A. To our Shareholders

Letter by the Management Board

Dear HelloFresh shareholders,

We are in the midst of a deliberate transformation of the business. This process involves clear trade-offs that are visible in our reported results today, but constitute a conscious choice to allow the business to be set up for long-term success.

Over the past year, we have fundamentally overhauled our supply chain, network, customer acquisition strategy, and product proposition. In essence, we made the conscious choice to walk away from low ROI new customer volume, thereby tightening our marketing ROI thresholds, and redirected capital from acquisition and fixed costs into the product. None of this was accidental; it was a sequenced effort to fix the foundation, even if it comes with a near-term trade-off to reported growth. The goal is to generate better revenue quality and higher margins in the longer term. We have achieved this in large parts in our Meal Kits product category already, where the vast majority of revenue now comes from our tenured and high margin customer base, and started to make similarly strong progress in our RTE product category.

In H1 2026, RTE AEBITDA margins are up 1.0pp versus last year despite absorbing material ramp up costs for our new Factor Europe facility and the impact of the winter storms, with good visibility toward a return to full-year positive AEBITDA, driven by a much larger share of revenue coming from an increasingly tenured base.

On the back of our efficiency program, we created the funds to pursue an ambitious innovation agenda that touches everything from the core product, to our digital apps, as well as our fulfilment and our procurement operating systems. All that is in service of creating more value for customers and broadening the total addressable market we go after. Said differently, with a limited number of meals, a narrow choice of cuisines and few differentiated formats among them, there are only so many long-term customers you can reach; the product and value proposition we've now started to build over the past 12 months will broaden the long-term customer base to go after significantly.

We have said in every letter this cycle that a better customer experience is the only durable path back to growth for a food company. We've widened our weekly menus meaningfully. We increased protein and vegetable portion sizes across many markets. We added a much broader range of new and exciting SKUs. We introduced new cuisines that customers had been asking us for. For Factor US, we dedicated a larger share of our menu to GLP-1 friendly meals which have seen strong reception. Taken together, the product we're offering today is materially better than the one we started the year with. That's a fact. What we've learned so far is encouraging, and it's the part of this letter we feel strongly about. Menu expansion works, when it's executed at the right quality and the right service level. Customers value the new SKUs and the new cuisines. They value the creative partnerships we've built around them. Put simply, we're doing more jobs for our customers today than we were doing 12 months ago, and we can see that in how they're responding. We see the success of it in record customer satisfaction numbers, better order rates and higher AOV, resulting in a material step up in net revenue per customer.

As you would expect, in those markets where we started this journey earlier, such as the Nordics or the US, this effect is coming through stronger already, giving us confidence about the way forward.

Innovation at this speed, though, doesn't arrive at full efficiency on day one. New SKUs cost more to source before you've scaled volume behind them. New cuisines take a few cycles to hit customer expectations for authenticity and deliciousness. Handling a much higher number of ingredients and meals adds to fulfilment complexity until they are perfectly integrated in the workflows. It's exactly why we waited until the efficiency program had freed up real, bankable savings before we started this investment cycle. We've gone through a steep learning and ramp up curve in H1 2026 and it had an adverse, temporary effect on contribution margins: the temporary inefficiency we absorbed in H1 2026 was expected in pursuit of upgrading the customer experience meaningfully.

What we didn't expect was a continuation of different macro headwinds that added to cost challenges in H1 2026. The US was hit by the heaviest winter storm in 75 years, which disrupted our fulfillment network and deliveries for weeks. Europe had its own run of severe weather across several markets. The war in Iran pushed fuel surcharges up across our network and made global fertilizer prices spike. While our leaner and more local value chain structurally protects us better than most food retailers, some of those pressures landed inevitably on our P&L.

We run our marketing spend against strict return thresholds, which work best when we can model the payback with confidence. That model depends in part on a predictable cost base in future quarters. When macro headwinds make costs unpredictable, spending aggressively into that uncertainty means acquiring customers at costs we cannot properly forecast. As a data-driven business we have learnt to resist that, even at the expense of volume growth. Hence, marketing spend was down again in the first half of 2026, on top of an already large step-down a year earlier. Leaning heavily into growth and marketing in that kind of environment is, in our view, the wrong call right now, and we already acted on that in Q2 2026. We plan to reassess the situation during the upcoming back-to-school season.

Given all of that, we're being very deliberate going into H2 2026 and will recalibrate our investment plans. For Meal Kits, where the evidence is strong, we're going to keep leaning in. Where we don't yet have the long run data to justify the return, we're pausing or slowing down rather than assuming it'll work out. That's real discipline applied to our Refresh strategy.

For RTE, we will exercise the same scrutiny on our product investment plans and drive efficiencies across our network. We remain excited about the growth prospects in Europe after the successful launch of our new cooking facility. We plan to diversify revenues further by broadening access to our meals in retail.

None of this changes our conviction that the underlying product work is right and will help us broaden the TAM we're after and strengthen the value customers are getting. Our offering is more competitive today than it was at the start of 2026 or any point before that. And with the value we've put back into every plate, it's more affordable in real terms too. Alongside the improvements to our product proposition, we've also been busy building new digital features that help customers get more out of every order.

For example, we rolled out comprehensive updates to our personalization engines, using onboarding quizzes, customer food profiles and past ordering behavior to identify the right meals for the right customer in our expanded menus, allowing for easier navigation and better matched meals. We scaled our HelloFresh CookBook which allows users to convert any meal they see on social media to a HelloFresh-style recipe card including step-by-step cooking instructions and see encouraging early indications such as over 3 million recipes added since launch.

Collectively, we believe these initiatives will allow us to provide additional value beyond the meals we provide, with the ultimate goal of building more digital features that are loved by our active customers and give both prospective and lapsed users a reason to stay in the HelloFresh ecosystem.

To summarize, we believe we have a genuinely strong product. What's left is turning our cost discipline into the fuel that lets us go acquire the customers who deserve to try it.

Thank you for staying with us through a half year that tested our patience as much as it tested our operations.

Berlin, 12 August 2026

Dominik Richter	**Edward Boyes**	**Fabien Simon**	**Assaf Ronen**
Chairman of the Management Board	Member of the Management Board	Member of the Management Board	Member of the Management Board