping, preparing, and freezing of food, for the safe storage of household and garden items, and for the disposal of waste.

TOPPITS®, ALBAL®, BACOFIL®, HANDY BAG®, SWIRL®, WRAPMASTER®, CATERWRAP®

Managing Director — Oliver Strelecki
Headquarters — Minden, Germany

Sales in € thous.

2023		284,568
2022		307,310

Employees, full-time employees, annual average

2023		1,026
2022		1,041

CUKI COFRESKO

Cuki Cofresco specializes in the production and sale of food packaging, disposable containers, films for food preservation, and garbage bags – over 4,000 products aimed at consumers, as well as commercial clients and the food industry. The operating division's products set high standards in quality, innovation and sustainability.

CUKI®, CUKI® PROFESSIONAL, DOMOPAK®, DOMOPAK® LIVING, DOMOPAK® SPAZZY

Managing Director — Corrado Ariaudo
Headquarters — Volpiano, Italy

Sales in € thous.

2023		234,731
2022		256,650

Employees, full-time employees, annual average

2023		500
2022		503

ACW-FILM

ACW-Film develops and produces flexible packaging film and paper for the consumer goods industry in Germany and the rest of Europe. The operating division supplies – also just-in-time – films, film laminates, fully recyclable composites or monostructures, papers, and paper composites for the special packaging machinery of its clients. The main focus is on the delivery of sustainable, recyclable, high-quality, innovative, and customized packaging films for the fresh meat, food, cleaning, and confectionery industries.

Managing Director — Markus Wielens
Headquarters — Rhede (Ems), Germany

Sales in € thous.

2023		8,741
2022		8,880

Employees, full-time employees, annual average

2023		47
2022		48

WOLF PVG

Wolf PVG is a highly specialized systems supplier for all aspects of vacuum cleaning, industrial filter technology, and medical protective equipment. Its products include vacuum cleaner bags, vacuum cleaner nozzles, filters, and attachment flanges for vacuum cleaner bags. These products are developed and produced for both industrial clients and the operating division's own end-user business. Under its core brands Swirl® and Worwo®, Wolf PVG markets vacuum cleaner bags, vacuum cleaner accessories, and cleaning products for private households in Europe. In addition, the company produces high-quality melt-blown and composite materials, for example for medical face masks and respirators.

SWIRL®, WORWO®

Managing Director — Peter Aufdemkamp
Headquarters — Minden, Germany

Sales in € thous.

2023		41,130
2022		45,765

Employees, full-time employees, annual average

2023		222
2022		236

NEU KALISS SPEZIALPAPIER

Neu Kaliss Spezialpapier develops and manufactures specialist papers and nonwoven materials as the basis for various industrial applications. Its range of materials includes nonwoven wallpapers, conductive nonwoven fabrics, and nonwoven veneers. In its paper business, the operating division produces and processes coffee filter papers, beer glass and coffee cup drip catchers, crepe papers for large bakeries, under papers, and extractor hood filters.

Managing Director — John Paul Fender
Headquarters — Neu Kaliß, Germany

Sales in € thous.

2023		25,832
2022		33,242

Employees, full-time employees, annual average

2023		129
2022		135

MELITTA BUSINESS SERVICE CENTER

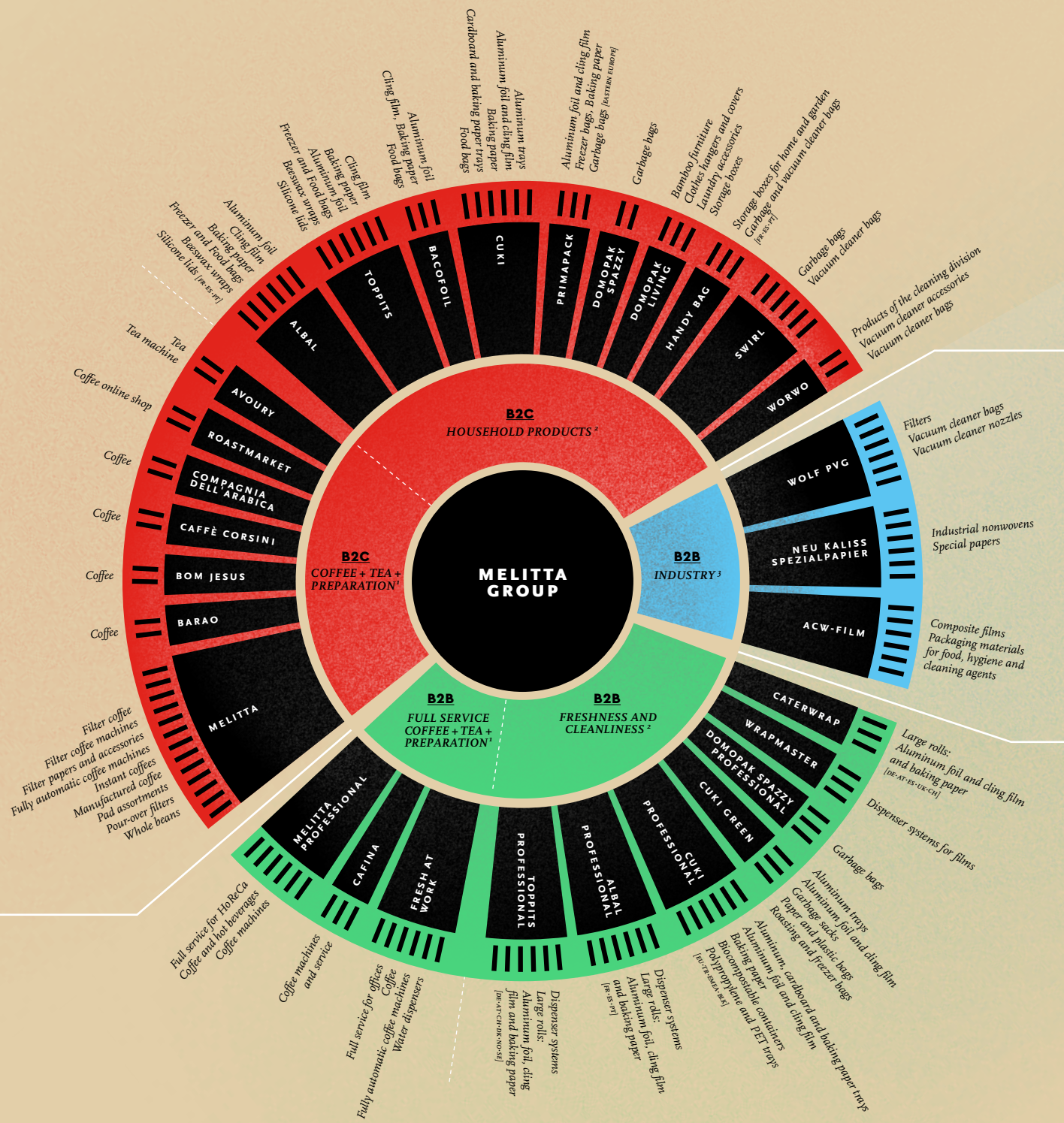
The Melitta Business Service Center pools tasks and services at Group level. In addition to shaping the operational HR and accounting processes, these tasks include strategic purchasing, business process management, and IT. The aim is to simplify, standardize, and align the Group's processes and systems in order to enhance flexibility and efficiency while also establishing the prerequisites for Group-wide digitalization with high security standards.

Managing Directors — Stefanie Bohnhorst, Michael Felix
Headquarters — Minden, Germany

**OUR
BRAND STRUCTURE**

An overview of our product brands and expertise in the 360° customer experience

**17
B2C
BRANDS**



**3
B2B
COMPANIES
INDUSTRY**

**10
B2B
BRANDS
COMMERCE**

The company

The companies of the Melitta Group offer leading branded products for the consumer segment (B2C) and attractive commercial customer segment (B2B) in the business fields of Coffee, Coffee Preparation, and Household Products.

The structure of the Group enables management to closely align operations with market needs via its operating divisions, national subsidiaries or portfolio units. With the aid of central corporate divisions, Chief Corporate Management steers the Group according to strategic objectives and on the basis of a mission, shared culture and values, as well as fundamental corporate principles.

With the core brands Melitta®, Café Bom Jesus®, Café Barão® and Caffè Corsini®, the business field Coffee offers a wide range of filter coffee, instant cappuccino, whole bean, and single-serve products in its regional and international markets. The Coffee business field also includes [roastmarket.de](https://www.roastmarket.de), Germany's largest online marketplace for coffee.

The products of the Coffee Preparation business field marketed under the core brand Melitta® include filter papers, filter coffeemakers, fully automatic coffee machines, electric kettles, and milk frothers. Melitta Professional Coffee Solutions and the Office Coffee Solutions (OCS) of fresh at work® are internationally acclaimed specialists for the flourishing out-of-home coffee business and the system catering segment. Melitta therefore offers an extensive portfolio of high-quality coffee preparation products for private consumers as well as the system and non-system catering segments.

The Household Products business field comprises consumer and catering products for the freshkeeping and storing of food, as well as waste disposal products, dust filter bags, and dust filter accessories, which are marketed under the core brands Toppits®, Cuki®, Swirl®, Albal®, handy bag®, BacoFoil®, and Wrapmaster®.

Other products offered by the Melitta Group are mainly focused on industrial clients. These include, among other things, specialist papers and non-wovens, as well as flexible packaging solutions for the consumer goods industry. Innovation and development activities within the Melitta Group are designed to detect or shape new consumer trends, sustainability requirements, and technologies in order to turn them into new and clearly differentiated products which will secure the company's sustainable development. This also applies with regard to food service and industrial clients.

The Melitta Group systematically integrates sustainability into its business strategies and processes. To this end, it has developed future concepts for its value chains – Coffee and Coffee Cultivation, Paper and Pulp, Plastics and Plastic Products, as well as Electrical Appliances – and derived numerous initiatives to implement these concepts. In addition, we have further refined our holistic transformation approach and introduced the areas “Regenerative Value Creation”, “Work Culture”, and “Social Business” as our overarching guiding principles. Within these areas, we continue to work on achieving the targets we have set ourselves for all relevant business processes and product ranges. As part of its commitment to climate protection, the Melitta Group has pledged to meet the net zero targets of the Science Based Target

Initiative and is currently formulating a roadmap to reach these targets. The progress made in the respective projects and the further course of action is reported in the Sustainability Report and Declaration of Conformity with the German Sustainability Code ("Deutscher Nachhaltigkeitskodex" – DNK) and the German CSR Directive Implementation Act ("CSR Richtlinienumsetzungsgesetz").

ECONOMIC REPORT

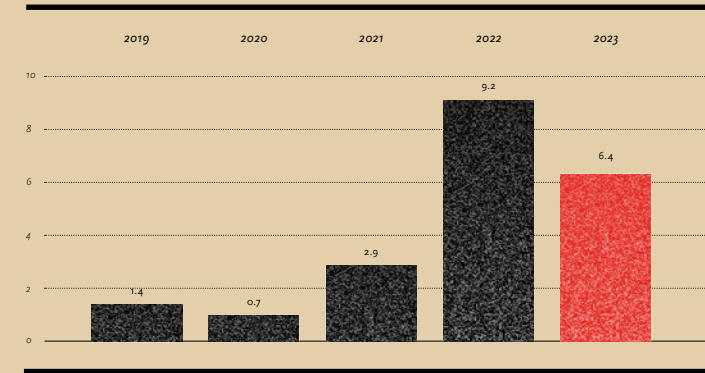
Business environment

As in the previous year, the economic environment in some of the markets of relevance for the Group was shaped by the impact of geopolitical crises, the rising cost of living, and a persistently gloomy consumer and business climate in 2023. In order to counter high inflation rates around the world, central banks once again raised interest rates in 2023.

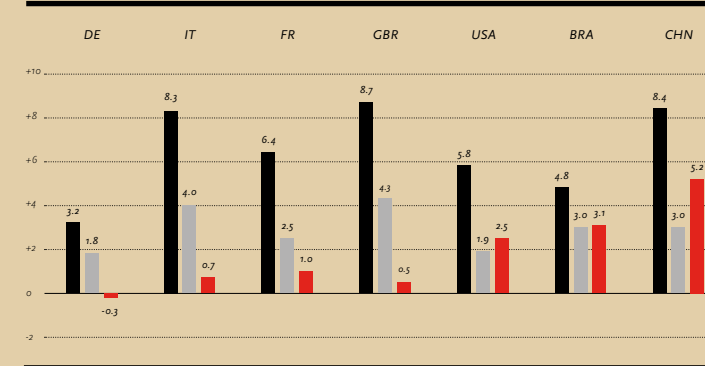
Above all in Europe, the economic recovery was dampened in particular by reduced consumer confidence, persistently high energy costs and high interest rates. In Germany, inflation averaged 5.9% in 2023, while GDP fell year on year by 0.3%. This decline was primarily attributable to the lower level of consumer spending resulting from diminished purchasing power and increased uncertainty caused by geopolitical conflicts. There was a similarly subdued development in Italy with inflation of 6.1% and GDP growth of just 0.7% in 2023, as well as in France with virtually unchanged inflation of 5.8% and GDP growth of 1.0%. In the UK, growth was just 0.5%, while consumer prices rose by 4.2%.

In the USA, inflation decreased significantly and averaged 3.4% for 2023 as a whole. At the same time, higher consumer spending helped the economy grow by 2.5% – and thus more strongly than in the previous year. Growth in Brazil amounted to 3.1% and was thus also up on the previous year, despite the negative impact of geopolitical crises and lower exports. At 5.2%, Chinese economic growth in 2023 was also more robust than in the previous year (3.0%), albeit still below expectations due to the ongoing crisis in the real estate sector and emerging structural weaknesses.

DEVELOPMENT OF INFLATION IN THE EURO AREA in %



GDP DEVELOPMENT in %



Development of business

On the whole, the Melitta Group performed well in this persistently challenging environment. Our main focus in 2023 was to secure the quality of our contribution margins. To this end, we also made a conscious decision to accept lower sales volumes. In addition, prolonged negotiations with retailers and the associated interruptions to deliveries had a negative impact in certain business fields. In total, sales revenues were 6% below the prior-year level.

A) COFFEE AND TEA

Sales volumes in the Melitta Group's Coffee and Tea business field amounted to 166 thousand metric tons in 2023 and were thus on a par with the previous year (167 thousand metric tons). At 12.5%, the Group's share of the German coffee market was higher than in the previous year (11.0%), despite the decline in sales volumes. Following significant volume shortfalls in the previous year in the North and South America regions, where weakened purchasing power led to consumers focusing more on low-priced competing products, sales volumes in South America rose by 16.7% in the fiscal year 2023.

Due to falling commodity prices and targeted working capital management, inventories of green beans and finished goods were reduced over the course of 2023.

Our premium tea brand Avoury® was able to expand its sales volumes of tea machines and tea capsules in the fiscal year 2023, due in particular to strategic measures implemented in the field of sales and marketing. Although the market environment in 2023 was extremely challenging for its business model, Roast Market performed well and succeeded in maintaining its prior-year level.

B) COFFEE PREPARATION

Due in part to the development of the international market environment, there was a further noticeable year-on-year increase in deliveries in the professional coffee machine segment in 2023. This applies in particular to the regions outside Europe, where new orders for commercial coffee machines were successfully concluded. Good progress was made for example in North America and Asia, and especially China.

In the filter paper segment, there was an overall decline in sales volumes of 13% due to delivery interruptions during the year as a result of the aforementioned price negotiations with European retail organizations. However, volumes were up in the South American market.

Following exceptionally strong sales of filter coffee makers and fully automatic coffee machines in 2020 and 2021 – partly as a result of the coronavirus pandemic – and the subsequent decline in 2022, sales volumes continued to fall in 2023 due to further normalization and subdued consumer spending.

C) HOUSEHOLD PRODUCTS

Compared to 2022, overall customer demand and thus total volumes in the relevant markets fell once again in 2023. This also applies to the Melitta Group's respective product groups in this business field. In addition, the aforementioned price negotiations and unplaced orders from major retailers negatively impacted sales in various European markets during the year.

Despite the challenging conditions, the path already taken toward the complete circularity of household products and packaging will continue

to be pursued. The aim is still to use only recycled, recyclable or renewable raw materials for products and packaging by 2025. One successful redesign in terms of material composition is our eco bin liners, which are now made from 95% recycled materials and thus contribute to a more sustainable circular economy.

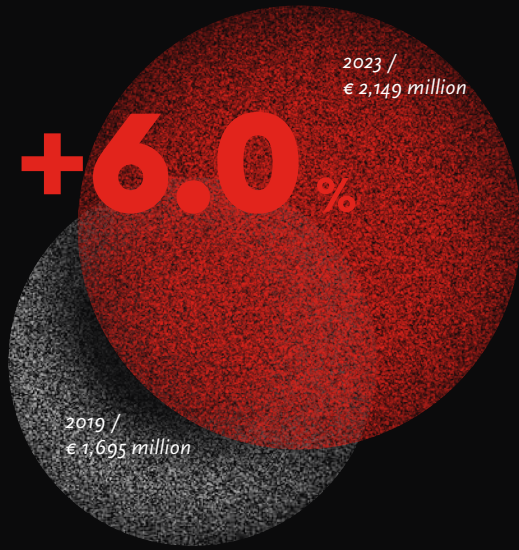
Sales of dust filter bags were down on the previous year due to interrupted deliveries during the year as a result of the aforementioned price negotiations with retailers and the loss of a major business client.

D) OTHER BUSINESS

In the field of film packaging for the consumer goods industry, sales of sustainable and recyclable N-Viron-Flex® film laminates made good progress. The wallpaper industry continued to suffer from high commodity prices and weak demand, particularly in Eastern European markets, in 2023.

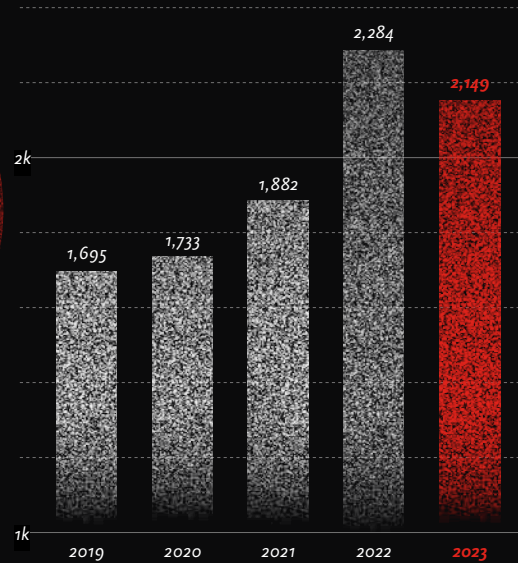
Ø ANNUAL SALES GROWTH

2019 – 2023



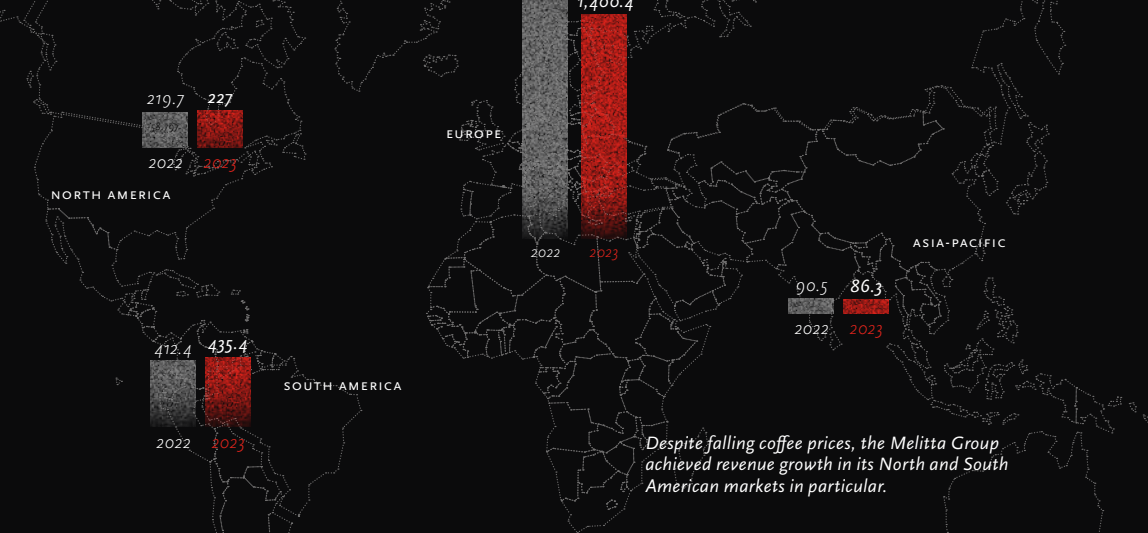
DEVELOPMENT OF SALES

2019 – 2023 in € million



SALES BY REGION

in € million



Earnings position

In its fiscal year 2023, the Melitta Group generated total sales of € 2,149 million. Compared to the previous year (€ 2,284 million), this represents a nominal decline of 6%. Adjusted for currency differences, the revenue shortfall amounted to 5%. In view of the ongoing uncertainty surrounding the impact of various geopolitical crises, as well as down-

beat consumer and business sentiment in view of persistently high inflation rates, expectations with regard to sales revenue could not be fully achieved.

The performance of the individual operating divisions shows that revenues of the business fields were mostly down due to reduced sales volumes.

At the same time, a fall in the cost of materials, above all, resulted in improved contribution margins. Against this backdrop, the overall development of the Melitta Group in the reporting period can be described as satisfactory.

The following table shows a breakdown of consolidated net sales:

in € thous.	12-31-2023	12-31-2022
Coffee	982	1,058
Household Products	587	635
Coffee Preparation	545	549
Other business	35	42
GROUP	2,149	2,284

Due in particular to price reductions as a result of lower green bean prices, total revenues of the business field Coffee were 7.2% down on the previous year. By contrast, revenues in Brazil increased in 2023 and B2B sales on the North American market also made good progress.

Sales revenues in the Household Products business field were 7.6% below the prior-year level. In this seg-

ment, there was a year-on-year improvement in sales of the Cofresco Professional business unit, while sales of the Cuki Group's Food Management unit remained stable.

Revenues of the Coffee Preparation business field were down 0.7% year on year. As in the previous year, the post-pandemic recovery in sales of professional hot beverage preparation products in the system and non-sys-

tem catering segments had a positive impact. In addition, the price increases in the filter paper segment needed to secure contribution margins also played a key role in partially offsetting sales volume shortfalls.

Assets and finance

A) ASSET AND CAPITAL STRUCTURE

As of December 31, 2023, the Melitta Group's equity capital stood at € 332 million. The year-on-year increase of € 8 million resulted from the net balance of the consolidated net profit and foreign currency changes without effect on income, as well as shareholder contributions and withdrawals.

The equity ratio amounts to 28%. Bank balances and cash equivalents contained in other assets were deducted from the balance sheet total when calculating the equity ratio. Net bank borrowing of the Melitta Group as of December 31, 2023 amounted to € 157 million (prior year: € 243 million) and comprises bank liabilities and liquid funds. Including other interest-bearing net financial liabilities, net financial debt totaled € 180 million (prior year: € 255 million).

In order to manage liquidity and optimize working capital, a portion of trade receivables was sold under an ABCP (asset backed commercial paper) program. Moreover, a supply chain finance program was utilized for trade payables.

In the course of refinancing in 2023, bank liabilities were reduced by € 79 million from € 361 million to € 282 million.

Pension accruals and similar obligations declined from € 176 million to € 170 million. Other accruals, including tax accruals, increased by € 6 million to € 155 million.

The Melitta Group's trade payables fell year on year by € 31 million as of December 31, 2023. Compared to the previous year, other liabilities were € 35 million higher. This is primarily attributable to liabilities from the aforementioned use of liquidity management and working capital optimization programs as well as liabilities in connection with an increased stake in the Cuki Group and Coffee at Work.

The Group's total assets decreased by € 66 million from € 1,364 million to € 1,298 million.

Non-current assets were on a par with the previous year. The Melitta Group's investment of € 55 million in intangible and tangible assets focused mainly on machinery, software, and the increased stake in the Cuki Group and Coffee at Work. There was an opposing effect from depreciation and amortization of around € 56 million, as well as from other changes.

Current assets decreased by € 62 million, from € 917 million to € 855 million. This reduction was mainly due to inventories, which fell as a result of general commodity price decreases and working capital management.

B) LIQUIDITY

The liquidity of the Melitta Group is analyzed via the cash flow statement. The Group generated positive cash flow from operating activities in 2023. There was a cash outflow from investing activities. Financing activities mainly comprise the reduction of financial liabilities, withdrawals made by the owners, and interest payments.

In fiscal year 2023, the Melitta Group continued to have sufficient credit lines to finance its working capital.

OVERALL ASSESSMENT

Given the persistently adverse economic environment, we once again effectively responded to the major global challenges of 2023. We had to deal with the impact of geopolitical crises on our supply chains and sales markets while also adapting to significant cost increases and subdued consumer sentiment. At the same time, we held several tough negotiations with our trading partners. We were unable to implement certain projects, such as product launches, as planned.

Over the course of the year, however, it became apparent that the cost management and liquidity management measures we had introduced were proving effective. Despite a year-

on-year decline in sales revenues, we succeeded in achieving a stable financial and earnings position on the whole. The return on net capital employed was up on the previous year. Capital expenditures were higher than in the previous year due to the full acquisition of shares in the Cuki Group and Coffee at Work in 2023. Net financial debt also improved compared to our forecast report for 2022.

Considerable progress was made with regard to the integration of sustainability into our core business and related processes. Examples include the expansion of our range of sustain-

able products, the launch of several Group-wide sustainability projects, and the further development of our key performance indicators. We provide more detailed information on this topic in our Sustainability Report and in our Declaration of Conformity with the German Sustainability Code.

Financial and non-financial performance indicators

Melitta's corporate management system is geared toward long-term, value-oriented, and profitable growth. To this end, we have defined specific controlling processes. Our key performance indicators are sales revenue, EBIT, return on net capital employed (EBIT as a ratio of average net capital employed), and free cash flow.

In addition to these financial performance indicators, Chief Corporate Management also monitors non-financial figures. These performance indicators relate in particular to our product and supply chain responsibility, our environmental footprint, our social responsibility, and our responsibility for employees. The definition of these indicators is based on the relevant national and international standards as well as on their meaningfulness with regard to the achievement of our sustainability targets. We use the German Supply Chain Due

Diligence Act ("Lieferkettensorgfaltspflichtengesetz") to continuously develop the sustainable management of our purchasing processes and supply chains and map this with the corresponding key figures. At the same time, we are continuing to develop our strategic alignment and the corresponding management and reporting systems in line with the requirements of the Corporate Sustainability Reporting Directive. We will report in accordance with these requirements for the first time for 2025.

Employees

The successful implementation of the Melitta Group's growth strategy also requires skilled human resources in a wide variety of areas. In 2023, the Melitta Group employed an annual average of 5,885 people. We continued to implement our Group-wide HR strategy in 2023 and rolled out a corresponding global leadership program for our managers. A Group-wide HR information system was implemented (Workday) and an Employer Value Proposition (EVP) was developed and rolled out internationally with the claim "make it happen" in order to further strengthen our position as an attractive employer. This EVP forms the basis for the ongoing strategic design of our employer brand and the external communication formats planned for 2024.

OPPORTUNITY AND RISK REPORT

The Melitta Group uses a differentiated risk management system aimed at the structured identification and assessment of those risks to which the company is exposed. It includes all organizational regulations and measures for the early recognition, evaluation and analysis of risks.

The Melitta Group pursues a balanced risk policy. In the course of auditing the annual financial statements 2023, we commissioned the external auditors once again to conduct a voluntary audit of our early recognition system according to Sec. 91 (2) of the German Stock Corporation Act (AktG). They were able to confirm that our early recognition system was appropriate and complied with statutory requirements, also with regard to the revised auditing standard IDW AuS 340. Irrespective of this, the risk management process was continuously refined in 2023.

The risk management system comprises suitable reporting procedures. These ensure that the managers responsible are constantly and quickly informed about potential risks and opportunities. This enables both the Group and individual companies to take fast and effective corrective measures.

The main risks of the Melitta Group result from general economic developments, sector developments, and risks from general operating activities. In order to identify fluctuations in demand and changes in customer behavior at an early stage, markets are monitored continuously and in detail. This ensures that product strategies can be updated and adapted to changing customer

requirements and the reactions of competitors. Price increases for commodities (especially green beans), energy costs (especially gas and electricity), supply chains that are not always free of disruptions (especially green beans and aluminum), and unfavorable exchange rate developments (especially due to a stronger US dollar) may have a negative impact on the Group's earnings. These risks are also dominated by the economic effects of geopolitical conflicts on our business fields.

In the field of production, all facilities are regularly maintained to reduce the risks of equipment downtime and the associated risk of business interruptions. In addition, insurance policies cover the effects of production downtime depending on the insurance event. Working time models ensure in principle that the required human resources can be adjusted to the respective degree of capacity utilization. To reduce quality risks, quality management systems are in place at production sites to ensure compliance with and fulfillment of the specified standards.

The Melitta Group has a continuous need for specialist and managerial personnel. Risks arise from a shortage of various employee categories on the labor market and a resulting delay in filling vacancies. The Group therefore actively promotes young talent internally and provides systematic training and personnel development. In addition to apprenticeships, the international trainee program ensures that employees are trained within the company. Moreover, measures are offered to promote and maintain health.

The Melitta Group's business processes are based on powerful and modern IT systems. Like all companies, the Melitta Group also regards potential cyber attacks as a material risk. To prevent disruptions, the Group places particular emphasis on the further development of hardware and software applications, on the integrity and security of its data resources, and on controlling access authorizations. The reliable technical securing of data is supplemented by systematic awareness-raising and training of the workforce by various means.

The monitoring and controlling of financial risks is entrusted to the Group's treasury division. Foreign exchange and interest hedging instruments (options, swaps, futures, and interest derivatives) are used to hedge against specific risks from existing or foreseeable underlying transactions. Liquidity risks and risks from cash flow fluctuations are countered constantly by local and group-wide liquidity planning.

However, these general risks are also countered by opportunities. For the Melitta Group, these arise in particular from the tapping of market potential via a further expansion of our international presence and growing awareness of the Group's brands, as well as from the rising propensity to purchase commercial coffee machines.

Financial and profit-related opportunities with positive deviations from the planned trend in revenue and earnings result from additional sales, falling commodity prices, and more favorable exchange rates.

Our risk management system also includes sustainability risks. Based on the defined risks, we derive integrated strategies and processes for risk avoidance and mitigation. The holistic integration of sustainability in our core business and the resulting measures serve not only to reduce existing or expected risks, such as the effects of climate change, but also to generate further opportunities in our markets, e.g., by offering innovative and sustainable products.

Against the background of the above-mentioned explanations, the overall risk and opportunity situation has changed only marginally compared with the previous year. There is no threat to the continued existence of the Melitta Group.

FORECAST REPORT

The economic activities of the Melitta Group mainly focus on countries in the EU, Brazil, the USA/Canada, and Asia. In its January 2024 outlook, the International Monetary Fund forecast economic growth of 0.9% for the eurozone, 2.1% for the USA, and 1.7% for Brazil, as well as growth of 4.6% for China, and 0.6% for the UK in 2024. Total volume growth of around 2% is expected for the global coffee market.

For 2024, we anticipate further economic challenges due to the ongoing restraint in consumer spending. Together with the expected pressure from retailers, this could have an impact on our business development. We are tackling these challenges with prudent management of our contribution margins, a heightened awareness of cost efficiency, and a risk-conscious approach to capital expenditures. In 2024, however, we will also continue to work diligently on our innovations and business ideas, while expanding our portfolio, driving forward investments, and enhancing our structures and processes with

regard to productivity, flexibility, and efficiency. At the same time, we intend to continue our transformation into a sustainability-oriented company.

Based on these assumptions, we expect slightly higher sales revenues, a slight increase in EBIT, and a moderately higher return on net capital employed for the full year 2024. Net financial debt is expected to be in the range of € 200-220 million with a generally solid balance sheet structure and stable financial position once again. In view of its expected free cash flow in 2024 and available credit lines, the Group's financing of capital expenditures, innovations, structures, and working capital is secured.

Minden, April 9, 2024

**Melitta Unternehmensgruppe Bentz KG
General Partner**

CONSOLIDATED BALANCE SHEET
MELITTA UNTERNEHMENSGRUPPE
BENTZ KG

as at 12-31-2023 (abridged version)

ASSETS <i>in € thous.</i>	12-31-2023	12-31-2022
Intangible assets	160,684	155,439
Tangible assets	274,817	283,749
Financial assets		
– Shares in affiliated companies	1,054	1,009
– Participation interests	4,578	4,578
– Other financial assets	2,527	2,576
Non-current assets	443,660	447,351
Inventories	308,659	375,634
Receivables and other current assets		
– Trade receivables	331,257	338,128
– Other receivables and current assets	47,918	46,527
Bank balances, checks	125,879	118,617
Current assets	813,713	878,906
Other assets	41,079	37,667
TOTAL ASSETS	1,298,452	1,363,924

EQUITY AND LIABILITIES <i>in € thous.</i>	12-31-2023	12-31-2022
Equity	332,301	323,702
Pension accruals	169,664	176,045
Other accruals	154,639	148,704
Accruals	324,303	324,749
Debts	282,399	361,452
Trade payables	216,003	247,110
Other liabilities	128,570	92,174
Liabilities	626,972	700,736
Prepaid expenses	14,876	14,737
TOTAL EQUITY AND LIABILITIES	1,298,452	1,363,924

Certain items of the consolidated financial statements, drawn up in accordance with Sec. 13 German Company Disclosure Law (PublG) in conjunction with Sec. 294-314 German Commercial Code (HGB), have been combined for the publication of this Annual Report for fiscal 2023. The Melitta Group makes use of the exemption pursuant to Sec. 13 (3) Sentence 2 PublG regarding the publishing of income statements. The consolidated financial statements and Group management report, which were awarded an unqualified audit opinion by the independent auditors, and the disclosures pursuant to Sec. 5 (5) Sentence 3 PublG are published in the Company Register.

Consolidated group

The consolidated financial statements include all domestic and foreign companies in which the parent company directly or indirectly holds the majority of the voting rights (Sec. 290 (2) No. 1 in conjunction with (3) HGB) and which are directly or indirectly under the common control of Melitta Unternehmensgruppe Bentz KG.

The consolidated group comprises 73 (prior year: 75) companies, of which 31 are based in Germany and 42 abroad. The change in the consolidated group in fiscal year 2023 relates to the following companies:

The subsidiaries Neukölln Spezialpapier NK Beteiligungs GmbH, Berlin, Germany, and Neukölln Spezialpapier NK GmbH & Co. Kommanditgesellschaft, Berlin, Germany, were merged with two other domestic subsidiaries in 2023.

Due to their minor importance for the financial position and performance of the Group, six companies (prior year: four) were not included in the consolidated financial statements.

Despite a shareholding of over 20%, two other companies (prior year: two) were not included as associated companies since the Melitta Group exerts no significant influence on their business and financial policy.

In accordance with Secs. 311, 312 HGB, major participations are to be valued using the equity method if a significant influence can be exerted on their business and financial policy. This is the case with two companies (prior year two).

Consolidation methods

The consolidated financial statements were prepared as at December 31, 2023. This is the balance sheet date of the companies included in the consolidated accounts.

In the capital consolidation process, the acquisition cost or balance sheet valuation of the shareholding is offset against the proportional share of shareholders' equity on the date of the initial consolidation. Goodwill is formed for any resulting differences – insofar as these cannot be directly attributed to, and depreciated with, individual asset items – and amortized through profit or loss using the straight-line method over the following years with a useful life of 5-15 years. The assessment of the amortization period is based on the future use of the goodwill.

Investments in associated companies are consolidated using the book value method.

Debt was consolidated according to Sec. 303 (1) HGB, while income and expenditure were consolidated pursuant to Sec. 305 (1) HGB and unrealized results eliminated in accordance with Sec. 304 (1) HGB.

Deferred taxes were formed for temporary differences with an effect on income from consolidation transactions using individual tax rates.

Accounting and valuation principles

The consolidated financial statements have been prepared on a going concern basis in accordance with Sec. 252 (1) No. 2 HGB.

Uniform valuation of assets throughout the Group is guaranteed by the application of corporate guidelines, valid for all members of the Melitta Group – with the exception of those companies consolidated using the equity method. These corporate guidelines correspond to commercial law regulations. The accounting and valuation methods are unchanged from the previous year. Intangible assets are valued at cost, while property, plant and equipment are valued at acquisition or production cost; they are written

down using the straight-line method. In addition to direct costs, production costs also include a proportionate amount of overhead costs and depreciation. Investment subsidies reduce the cost of acquisition or production.

Financial assets are valued no higher than at acquisition cost, or the lower fair value. In the case of permanent impairment, non-scheduled impairment charges are recognized.

Inventories are valued at acquisition or production cost. Raw materials, supplies and merchandise are valued at the lower of average purchase prices and current values. Unfinished and fin-

ished goods are valued at production cost, which also includes a reasonable amount of necessary overhead cost and depreciation. Interest on debt capital is not included. Production costs are lowered accordingly, should this be necessary to avoid valuation losses. Suitable allowances are made to cover the risk from holding inventories.

Advance payments on inventories, accounts receivable, other assets and cash and cash equivalents are carried at their nominal values or the lower rate for foreign currencies and where applicable the lower fair value. Specific and lump-sum allowances have been made to cover individual and general credit risks.

Prepaid expenses and deferred charges are formed in accordance with the provisions of Sec. 250 HGB.

Pursuant to Sec. 306 HGB, deferred tax assets and liabilities are formed for consolidation entries with an effect on income. In addition, deferred tax assets were formed for tax loss carryforwards for which it can be assumed with adequate probability that they will be used in future, as well as for temporary differences between the commercial and tax balance sheet (in the items non-current assets, current assets, accruals and liabilities), after netting with deferred tax liabilities. For the measurement of deferred taxes, the individual tax rates of the affiliated companies included in consolidation were considered (12-34%).

Pursuant to Sec. 246 (2) HGB, assets (plan assets) measured at fair value were netted with accruals for pension obligations. Any resulting positive balance from netting is disclosed in the balance sheet as an asset-side difference from asset allocation.

Limited partnership shares are measured at nominal value.

Accruals for pensions are calculated using the projected unit credit method. Pension accruals are measured with an interest rate of 1.83% as at December 31, 2023 (prior year: 1.70%). In accordance with the simplifying provision of Sec. 253 (2) Sentence 2 HGB, a standard remaining term of 15 years was assumed for the obligations. Future pension increases were taken into account at a rate of 1.5%. Standard consideration throughout the consolidated German companies was also given to the relevant biometric calculation basis (including the RT 2018 G mortality chart) and other calculation principles for the settlement amount to be used. Accruals for pensions of foreign companies were calculated as of December 31, 2023 using the projected unit credit method with an interest rate of 1.83% and individual assumptions as to pay and pension increases, as well as biometric assumptions.

By exercising the option under Art. 67 (1) sentence 1 of the Introductory Act to the German Commercial Code (EGHGB), the addition resulting from the change in the accounting treatment of accruals pursuant to Secs. 249 (1) sentence 1, 253 (1) sentence 2, (2) HGB as a result of the German Accounting Law Modernization Act (BilMoG) is distributed evenly over the maximum period of 15 years.

Other accruals cover all uncertain liabilities and anticipated losses from pending transactions in the amount of the respective settlement amount. Accruals with maturities of over one year were measured in accordance with Sec. 253 (2) HGB.

Subject to the fulfillment of the corresponding prerequisites, transactions expected with a high

level of probability (hedged items) are placed together with derivative financial instruments in hedging relationships in order to balance contrasting value changes or cash flows from the acceptance of comparable risks. Such hedging relationships are presented in the financial statements using the net hedge presentation method. Any offsetting positive and negative changes in value are recognized without affecting the income statement.

Financial instruments are measured using generally accepted valuation models and mathematical procedures based on current market data. Liabilities are carried at their respective settlement amounts.

Grants are recognized in profit or loss in accordance with the allocation of the expense that the grant is intended to cover.

Currency translation

The annual financial statements of consolidated subsidiaries prepared in foreign currencies are translated using the modified closing-date method. This means that balance sheet items in foreign currencies are converted at the ECB's euro reference rate as at the reporting date and income statement items at average rates of 2023. Shares in affiliated companies, subscribed capital and reserves are translated at historic rates and any resulting differences in values are netted in equity. Assets and liabilities denominated in foreign currencies are translated at the ECB's euro reference rate as at the reporting date, providing there are no hedging transactions.

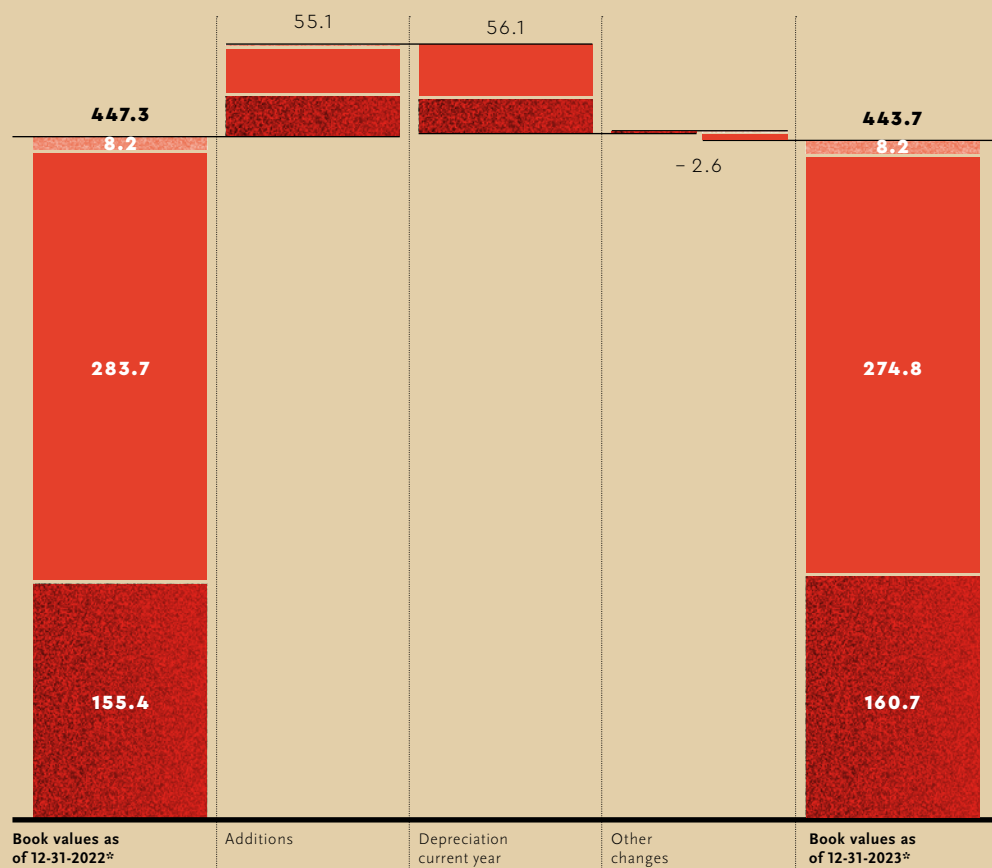
The average rates are determined by simple averaging on the basis of the daily ECB fixing rates.

In the course of 2022, Turkey was classified as a hyperinflationary economy. For our subsidiary Ilmak Makina Sanayi Ticaret AS, Istanbul, Turkey, the inflation adjustment has since been

made by indexing the financial statements, prepared in the local currency on the basis of the historical cost principle. In accordance with German Accounting Standard (GAS) 25, the inflation-related impact on the statement of assets and income was adjusted in Commercial Balance Sheet II prior to inclusion in the consolidated financial statements. Currency translation at Group level was based on the closing rate for items in the balance sheet and income statement.

The average rates are determined by simple averaging on the basis of the daily ECB fixing rates. Currency translation differences from debt consolidation are recognized in the income statement under other operating expenses or other operating income. Currency translation differences from the elimination of intercompany profits are recognized in the income statement under changes in inventories.

DEVELOPMENT OF
NON-CURRENT ASSETS *in € million*



Financial assets
 Tangible assets
 Intangible assets

NON-CURRENT ASSETS *in € thous.*

	Book values as of 12-31-2023*	Book values as of 12-31-2022*	Additions	Depreciation current year	Other changes
Intangible assets	160,684	155,439	26,423	22,185	1,007
Tangible assets					
– Land	102,940	110,399	1,516	6,126	– 2,849
– Machines and equipment	121,141	119,424	9,885	21,292	13,124
– Other assets	50,736	53,926	17,166	6,515	– 13,841
	274,817	283,749	28,567	33,933	– 3,566
Financial assets					
– Shares in aff. companies	1,054	1,009	45	0	0
– Participation interests	4,578	4,578	0	0	0
– Other financial assets	2,527	2,576	18	0	– 67
	8,159	8,163	63	0	– 67
	443,660	447,351	55,053	56,118	– 2,626

* Differences arising from the currency translation of fixed and other assets at current rate values are offset against shareholders' equity or the corresponding liability items without affecting earnings.

SELECTED

BALANCE SHEET ITEMS *in € million*

There was a year-on-year reduction in net working capital in the past fiscal year. A combination of targeted optimization measures and favorable raw material price developments led to a significant improvement in inventory assets.

	North America	South America	Europe	Asia-Pacific
Inventories	24.8	27.1	238.9	17.9
<i>Prior year</i>	30.5	25.6	293.5	26.0
Trade receivables	32.9	47.0	239.4	12.0
<i>Prior year</i>	42.0	35.2	245.7	15.2
Debts	0.1	0	282.3	0
<i>Prior year</i>	0.1	0	361.3	0.1
Trade payables	20.0	27.2	165.0	3.8
<i>Prior year</i>	36.1	22.0	185.6	3.4

Minden, April 9, 2024
 The general partner of
 Melitta Unternehmensgruppe Bentz KG

KEY FIGURES OF
THE OPERATING DIVISIONS
AND THE SERVICE UNIT

Sales <i>in € thous.</i>	2023	2022
Melitta Europe – Coffee Division	430,633	528,611
Melitta Europe – Coffee Preparation Division	168,863	192,482
Melitta North America	180,876	179,021
Melitta South America	432,231	409,794
Melitta Asia Pacific	1,902	1,870
Melitta Single Portions	1,663	972
Corsino Corsini	15,010	14,729
Roast Market	40,788	40,785
Melitta Professional Coffee Solutions	246,592	230,581
Coffee at Work	16,227	14,710
Cofresco	284,568	307,310
Cuki Cofresco	234,731	256,650
ACW-Film	8,741	8,880
Wolf PVG	41,130	45,765
Neu Kaliss Spezialpapier	25,832	33,242
Services and others*	19,273	18,652
TOTAL	2,149,060	2,284,054

* thereof Melitta Europe – Sales Europe Division total 2023: 426,578 | 2022: 480,389

Employees <i>full-time employees, annual average</i>	2023	2022
Melitta Europe – Coffee Division	249	243
Melitta Europe – Coffee Preparation Division	558	584
Melitta Europe – Sales Europe Division	427	437
Melitta North America	148	181
Melitta South America	872	884
Melitta Asia Pacific	32	29
Melitta Single Portions	46	47
Corsino Corsini	40	44
Roast Market	102	109
Melitta Professional Coffee Solutions	1,034	983
Coffee at Work	89	86
Cofresco	1,026	1,041
Cuki Cofresco	500	503
ACW-Film	47	48
Wolf PVG	222	236
Neu Kaliss Spezialpapier	129	135
Services and others	364	367
TOTAL	5,885	5,957

The conscious use of resources and carefully considered processes applies to everything we do – including the production of our annual report. Our goal is always to achieve a healthy balance between environmental impact, product benefit, and effectiveness. We have reorganized, redistributed, and adapted content in such a way that the printed and online versions of the report complement each other and perfectly dovetail to allow a variety of experiences for our stakeholders. This is what sustainable and effective communication means to us.

For the production of our report, we always focus on those methods which make the most ecological sense. Careful selection and thoughtful handling of the resources used are crucial for a qualitative result. As a renewable raw material, paper remains a key factor for the production of sustainable print products. The inner pages of this report are made from three different papers – all FSC-certified or bearing the Blue Angel seal. Hemp paper (72% of the report) is a sustainable alternative to paper made from wood fibers. Hemp not only grows much faster than trees (up to four meters per year), but can also be harvested three times a year, whereas trees can only be harvested every seven years. The paper was developed and produced in the Tegernsee region of Germany according to the highest environmental standards regarding water, material and electricity consumption, as well as waste management. We chose book binding board made from 100% recycled paper for the cover (Blue Angel certificate). Anything left over after the production of the print reports – including scrap – is returned to the recycling process.

The print version of our annual report was once again produced in close collaboration

with the environmental printing company deVega Medien. Based on a quality management system certified according to ISO 9001:2015, the print shop lives sustainability in word and deed. For example, it feeds electricity from renewable energy sources into the power grid and purchases 100% green electricity from German run-of-the-river hydroelectric plants.

Only ecological inks were used for printing – these are almost completely deinkable and have platinum-level Cradle to Cradle certification. With the exception of the color pigments, the raw materials of this ink technology are purely plant-based and do not contain any toxic substances. They have exceptionally attractive color brilliance and are odorless.

Our carbon footprint is calculated in accordance with the requirements of the International Greenhouse Gas Protocol. After many years of voluntarily offsetting emissions via certificates, we partnered with the cooperative Zukunftswerk in 2024 to plant trees in the region for the first time as part of our climate commitment (climateline.org).

In addition to environmental sustainability, the company is guided by the values of the Economy for the Common Good (ECG).

We hope that our print report serves as an inspirational blueprint for sustainable production and thus also expresses our values and our commitment to responsible business practices. This brief description at the end of each of our annual reports is intended to share our experiences, raise awareness, and inspire others. Appreciation for a product increases with the knowledge that it has been carefully crafted.

Melitta®