



HelloFresh SE | Saarbrücker Str. 37a | 10405 Berlin

Letter of Reference

Mr Olivier Laviale born on 6 June 1977 was employed in our enterprise from 1 October 2015 to 29 February 2020 as Senior Backend Developer and from 1 March 2020 to 30 September 2021 in the department Tribe: Menu as Staff Engineer.

HelloFresh is the leading global meal-kit company and operates in the U.S., the United Kingdom, Germany, the Netherlands, Belgium, Luxembourg, Australia, Austria, Switzerland, Canada, New Zealand and Sweden. HelloFresh delivered 601 million meals to 5.3 million active customers worldwide in 2020. HelloFresh was founded in Berlin in November 2011 and went public on the Frankfurt Stock Exchange in November 2017. HelloFresh has offices in New York, Berlin, London, Amsterdam, Zurich, Sydney, Toronto, Auckland and Copenhagen.

Ms Olivier Laviale's responsibilities mainly encompassed:

- Mentoring:
 - Promoting best practices
 - Bringing new joiners up to speed
 - Helping developing new skills e.g. getting started with Golang
 - Hiring new talents and nurturing the talents we have
 - Keeping the team up to date (Conferences, Books, Articles, Videos)
 - Sharing experience and knowledge
 - Fostering team spirit within and outside of the tribe
- Strategy:
 - Proposing technical roadmap for the year and beyond
 - Identifying and prioritizing areas of improvements
 - Defining the next architecture
 - Providing long term vision of problems and impact of potential solutions
 - Ensuring our services are running as expected (Monitoring, Alerts, Profiling, Traces)
 - Learning from incidents
- Collaboration:
 - Leading major architecture and execution plans across multiple teams usually domain-wide
 - Collaborating across multiple teams to resolve Architectural Conflicts and Deadlocks

- Supporting engineers of multiple teams and providing mentorship, guidance and supporting on cross-team initiatives
- Oversee important changes (API, messaging, implementation of new features, RFCs)
- Oversee bug fixing, especially after incidents
- Communication:
 - Regularly inviting to meetings for his technical expertise
 - Spreading knowledge throughout the organization (what changes are coming, progress updates)
 - Improving documentation over time
 - Week in review (blog type updates)
 - Organizing and moderating the Backend Chapter Meetings, where new technologies, standards and practices were shared and tried

Mr Laviale possesses excellent specialist knowledge extending far beyond the mainstream, which he has always applied to our business processes in a most effective and beneficial manner. He continuously and very successfully expanded and updated his extensive specialist knowledge to the benefit of our company by regularly attending events to further his education.

Due to his very good perception, he was always able to understand complex situations immediately and to find very good solutions right away. Mr Laviale always worked in a highly proactive manner and completely identified with his tasks and our company at all times. He always displayed an impressive level of dedication and motivation. In situations with extreme stress, he always displayed exemplary resilience.

He carried out his tasks with great diligence and a high level of responsibility. He was extremely resilient, very target-oriented and always worked quickly without any detriment to the precision of his work. Mr Laviale showed an extremely high level of reliability.


He was always able to find excellent solutions for all problems. The performance of Mr Laviale has always and in every respect earned our full recognition.


He was respected by everyone for his consistently friendly and well-balanced demeanour. He was always helpful, courteous, and where necessary, he put the interests of others before his own. His personal conduct with superiors, colleagues and clients was always exemplary and loyal.

Mr Laviale is leaving our employment on his own accord on 30 September 2021. We sincerely regret to see him go, as we are losing a very capable employee. We would like to thank him for his consistently very good performance and wish him all the best and much success in his professional and personal future.

Berlin, 30 September 2021

HelloFresh SE

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