

March 27, 2020

Fedway Team:

This has certainly been an unprecedented time in the world with the uncertainties posed by the COVID-19 pandemic. But as Max communicated last week, the pillars of trust and respect that Fedway is built upon will be the same qualities that pull us through these challenging times together. In that vein, the Fedway executive team will be communicating frequently to ensure our teams have transparency to the company's direction as we adapt to the ever-changing market circumstances.

We're fortunate that the state of NJ has deemed wine & spirits "essential" and we will continue to operate and service our customers. While we remain open for business, the top priority right now for all employees is to take care of their families and be safe. Everyone has different, but no less stressful, individual circumstances with family, friends, customers and significant others. During this tumultuous time, please make sure to take care of yourselves and your loved ones above all else. Employees who have roles that allow for working remotely are being encouraged to work from home, including the sales & marketing teams. If it is necessary for sales to visit accounts, we should aim to visit during off peak hours while practicing proper social distancing and safe sanitary habits. Given the passion of the Fedway team to succeed and drive our "customer first" mantra, we know everyone is out of sorts with irregular routines and a general anxiety triggered by the uncertainty of the coronavirus. Of course, this is a very natural response to such an extreme predicament. But the best way to navigate through these choppy waters is with frequent & positive communication. Please continue to call, email, text, instant message and interact as much as possible with each other, customers, management and the executive team. Let's passionately support one another and be creative with solutions to problems as they arise. While nobody has all the answers for such rare circumstances, through encouragement and determination we'll persevere and thrive - as we always have here at Fedway.

We'd also like to reiterate some of the measures we've taken to ensure the safety of the Fedway family and support our employees, customers and business partners:

- Each of Fedway's facilities are being rigorously cleaned with more frequent sanitization & deep cleaning of all spaces. Hand sanitizer and disinfectant wipes are also being provided to help eliminate the transmission of germs
- Our offices and warehouses are limited to Fedway employees only as a precautionary measure
- Any employee that needs access to time off for childcare will be accommodated with vacation, sick days or unpaid leave alternatives
- Fedway has arranged for an additional 5 sick days to add to PTO for all employees
- Warehouse assignments, driver dispatch and delivery protocols have been altered to be safe and consistent with the physical and social distancing guidelines established by authorities
- Trucks have been allocated hand sanitizer and sanitary wipes to maintain cleanliness both inside vehicles and during deliveries

- Redundancy teams have been trained to back up our warehouse, customer service, accounting and purchasing functions with our Somerville office equipped as an alternative office location if needed
- In the past week, in conjunction with our generous suppliers, we have partnered to raise funds for displaced New Jersey bar, tavern and restaurant workers to support them during this extremely difficult period

There has always been an underlying spirit of community here at Fedway, one that was reinforced by the herculean effort of the entire company in rebounding from the devastation of Hurricane Sandy. It is palpable not only in photos around the facilities but in the character and integrity of the people who brought those photos to life. Once again, we are being tested to show our mettle in the face of adversity but there is no question that we will emerge from this watershed moment better than ever. This is what FEDWAY STRONG is all about – confronting the toughest of challenges and ending up better for it. Thank you, as always, for your unrelenting commitment to Fedway, there is no other team that we'd want to lead into this next challenge than you.

Be safe everyone and always remain FEDWAY STRONG -- TOGETHER!!!

Three handwritten signatures in blue ink, appearing to read 'Neil', 'Robb', and 'John' from left to right.

Neil, Robb & John