Gelato

2023

Sustainability Report

Content

A word from our Founder & CEO 3

2023 at a glance 4

About Gelato 5

Sustainability at Gelato 9

The road ahead 24

A word from our Founder & CEO

Gelato provides every person, business, and consumer, access to local on-demand production of personalized items. Using software and our network of makers, our business model lowers the barriers to creators and entrepreneurs everywhere by giving them the production costs and delivery speed of large ecommerce sellers without upfront investment. This levels the ecommerce playing field for entrepreneurs, while also contributing to the shift from centralized mass production to local, on-demand production. Producing locally and on-demand is smarter, faster, and greener.

With a network of over 130 production partners, our makers, across 32 countries, Gelato enables global trade through local production. By bringing the production of customized products to local markets all across our planet we empower ecommerce sellers and the creator economy to serve any customer, anywhere, more cost-effectively and sustainably.

Today, the world is largely based on mass production, produced centrally and shipped globally by large companies. Overproduction and transportation emissions are major sustainability challenges, and it is time to rethink the current model. With Gelato, a product is only made when it is sold, with 99% of products produced and delivered within the same region as the end customer, and 87% within the same country. This eliminates overproduction and reduces transportation distances, costs, and emissions.

Long-term, we believe that Gelato's platform can redefine manufacturing, breaking through previous barriers for individual sellers and small companies to access a global consumer base; faster, and at a lower cost while moving the world towards local on-demand production.

Our most significant competition is the old way of manufacturing. It's time to rethink production, make it accessible for everyone, and move it closer to the end consumer, benefiting both people and the planet.

Henrik Müller-Hansen, Founder & CEO

2023 at a glance

Key numbers from across our global business operations in 2023

32
Countries with local production

303
Team members

57
Nationalities across the Gelato team

130
Shipment methods, from 60+ logistics partners

130+
Production hubs on 6 continents

87%
Of all packages fulfilled in the same country as the end customer. 99% in the same region

66%
Of GelatoCreate orders had sellers and buyers in different countries

3000+
New SKUs added in 2023

17
Offices in 14 countries. HQ in Oslo, Norway

About Gelato

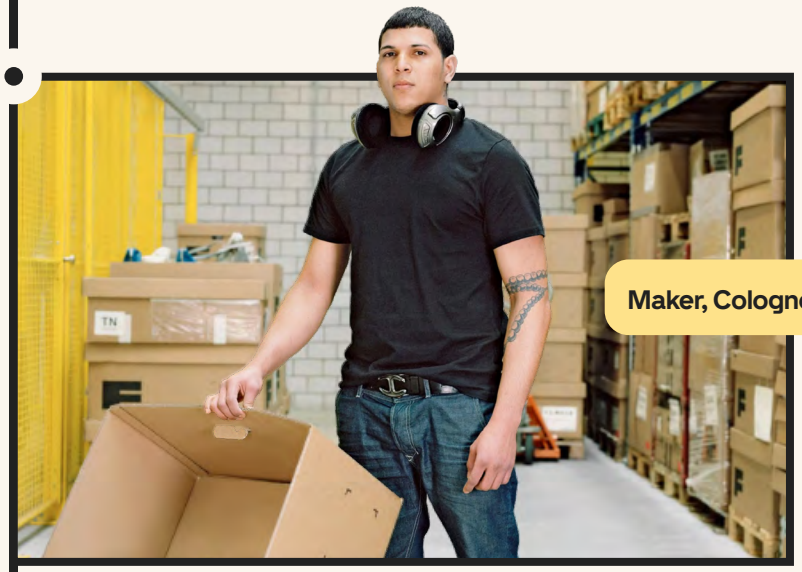
Gelato makes global opportunities into everyone's business. We connect global creators with local makers, empowering individual entrepreneurs and larger ecommerce players to build worldwide businesses. Gelato also allows the products they sell to be produced closer and delivered faster, with fewer emissions, to consumers across the planet.

Gelato's platform enables creators around the globe to produce and ship customized products on demand in the end-customer market, achieving fast order-to-delivery times with little to no inventory or investment. Gelato's unique business model enables local, on-demand production on a global scale through the world's largest network for production on demand, and lowers the barriers to creators and entrepreneurs everywhere by giving them the production costs and delivery speed of large ecommerce sellers without upfront investment. By bringing the production of customized products to local markets all across our planet, we empower ecommerce sellers and the creator economy to serve any customer, anywhere, more cost-effectively and sustainably. Through software that connects to idle production capacity, our platform is taking an active part in transforming global manufacturing as we know it. As ecommerce continues to grow, so will our local production partners and their ability to create jobs in their local communities.

As orders are made on demand and near the end-customer, it slashes delivery times, waste, carbon emissions, and costs. Gelato also removes the sellers' need to manage inventory, manufacturing, or shipping, and offers software tools to save time and scale faster - allowing more time to focus on creation, sales, and marketing.

GelatoConnect is our proprietary software for print production facilities consisting of 3 modules; Procurement, Workflow, and Logistics. GelatoConnect allows a maker to quickly access economies-of-scale, and streamline operations, letting software replace manual tasks, improving printers' efficiency, quality, and profitability.

To rethink production, for benefit of people and the planet



Maker, Cologne

Our vision

To rethink production, for the benefit of people and the planet

We want to challenge the old way of production. We believe local, on-demand production is critical to allowing local communities to thrive and the planet to survive. All while leveling the playing field—allowing entrepreneurs and business owners to compete with companies 100 times their size.

At Gelato, we connect creators and makers and offer local on-demand production and distribution for global ecommerce. Smarter, faster, greener.

GelatoCreate

The toolbox for creators

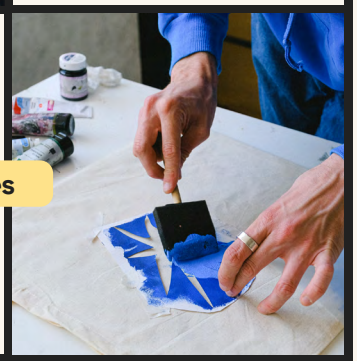
GelatoCreate is our toolbox for designers, entrepreneurs, and ecommerce stores: the creators. We provide industry-leading software that connects global creators with 130+ high-quality local makers across 32 countries. This way everyone can conduct worldwide business where products are made better, produced closer, and delivered faster, with fewer emissions, to customers anywhere. In doing so, we're championing local production, and strengthening global business and entrepreneurship. Smarter, faster, and greener.

GelatoCreate also consists of software tools for creators to save time and grow faster. These tools save time by automating manual tasks, including designs, mockups, personalization, and pricing. They grow faster by simplifying the scaling of their business across geographies and product categories. In essence, GelatoCreate allows creators to spend more time on what they love to do - create.

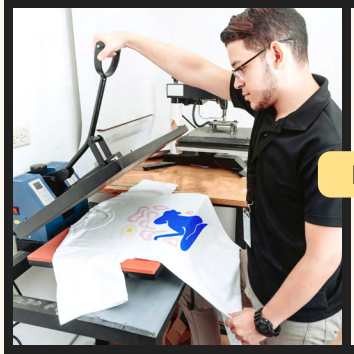
Without upfront investment in inventory, manufacturing, or logistics — creators, entrepreneurs, and businesses can achieve similar profit margins as competitors 100 times their size; leveling the ecommerce playing field.

GelatoCreate allows creators to save time and scale faster while leveraging access to high-quality production partners across 32 countries, a supply chain that operates globally and works locally.

Amy, creator



Amy's sketches



Rory, maker

Worn by Mateo

GelatoConnect

The future of print production

GelatoConnect is our proprietary software for print production facilities and consists of 3 modules; Procurement, Workflow, and Logistics. GelatoConnect allows a maker to quickly access economies-of-scale, and streamline operations, letting software replace expensive and unnecessary manual tasks, improving printers' efficiency, quality, and profitability.

With ecommerce and personalized product demand rising during the last decade, the average printing run has decreased significantly, while the number of product categories each maker has to support to stay relevant has grown exponentially. GelatoConnect caters to the evolving needs of digital printers in this rapidly transforming market.

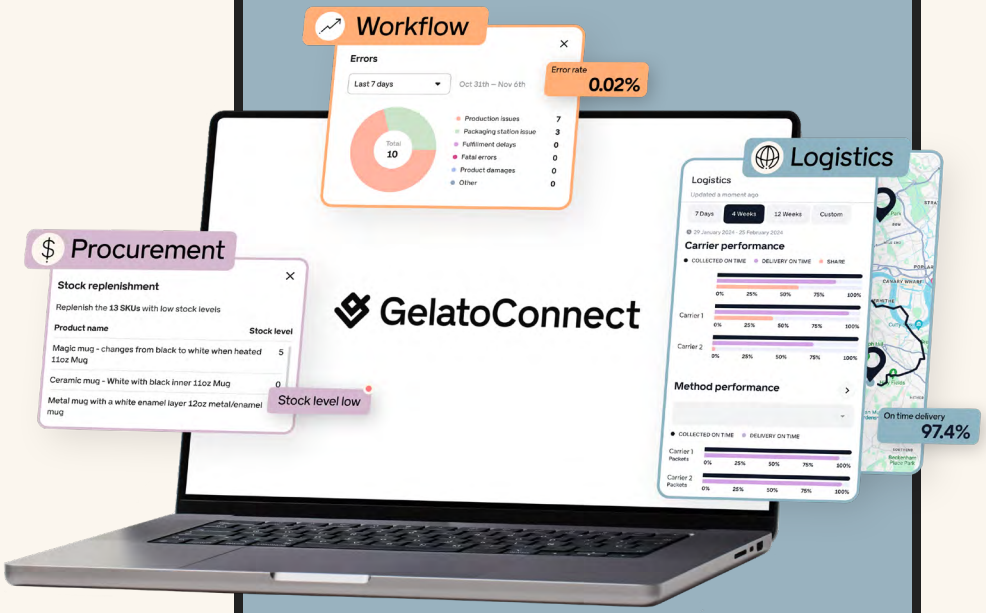
GelatoConnect stems from 15 years of close collaboration with makers and global machine vendors to develop technology enabling printers to capitalize on the digital printing of micro orders.

By allowing makers to perform local on-demand production at scale and with higher profitability, we fuel growth both in the production-on-demand industry and the global creator economy.

> "GelatoConnect stands at the forefront, revolutionizing the print industry. GelatoConnect ensures my machines are seamlessly integrated into one intuitive application, providing real-time insights into my equipment, packaging, and carrier performance. Gelato's software is poised to redefine our industry. I'm witnessing tangible real-time improvements in our production efficiencies and cost base."
>
> Simon Smogur, CEO ESP Colour

"GelatoConnect can double the profit margin of a PSP, from 3% industry average to 7%"

McKinsey&Company, after analyzing 92 Print Service Providers



Make it together

We all love to read the story of the self-made entrepreneur turned market leader, a story that suggests that global success is possible through a solo-led journey.

While it may sometimes only take one person to have a vision, it takes a collective of people and companies to make it real. At Gelato, this is the approach we take when we build a global production-on-demand network, software enabling ecommerce entrepreneurs to turn their digital designs and ideas into real physical products, and for makers to capitalize on digital printing of micro orders.

Our values

Lead the way

We take the lead in everything we do. We drive everyday innovation, uncover opportunities in every challenge, and leverage the power of technology wherever we can.

Champion collective growth

We're dedicated to being the ultimate partner. Every milestone for our customers is a milestone for us—a shared gain we celebrate. We believe that we all make it when we make it together and that when we do good for one another, we all reap the benefits of good karma.

Deliver the best

Whether it's high-quality products or top-tier customer service, everything we deliver is world-class. We have an unwavering commitment to quality and promise never to take shortcuts. We genuinely believe in our customers' vision and take pride in fulfilling them with excellence.

Build to last

We're building sustainable solutions that create long-term value. We aim to make a lasting, positive impact on the environment and local communities. We take the same approach to building lasting relationships with our customers, bringing their businesses continuous benefits as they grow and contributing to the success of our ever-expanding network.

Sustainability at Gelato

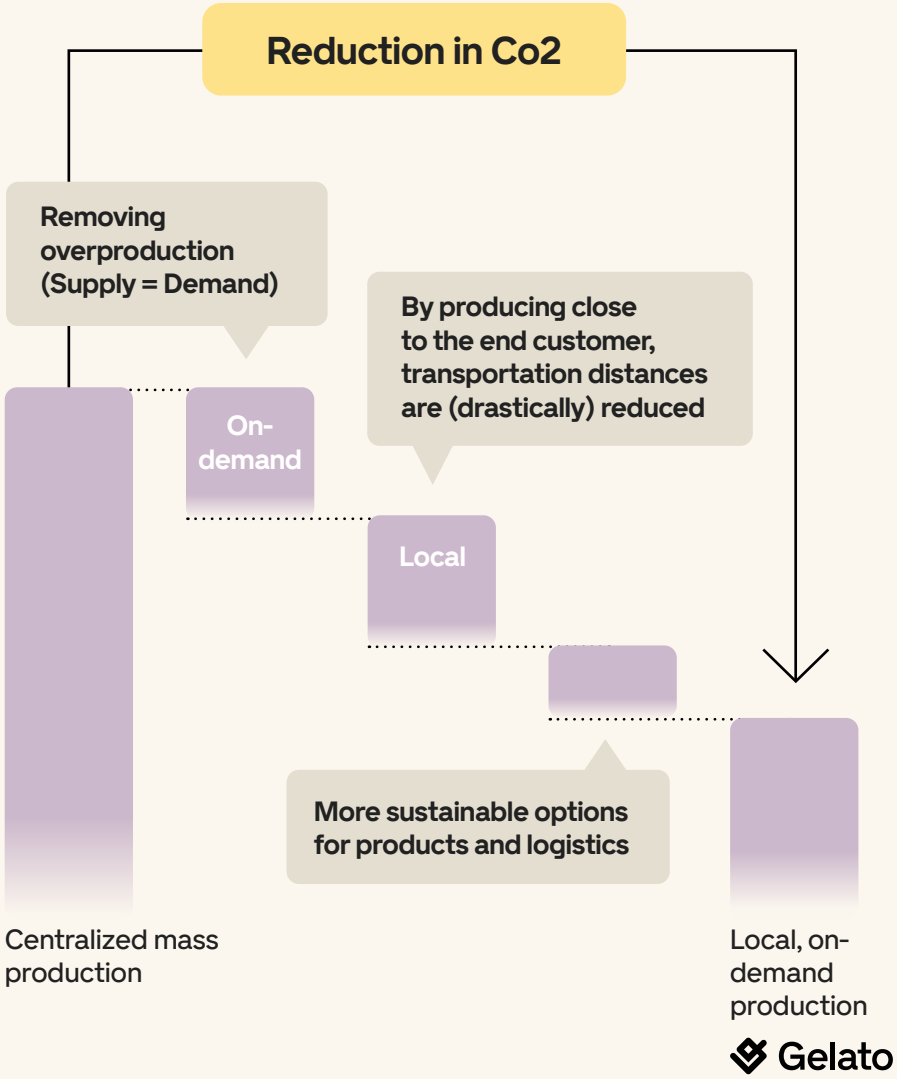
Our approach

Sustainability is the core of our business. We are a trusted partner to creators and makers, moving the world from centralized mass production to local, on-demand production, removing overproduction and waste while reducing transportation distances. All while emboldening creators and makers.

Building the tools and technology, creating the partnerships, and educating both creators and makers to enable and accelerate the shift from centralized mass production to local on-demand production is not just part of our business, this is our business. The more products we add to our catalog, the more products will be available for on-demand production. The more great makers we add to our network, the closer we can produce to our end customers. The better GelatoConnect is, the more partners can move into on-demand production and improve their businesses.

Gelato's vision is rethinking production for benefit of people and the planet, and that is what we work very hard to deliver every day.

As driving our core business model is how we can have the biggest impact also from an ESG perspective, the CEO and board of directors chart the course. The COO and the VP of Sustainability lead the Sustainability efforts. The Sustainability Advisory Board decides the strategy and prioritization with members from the leadership team, and a Supplier Compliance Committee governs the Gelato Supplier Compliance Program.



Sustainability is at the core of everything we do

From centralized mass production to local on-demand production, while leveling the ecommerce playing field

Environmental
Reduce environmental impact

Local, on-demand production

On-demand production
Supply = Demand = No overproduction

Local production
Reducing transportation distances => ground transportation instead of air

More sustainable options
For logistics and products

Social
Have a positive impact on people

Business & jobs for creators & makers

Jobs & global opportunities for creators
Leveling the ecommerce playing field

Jobs & opportunities for makers
Including increasing efficiency, quality, and profitabillity (GelatoConnect)

A great place to work
For passionate, driven people

Governance
Act responsibly

Being a trusted partner

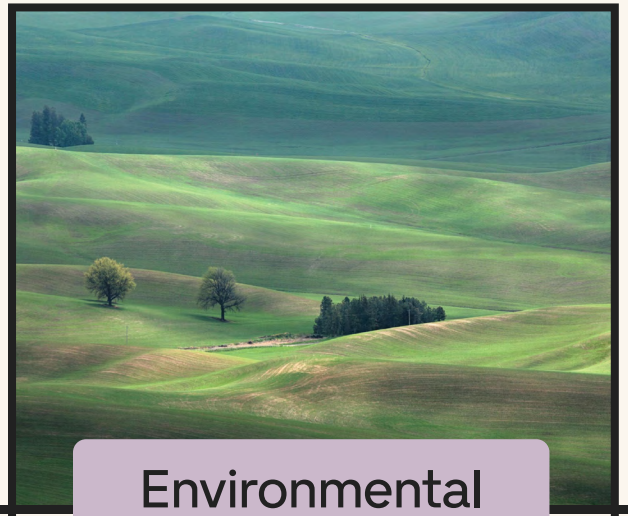
Responsible supply chain
Choosing partners doing business in a good karma way

Keeping your data safe and secure
Including GDPR, privacy and cyber security

Safe, responsibly sourced products

12 RESPONSIBLE CONSUMPTION AND PRODUCTION
13 CLIMATE ACTION
8 DECENT WORK AND ECONOMIC GROWTH
10 REDUCED INEQUALITIES
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
17 PARTNERSHIPS FOR THE GOALS

Sustainability highlights 2023



Environmental

Reduce environmental impact

87% Of all packages were fulfilled in the same country as the end customer

99% Of all packages were fulfilled in the same region as the end customer

3000+ New SKUs added to our catalog - now available for local, on-demand production

100% Sustainably sourced paper and wood

Social

Have a positive impact on people

303 Team members with 57 nationalities represented. 87% Employee Engagement Score

4.8 Rating on Trustpilot

>45,000 New creators ordered from Gelato, gaining access to a global market within minutes

>50 Makers in our network produced for creators (ecommerce stores) from >50 countries

Governance

Act responsibly

0 Major data security incidents. ISO 27001 certified

100% Of our production partners have signed the Supplier Code of Conduct

100% Of partners and suppliers risk assessed in the Supplier Compliance Program. Partnered with EcoVadis to increase transparency and drive positive change in the supply chain

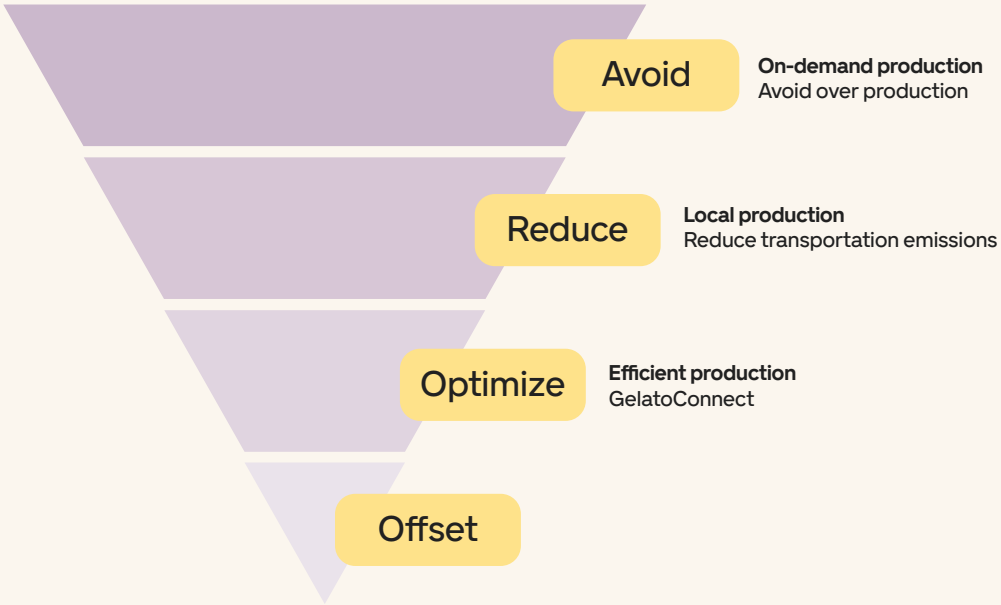
100% Of new team members have completed a Data Privacy and GDPR course

Environment

Reducing the environmental impact through local, on-demand production

At Gelato, we don't own any physical assets but facilitate the creation, production, and transportation of physical products. We want to contribute to products being made more sustainably.

Gelato focuses on avoiding and reducing emissions linked to production and transportation



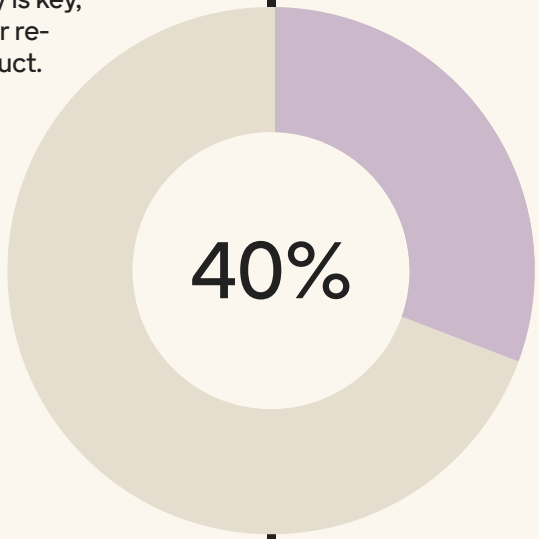
On-demand production: Fighting overproduction

Forecasting is notoriously difficult, and the only certain thing is that you will get it wrong. The world is producing much more than will ever be sold which is a big problem. It requires brands to hold inventory, bind capital, sell at reduced prices and write down the value, and it's a disaster for the environment. The numbers vary greatly, and there are no quality statistics, but it is estimated that up to 40% of all clothes made each year are never sold. This is pure waste.

Why does this happen? For starters, it is currently cheaper per unit to produce many vs few and retailers don't want to lose out on potential sales. As a result, they order too much. A recent survey by the Global Fashion Agenda found that 78% of brands have targets to reduce overproduction, often by trying to improve forecasting.

On-demand production is another solution to overproduction. On-demand means supply equals demand. It means that a product is only produced once sold. It also means that a product that will never be sold is not transported worldwide. Ensuring that a garment is made from organic cotton, that wood is from sustainable forestry, that a piece of wall art is made from recycled materials or that a phone cover is biodegradable, are all important ways to address the footprint of the products, but if they are not sold it is still waste.

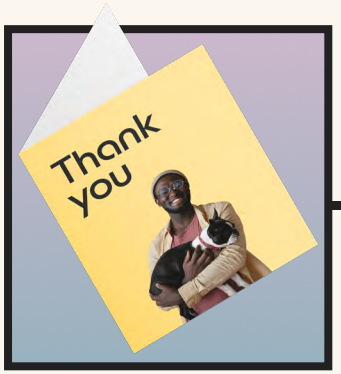
100% of Gelato orders are created on-demand. GelatoConnect enables makers to produce micro orders efficiently, on-demand, and with quality. Quality is key, as any error results in a poor customer experience and usually a need for re-producing the product, instantly doubling the CO2 footprint of the product.



"As many as 40% of clothes made – 60bn garments per year – are not sold."
- The Guardian

Expanding product categories for on-demand production

Gelato is continuously working to expand the product portfolio for on-demand production. In 2023, the main focus was to increase the range of apparel, including adding over 3000 new apparel SKUs and launching embroidery. Apparel is a category where on-demand production can have a significant impact, as the raw material/blank product is the vast majority of the CO2 footprint.



2007-2016

Cards & Envelopes
Calendars
Brochures
Photo books

2017-2018

Wire-o brochures
Flyers
Roll-ups
Premium envelopes
Desk calendars
Presentation folders

Stationery
Foiled cards
Rounded cards
Notebooks

2019

Apparel
T-shirts
Hoodies
Baby onesies
Sportswear
3/4-sleeve shits
Long sleeve shirts
Sweatshirts
Tank-tops
Organic t-shirts
Organic hoodies

Accessories
Tote bags

Wall art
Frames (wood & metal)
Ready to hang framed posters
Hangers
Canvas
Foam Prints
Acrylic Prints
Wood Prints
Brushed Aluminium Prints
Aluminium Prints
Museum-quality posters
Wallpaper

Drinkware
Travel bottle
Colored mugs
Standard mugs
Magic mugs
Enamel mug
Bottles

2023

Packgaging
Branded inserts
Branded labels

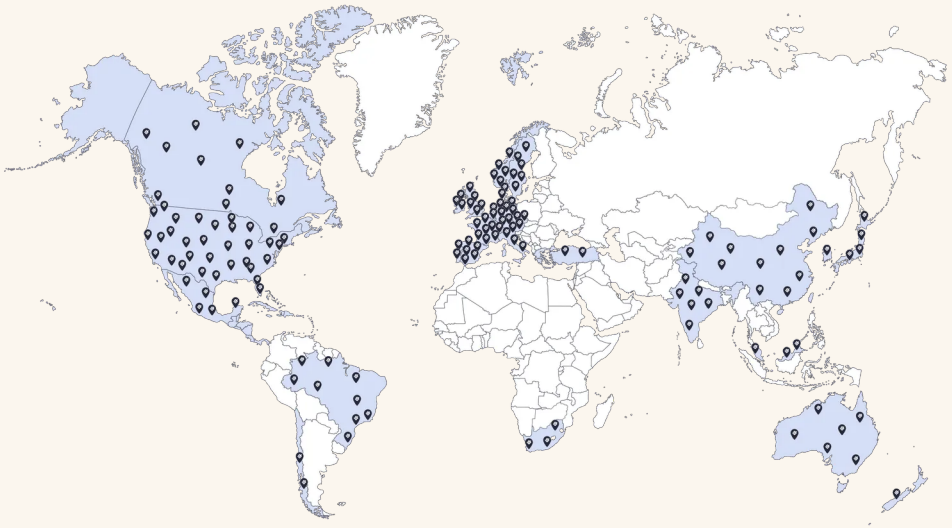
Phone cases
Flexi case
Clear case
Bio case
Slim case
Tough case

Embroidery

The power of local

Based on WTO data, ~25% of the world's total CO2 emissions are associated with international trade (production and transport of exported and imported goods and services). The emissions related to transportation, are for many products more substantial than the production-related emissions. When companies produce centrally and ship globally, air freight is often used because distances are too great for fast ground transportation. This way of manufacturing and distributing products is not sustainable.

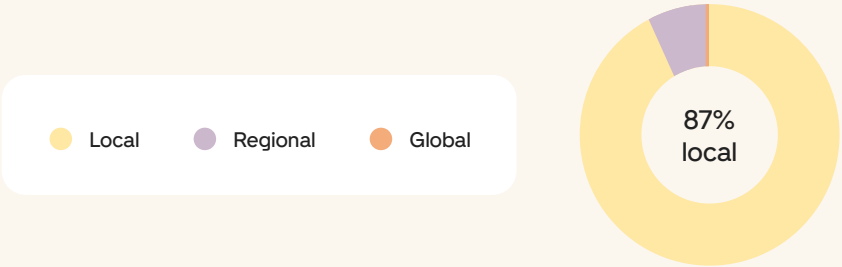
Our software, which connects the largest network of on-demand production hubs, allows products to be locally and efficiently produced where and when needed, reducing waste, errors, transportation times, and carbon emissions.



To continue reducing CO2 emissions by decreasing transportation distances from production to the end-customers, we are constantly strengthening our network of makers. We do this by expanding capabilities and adding products to existing makers, adding new partners and by optimizing our routing algorithms. By producing as close to the end customers as possible, we can rely on ground transportation instead of air freight and ensure fast deliveries.

In 2023, 87% of all packages were fulfilled in the same country as the end customer and allowed for domestic delivery, while 99.6% were produced in the same region (continent) as the end customer. 66% of GelatoCreate orders had buyers and sellers in different countries, showing how the Gelato model facilitates global trade without physically moving products across borders.

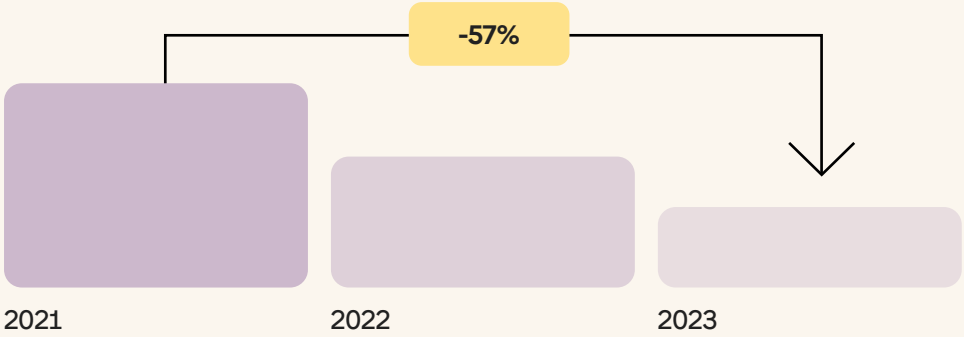
We work with over 60 logistics partners, mainly big and reputable international and national carriers. They are all on various stages in their sustainability journey, from being close to fossil-free today to piloting electric vehicles but all are working to reduce their CO2 footprint. We are on this journey together, as the next step after reducing transportation distances is to increase the share of non-fossil fuels in transportation.



Decreasing delivery distances by adding production partners in US and Canada

Producing “locally” means something else within Canada and the US than in the rest of our network. Producing in the same country is a good first step but not sufficient and we want to fulfill as close to the end-customer as possible.

Shipping distance per apparel package (US and Canada)



By growing the volume and adding more production partners for apparel orders in the US, we have more than halved (-57%) the average distance each package travels from the production location to the end customer from 2021 to 2023. This, combined with rightsizing the packaging and optimizing the routing, has resulted in an even sharper decline in CO2 per package.

The majority of US packages are delivered by ‘carbon neutral carriers.’ Today this is mainly achieved through offsets but also with an increasing share of electric vehicles. We are working to increase the share of packages delivered by electric vehicles in the coming years.

InkBlot.Ink

*Knowing that New York is a vibrant city with creators and customers, we added **Ink Blot** as a partner in the network. This way we can serve customers in NYC with local production within the city limits. In 2023, Ink Blot produced orders for creators from 64 different countries for local end-customers. In addition, Ink Blot proactively works to offer apparel that is made as sustainably as possible.*

Working with responsible makers

Exakta

Gelato is proud to collaborate with Exakta, a print industry pioneer renowned for its dedication to quality, the environment, and social responsibility. Exakta leverages renewable energy from its solar panels and purchases energy from wind power. Exakta holds ISO 14001 and FSC certifications, showing its commitment to environmental management and responsible sourcing. Exakta also places a strong emphasis on social responsibility. They are committed to creating a positive and inclusive workplace, focusing on employee well-being and ethical practices.

During 2023, Gelato and Exacta brought creative visions to life from creators across 73 countries, delivering to customers across the Nordics.

Exakta and Gelato have partnered over many years and we keep challenging each other to continuously improve and expand - Discover more about our partnership and how we make it together here.

Certifierad Grafisk Produktion · FSC · NÄRINGSLIVETS PRODUCENTANSVAR · intertek · intertek · intertek · ClimateCalc · Miljöintyg - Ren el

Gelato's environmental footprint

Gelato's key focus is on avoiding emissions (Scope 4) but any business still leaves an environmental footprint and we have been working with KPMG to quantify ours.

Gelato Direct emissions (Scope 1 and 2 emissions)
According to the Greenhouse Gas (GHG) Protocol, due to our business model, not owning any physical assets and renting office spaces, the vast majority of our emissions are characterized as Scope 3. The only identified Scope 1 and 2 emissions sources in 2023 were from our HQ in Oslo. Our total GHG Scope 1 and 2 emissions were 2.8 tons CO2e with location-based electricity calculations and 29.9 tons CO2e with market-based electricity calculations, respectively.

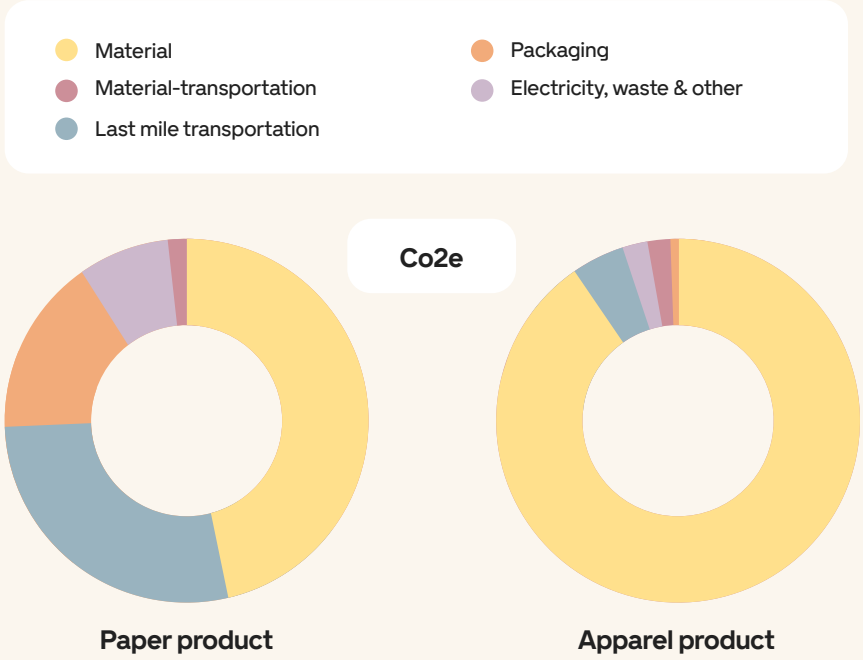
In-direct emissions (Scope 3 emissions)
In 2023, the measurement efforts were focused on the most material (and complex) part of our scope 3 emissions: the products for which we facilitate production and transportation, so that we can leverage the insight to focus our efforts and drive real impact. In partnership with KPMG, we have developed an 'Environmental Impact Tracker' measuring the environmental impact of every order and product. The calculator accounts for emissions from cradle-to-end customers based on a Life Cycle Analysis (LCA) using the EcoInvent database and a physical allocation methodology, and we are using this to educate ourselves on how to drive the greatest impact. An example is the CO2 footprint composition that is very different if looking at a paper-based product vs an apparel product, and how we should approach reducing the footprint needs to take into account what matters most. E.g., for some products it is most important to focus on the raw materials/blank products, for others the last mile transportation is where we can achieve further reductions, while for others again it can be about focusing on getting more local suppliers or improving packaging.

Most of our focus is on enabling and accelerating the move towards local, on-demand production. Expanding the number of production partners (reducing transportation distances) and increasing the number of products we sell (opening up for local, on-demand production) are the key ways to drive positive change and are core to our business model. That said, the products for which we facilitate production and distribution have a footprint, and all products are not created equal.

The Gelato HQ in Oslo, Norway
Our HQ is located in Oslo, Norway. The energy mix in Norway consists mainly of renewable energy (hydro), but, in addition, the building is powered by solar power. Half the roof is covered by solar panels and the rest is a 'green roof'.

The building has a BREEAM in-use certification with the grade 'Excellent', demonstrating that the building is operated in a manner that minimizes its environmental footprint while enhancing the health and well-being of its occupants.

Examples from the Environmental Impact Tracker



More sustainable products and packaging

We are proactively working to increase the share of products with recycled/ renewable materials and organic cotton while ensuring that raw materials are responsibly and sustainably sourced.

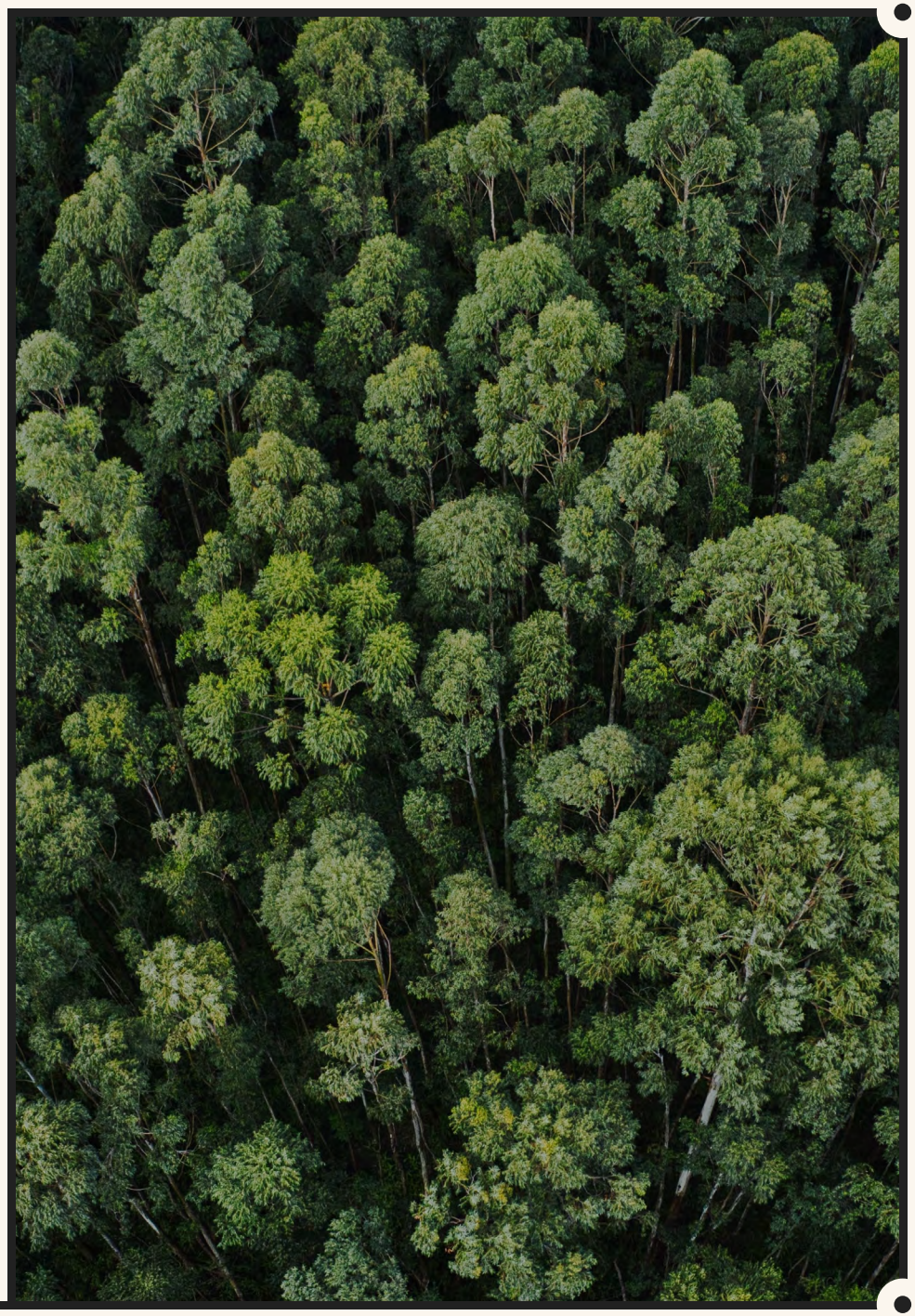
A significant part of the products we sell are based on wood (wall art, paper products, frames, etc). 100% of all wood and pulp is sourced from sustainably managed forests, mainly FSC certified. Sustainable forestry balances the needs of the environment, wildlife, and forest communities—supporting decent incomes while conserving our forests for future generations.
We also ensure all drinkware products are safe and properly lab-tested.

When expanding the product catalog in 2023 we targeted suppliers with premium (higher quality) and more sustainable product alternatives, including adding more organic apparel options. Product quality is key to limiting the number of returns, for the customer experience and as each return and new product provided automatically doubles the CO2 footprint.

Our packaging is designed to protect the product it carries (limiting damages) while being as small and light as possible. If the packaging is not strong enough, the product will be damaged, leading to the need for replacements and a poor customer experience. If the packaging is too big, it drives more emissions from the extra packaging material used, extra padding needed to secure the product, and the additional space it takes up during transportation. As we add new products to the catalog it is an ongoing process to rightsize and test what the right balance is, and we are constantly testing new designs, materials, and packaging methods. We also use recycled and biodegradable materials in the packaging to minimize our carbon footprint.

The GelatoConnect Procurement module allows us to increase the transparency and quality of suppliers and offer more sustainable product options.

Gelato recognizes the significant role of AI in driving business growth but also the opportunities for improving sustainability. As an example, we use AI to risk assess suppliers today, and we see that AI can help us e.g., optimize routing and logistics and improve quality control, leading to business value and reduction in CO2.



Social

Creating jobs and having a positive impact on people

Gelato empowers creators and entrepreneurs to build global businesses. In 2023, more than 45,000 creators from 146 countries placed their first order over the platform, in addition to all the creators already using Gelato. Millions of orders were fulfilled and delivered to end customers in 184 countries.

46% of the creators who placed their first order in 2023 joined to start their first ecommerce business, while thousands used Gelato to scale their existing business. 78% of the creators with more than 10 sales in 2023 had international sales, meaning selling to customers outside their home country. This number increases the longer a creator stays on the Gelato platform.

By driving entrepreneurship, we help people to find new income streams and provide an opportunity to reach a global market, leveling the ecommerce playing field. In turn, our makers can access volume from sellers worldwide, grow their business, and create new jobs where the end customers are located.

"Working with Gelato allows us to keep investing and hiring while many of our peers are ramping down. We have truly embraced technology and in 2023 we produced and shipped Gelato orders to Norwegian customers for entrepreneurs from 47 countries. I could never have imagined. Before Gelato, I used to speak to most of my customers..."

Jørn Våraker, CEO of HG Media, Gelato Production Partner

A journey from 9 to 5 to entrepreneurship

Map of Our Life

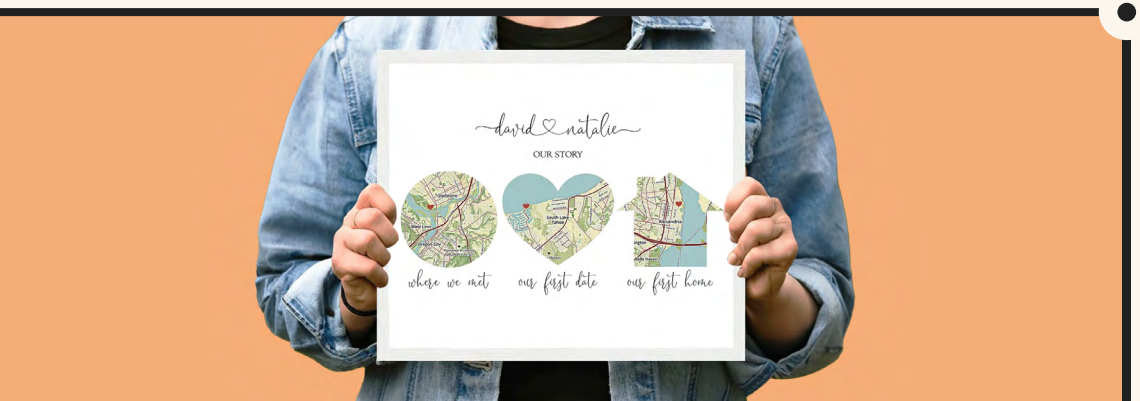
In 2020, Natalie and Josh faced career upheaval due to COVID, leading them to embark on a career journey together. Combining their skills and entrepreneurial drive, they founded Map of Our Life, an ecommerce venture crafting personalized prints headquartered in California, USA.

With orders pouring in, Natalie and Josh grappled with inventory management and logistical hurdles. Supply chain disruptions, exacerbated by the pandemic, forced them to switch suppliers multiple times for frames and paper. They quickly learned that the more local the supplier, the better.

To navigate operational challenges from in-house production and distribution, they began researching Production on Demand (POD). Impressed by Gelato's global network that prioritized hyper-local production and distribution, and Gelato's commitment to quality and sustainability, they made the transition.

Gelato's seamless integration, support, and global network empowered Natalie and Josh to save time working in the day-to-day business and focus on scaling globally.

"Previously, we were limited to domestic orders within the US due to shipping challenges, especially with fragile items like glass-framed products. Shipping overseas often incurred high costs and the risk of breakage, resulting in delays, upset customers, and additional expenses," said Natalie. "Gelato's global network makes out-of-country orders and shipping almost a given. Why wouldn't we take advantage of their global reach? We have our space and time back, and Gelato allows us to sell to consumers worldwide."



The Gelato Accelerator Summit

When our creators grow, we all grow. Being a part of the Gelato community means gaining access to the latest tools and insights to accelerate your ecommerce business growth. With this in mind, we hosted an 'Accelerator Summit' in Sweden in 2023— offering creators, partners, and team members an exclusive look into industry developments and Gelato's latest software innovations to help them grow and develop their businesses.

Attendees benefited from sessions covering ecommerce trends, growth strategies, local production advantages, sustainability, and more.

A maker making a step-change

Tidy Merch

Tidy Merch, located in Stockholm, Sweden, is a Gelato network production partner (maker) and GelatoConnect user. The founder, Charlie, loves music and sports and this passion led him to realize the potential of on-demand apparel early on. He has turned this passion into creating quality products and constantly shares ways to improve with the Gelato team.

From the start of the partnership, Tidy Merch leveraged the Gelato team and network to drive improvements on his own. Efficiency soared by optimizing the shelving space and aligning the physical layout of the production facility with digital infrastructure. This was further enhanced by the access to creators' ecommerce store orders worldwide. In 2023, only 12% of Tidy Merch's orders from GelatoCreate originated from creators in Sweden. Tidy Merch fulfilled orders for creators in 49 countries to end-customers in the Nordic market, highlighting the substantial impact of the Gelato ecosystem in connecting creators with makers.

Through GelatoConnect Logistics, Tidy Merch streamlined shipping processes, improving output efficiency by 4 to 5 times, while saving 15-20% on shipment costs. Moreover, GelatoConnect Procurement transformed Tidy Merch's sourcing strategy. By leveraging Gelato's network, Tidy Merch secured significant cost reductions of up to 40%, and estimates saving 500 hours per year previously spent on following up inventory, ordering, and negotiations.

The benefits of logistics and procurement efficiencies, combined with time savings, and the volume from Gelato creators propelled Tidy Merch's growth. Their growth has warranted relocating to a larger production facility, and investments into new machines. Tidy Merch and Gelato exemplify the potential of partnerships in driving social and environmental impact and making it together.

A great and diverse workplace

It is not easy trying to change the world or building a company. Our success depends on our people, their drive, innovation, creativity, and collaboration. We aim to attract, develop, and retain the best people worldwide, and make Gelato a place where our team members can do the best work of their lives.

We pride ourselves on diversity. At the end of 2023, we had 17 offices across 14 countries, with 303 team members from 57 nationalities. Our leadership team has 4 women and 5 men. Culture, purpose, and values are at the heart of Gelato. Our culture encourages growth mindsets, always challenging the status quo and providing continuous feedback. We ensure objective hiring by leveraging assessments at the start of the recruitment process, having interviewers from diverse roles and backgrounds, and utilizing our Applicant Tracking System for an unbiased selection of applicants. We conduct regular, structured engagement surveys and performance development dialogues. Gelato Academy (our Learning & Development program) is our portal for continuously developing hard and soft skills, as professionals and humans.

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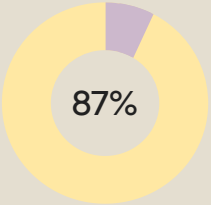

Employee Engagement Score in Gelato Pulse surveys.

Governance

Act responsibly - being a trusted partner

Creators and makers trust us with their business and we don't take that trust lightly. As Gelato doesn't own any fixed assets, selecting and working with makers and suppliers doing business in a good karma way (ethics, human rights, environment) and keeping everyone's data safe and secure is key to being a trusted partner.

Keeping data safe and secure

We are proud that we achieved the ISO 27001 certification, the international best practice for information security management systems, in 2023. This demonstrates our unwavering commitment to securing our data and systems against cyber threats and ensuring confidentiality, integrity, and availability of information. By adhering to the ISO 27001 framework, we reinforce our commitment to securing our digital and physical operations against emerging threats, thereby ensuring the resilience and reliability of our services.

All employees and suppliers accessing our systems are assessed from a security perspective and must undergo security training. The benefits are evident as there were 0 major data security incidents in 2023.

Privacy

Respecting and protecting the privacy of our creators and makers remains a paramount concern at Gelato. Our privacy policies are crafted to comply with global data protection regulations, including GDPR. We are committed to transparency in collecting, using, and sharing personal information, ensuring stakeholders are informed and have control over their data. Our privacy practices are regularly reviewed and updated to reflect new legal requirements and best practices, guaranteeing that personal information is handled with the utmost care and security. All new team members undergo Data Privacy and GDPR training.

Under the guidance of our General Counsel, our Privacy Committee, comprising senior team members, oversees privacy-related initiatives and fostering collaboration across departments to enhance our data protection efforts.

We have also integrated the evaluation of privacy implications into our investment proposal process, ensuring that all software subscriptions undergo a thorough review, prioritizing protecting sensitive information at every level of our operations.

Transparency and ethics in the supply chain

Gelato's supply chain is key to our vision of rethinking production for benefit of people and the planet. Transparency, fair trade, and ethical practices throughout our supply chain require all partnering makers to adhere to our rigorous Code of Conduct, including standards for labor rights, environmental protection, and ethical business. We conduct pre-contract due diligence (incl. security, sustainability and legal) for all potential makers, and in 2023, we risk-assessed 100% of suppliers in the Supplier Compliance Program. Gelato also performs due diligence assessments and reporting under the Norwegian Transparency Act.

During the assessment, two facilities were identified as presenting a potentially higher risk. We partnered with DNV (an independent expert in assurance and risk management with expertise on ESG matters) who conducted an audit of these facilities in 2023. The audit highlighted findings that necessitated attention, including areas impacting health and safety standards. As the issues varied in severity, our response strategy was guided by a prioritized approach, focusing on issues with the most significant potential impact on employee well-being and safety. As of today, all high-risk items have been addressed and order volumes have been reduced while we work with the supplier to address the remaining points.

In 2023, we partnered with EcoVadis to further enhance our commitment to supply chain transparency and ethics. This collaboration allows us to evaluate and improve our sustainability performance across four areas; environmental, labor and human rights, ethics, and sustainable procurement practices. EcoVadis provides a comprehensive platform for risk assessment and sustainability ratings, offering insights and benchmarks that drive continuous improvement in our operations and those of our suppliers. By working with EcoVadis, we strengthen our sustainability practices internally and encourage our partners to adopt more sustainable and ethical business operations, driving positive change.

Internal policies & guidelines

Our governance framework is designed to ensure that Gelato operates with a deep sense of responsibility toward our planet, our partners, our people, and the communities we serve. Rigorous standards for security, privacy, supply chain transparency, and ethics, ensure that our operations are sustainable, responsible, and aligned with our stakeholders' expectations.

Our business policies consider human rights, labor rights, the environment, and anti-corruption internally and throughout our supply chain. Our policies include The Gelato Code of Conduct, Ethics Policy, Whistleblowing policy, Anti-bribery policy, and Anti-money laundering policy. All Gelato team members conduct training on security, privacy, and our policies.

By adhering to our Code of Conduct, achieving key certifications like ISO 27001, and collaborating with organizations like EcoVadis, we reaffirm our ongoing commitment to high standards of governance and sustainable business practices and our dedication to impact the world positively.

EcoVadis is the world's most trusted provider of business sustainability ratings. Global supply chains rely on EcoVadis to monitor and improve the sustainability performance of their business and trading partners. Backed by a powerful technology platform, EcoVadis' evidence-based ratings are validated by a global team of experts adapted to more than 200 industry categories, 160 countries, and companies of all sizes. Its actionable scorecards provide benchmarks, insights, and a guided improvement journey for environmental, social, and ethical practices. Industry leaders like Amazon, Unilever, LVMH, and Salesforce are among the 85k businesses collaborating with EcoVadis to drive resilience, sustainable growth, and positive impact worldwide.

The road ahead

Rethinking production and moving the world to local, on-demand production - at scale

A passion for having a real positive impact on the world, leveling the ecommerce playing field for entrepreneurs, and helping accelerate the shift from central mass production to local, on-demand production has attracted many to Gelato. We are proud that our core business is driving this transition. And we are just getting started.

Today, we bring creativity to life and into business for thousands of creators, enabling them to connect to local production across the globe to grow their business and compete on the same level as any other ecommerce brand. We also support makers to produce micro-orders efficiently and with quality, while increasing their profitability, through GelatoConnect. This is key to keep growing the network for local, on-demand production.

In the coming years, we aim to be a critical unlocker for any business or global retailer bringing down emissions and rethinking (over-)production and distribution. But also for cities and countries with aggressive CO2 reduction commitments. We expect local, on-demand production not only to be a choice but a necessity to support future growth and the demands of lawmakers, regulators, consumers - and the next generation.

We envision a future world where anyone can be a business owner. A world where hyper-local, on-demand production can serve any major city. Where close to anything can be produced when needed, where needed. A world without overproduction. A world where software, technology, and partnerships link creators, makers, and end-customers - everywhere.

Our goal is that our role in facilitating global trade through local on-demand production will continue to change the world for the better. Smarter, faster, and greener.

We can only make it together, and we hope you will join us on our mission.