

DiBella's Subs

To our DiBella's family,

As I reflect on the last year, I can't remember any other time when there has been so much change. If someone said 12 months ago that we'd be living in a country where 120,000 people have died as a result of a virus, we'd all be wearing masks, and that there would be a widespread social revolution affecting positive change in communities across America... Would you have believed it? I certainly wouldn't.

First and foremost, I want to thank every one of you for all the ways you have stepped up to support our local communities through donations and the Pay It Forward program. Community members and guests have reacted very emotionally to the comfort each of you brings when you provide these meals during such an unprecedented time.

Speaking of change, on a personal level, my siblings and I always knew the time would come when our father and leader, Richard Fox, would leave this world and we would assume the leadership roles he prepared us for all our lives. Did we expect it in December? Absolutely not. But were we ready? Yes. As prepared as we were to take the reins of the company, though, we never could have imagined the changes we're all navigating as the world continues to transform in profound ways.

This leadership change combined with current events have given my siblings and me an incredible opportunity and mandate to create positive change in our organization – particularly related to equality and social justice.

We also believe conversations drive positive changes... and now more than ever, **WE MUST LISTEN.**

We all come from different backgrounds and have varied life experiences, which brings value to our DiBella's community. To that end, the first steps to make impactful, meaningful change must come from you. You'll share, we'll listen, and we'll do this together.

Here are just a few things we're already focused on:

STARTING THE CONVERSATION: DiBella's Subs prides itself on being a family-owned company with inclusive values, and our hope is to instill a sense of family among all employees. To ensure all voices who want a seat at our table are heard, we will be launching a survey to get the conversation started. Look out for the diversity and inclusion survey, it will be sent out via email by the end of the month. We encourage you to be candid in your responses.

NEW COMMITTEE FORMING: We are establishing a new committee focused on diversity and inclusion to determine how we can make impactful, meaningful change within our organization and the communities we serve. This committee will consist of a diverse group of DiBella's employees in a variety of positions across the company who will help lead us in a new direction. We will have more information to share with you in the coming weeks. If you'd like to get

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involved in this committee's important work, please share your interest with your general manager.

NEW TRAINING TOOL: DiBella's Subs is committed to the growth of our employees. As an equal opportunity employer, we have reimagined our training program to ensure all employees - regardless of race, gender, physical ability, or sexual orientation - receive the same standard of training. In the coming weeks, we will introduce DiBella's Academy, our new online training platform.

I thank you for reading this note, and please know that the steps mentioned above are only the beginning. We're charting the journey of progress together.

If you have ANY questions, ideas, or concerns, never hesitate to talk with your manager or reach out to our HR team at humanresources@dibellas.com. We're here for you!

Sincerely,

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