



November 13, 2020

## To our Valued Marché Bonichoix Customer

It's been a while since we've reached out to you directly. We want to thank you for your continued support. We've never been prouder of Quebecers and New Brunswickers. The way they have come together to support each other during this challenging period in history has been remarkable.

Throughout this crisis, we've seen so much goodwill in our stores and communities across both provinces. We've had food dropped off for our frontline teammates. Customers have even written encouraging messages in chalk outside of our stores. Your support means so much to our frontline teammates.

The promising news reports of a vaccine for this terrible virus gives us hope that there are brighter days ahead. But we aren't through it yet. We have a long winter ahead of us and as we continue to navigate COVID-19, we need to work together. We promise to uphold our high safety standards and we will not loosen our protocols on cleaning, social distancing and sanitation. We have no intention of letting down our guard.

We're also making new investments to keep you safe and continue offering the best possible shopping experience. We're making structural changes to many of our store locations to accommodate physical distancing in the colder months. And we'll continue to make any investment necessary to keep you and our teammates safe. We will not compromise.

We just wanted to put in a word for another key part of our country's food supply chain — restaurants. For obvious reasons, many of them aren't faring as well these days. Supporting local restaurants is so important right now. The impact COVID is having on them is tough to watch. If you can, please order take-out from your favourite neighbourhood restaurant.

Thank you for your incredible support and cooperation during this uncertain time. Your ability to adapt and your consideration for your neighbours and our teammates is appreciated. It's keeping Quebecers and New Brunswickers safe.

Thank you,

**Michael Medline**  
President & CEO

**Pierre St-Laurent**  
Executive Vice President and Chief Operating Officer,  
Full Service



April 26, 2020

## To our Valued Marché Bonichoix Customer

It has been a little while since we've reached out to you.

Since the last time we connected, we've all had to come to terms with last weekend's unimaginable events in Nova Scotia. Our thoughts, hearts and prayers are with the families and friends of the victims and all Nova Scotians. This senseless act hurts everyone across Canada. We all mourn with Nova Scotia.

Since this pandemic began, we have learned how to care for one another from a distance — even while at the grocery store. We've had to learn how to show up for our communities while staying home, how to work together to overcome the darkest of days. It's our belief that we've adapted to this new normal because of our inherent Canadian values — our ability to handle challenge with compassion, optimism, courage and perseverance.

Our stores continue to improve and execute on our work to keep customers and teammates safe. We are committed to be vigilant and keep these standards in place. Our supply chain has been busy continually adapting as well. Our stores are now more full of food than at any time since late February when this crisis began. You will see us continue to innovate in our stores to keep everyone healthy.

Some local communities across the country have put up lawn signs that read "Thank you grocery store staff! Not all superheroes wear capes!" We couldn't agree more. Most importantly, we cannot tell you how much these simple gestures mean to our frontline heroes. Thank you so much.

While the world that we know now differs so much from the one we are accustomed to, we continue to keep the safety and wellbeing of our local communities our utmost priority. The road ahead might have more bumps. But nothing can take away how strong we have become together. We stand united as one resilient country.

Sincerely,

**Michael Medline**  
President & CEO

**Pierre St-Laurent**  
Chief Operating Officer, Full Service



April 10, 2020

## To our Valued Marché Bonichoix Customer

Long weekends are typically a time when extended Canadian families come together, relax and enjoy wonderful food. This spring is starting to look very different. For the sake of everyone's safety, we have to keep a physical distance from many of our loved ones. Isn't it strange that the best way we can stick together is by staying apart?

During these changed times, our strongest bonds and partnerships are being tested. It is incredible to see friends, families and all Canadians come together to support one another.

One group that deserves great praise is our valued Supplier Partners. We work with thousands of farmers, growers, consumer goods and food suppliers to get the products you know and love into our stores. They have all done such a great job. Faced with immense change over the last month, we have tested these partnerships to new limits.

In addition to our stores stocked, behind the scenes there is an incredible army of warehouse, distribution and supplier heroes hustling so hard to keep production facilities operational and safe. A special shout out to our industry's amazing truck drivers. We couldn't serve you without all of these great Canadians. It's hard not to have faith when so many people are working together for the collective good.

New partnerships are cropping up too. As an example, Sysco Canada had fresh beef and bacon that they typically supply to restaurants. We've been able to sell their product in our stores and avoid food waste.

We are also making local donations to foodbanks, meal programs and charities. There are so many other causes out there that need our help more than ever right now.

Last week, we announced that we are providing our more than 13,000 smaller supplier partners with shorter payment terms. We're paying them faster to help them keep up amidst all this change. This includes local farmers and fisheries, waste collection companies, repair and maintenance businesses, and many others. We remain steadfast in our commitment to stocking local products and look forward to supporting local businesses, as we do each year, in our stores this spring.

These are just a few examples of the partnerships that inspire us every day. As the early signs of spring start to show and we head into the long weekend, we salute everyone who is working in partnership to keep our communities and families safe and fed. The supply chain in Canada is resourceful, responding and robust. We have unending gratitude to everyone working to keep it moving. Thank you!

Stay safe,

**Michael Medline**  
President & CEO

**Pierre St-Laurent**  
Chief Operating Officer, Full Service



April 4, 2020

## To our Valued Marché Bonichoix Customer

As we continue to operate an essential service for Canadians through this incredibly difficult time, the health and safety of our customers and teammates remains our top priority.

Over the last several weeks, we have made a number of changes in stores to enhance safety measures for everyone. We looked across the grocery industry around the world to understand best practices so that we can always try to get ahead of this situation. We want to thank you for the way you have supported and embraced these changes in the spirit of our collective wellbeing.

As this situation evolves, we will continue to work diligently to protect your health and keep food on our shelves. This week, our stores are rolling out additional “Physical Distancing” measures to facilitate safety in our stores.

- When a store is at capacity for safe shopping, customers will be asked to line up outside. Our teammates will reinforce physical distancing in the lineup and, when necessary, follow a one-in, one-out protocol.
- “One-way aisles” will ensure customers do not pass too closely together when going in opposite directions.
- Teammates will walk our stores to monitor and remind customers to practice physical distancing.
- We’re encouraging customers, to the extent they are able, to designate one family member to shop for their family.
- We will continue to disinfect shopping carts and hand baskets before giving them to customers.
- To minimize contact, we are asking customers who bring reusable bags to pack their own groceries.

We have taken a hard look at what the right way is to calculate “safe capacity” in our stores. We will limit the number of customers in our stores based on a calculation of our square footage and the number of available open cashier lanes. The reality is that our stores come in many shapes and sizes, so we are right-sizing the solution to serve you in the safest way possible. Of course, the number of customers in store is only one important measure – there are so many other things we all have to do to keep safe.

Thank you again for your support and enduring patience as we get through this together. We’re so proud to serve you.

Stay safe,

**Michael Medline**  
President & CEO

**Pierre St-Laurent**  
Chief Operating Officer, Full Service



March 28, 2020

## To our Valued Marché Bonichoix Customer

As an essential service in communities across Canada, our top priority is to keep our customers, and our teammates safe. Using Public Health Canada standards and recommendations, we have put in place extensive preventative measures, drawing from highly qualified industry health and safety resources to safeguard our customers, our teammates and our communities. But, as an essential service, it is sadly probable that people in our stores will be affected.

We want you to be able to shop with peace of mind knowing that we're doing everything possible to keep our stores safe across Canada. We are prepared and we are ready. We are committed to full transparency and will keep you updated. Here is a list of our key protocols:

- We strictly enforce that teammates who feel sick do not come into work. If one of our teammates tests positive for COVID-19, we will follow the direction of public health every step of the way.
- We will deep-clean and close for the required time as directed by public health.
- We will work closely with public health officials to investigate the teammate's known points of contact and recent shifts. To keep stores safe, we will notify all teammates who require self-isolation for two weeks.
- We have created a new page on our website to keep all Canadians informed of our evolving response to this challenging situation. We will post up-to-date company and store specific information to <https://corporate.sobeys.com/coronavirus/>.

The wellbeing of our teammates and you — our customers — is critical at this time.

To practice social distancing, many of our customers have asked when our off-peak hours are. Right now, generally we are seeing our lowest traffic in the evenings on Monday to Wednesday and on Sunday, although these patterns might continue to change over time.

Transparency and action have never been more important. We are committed to doing everything we can to keep our communities safe. We are grateful to you for your trust in us, and to our dedicated teammates who work incredibly hard to serve you in this critical time.

Stay safe,

**Michael Medline**  
President & CEO

**Pierre St-Laurent**  
Chief Operating Officer, Full Service



March 27, 2020

## To our Valued Marché Bonichoix Customer

These are extremely challenging and difficult days. All of us are affected in one way or another by this terrible situation. Our thoughts are constantly with those who are struggling most and the brave and committed Canadians who are selflessly caring for others in hospitals across the country. These past few weeks have tested our resolve.

Yet, during these unprecedented times, we have also seen so many positive examples of the strength of the Canadian spirit – kind, generous and determined. Today, I want to focus on those rays of sunshine.

Our teammates have been working tirelessly to keep our stores safe and well stocked so that you can access your essential needs with ease and peace of mind. I've said it before, and I will say it again, my colleagues truly exemplify what it means to be community heroes. I have witnessed it first hand and you have seen it too and we are so grateful to those of you who have taken the time to share your experiences with us.

We are blown away by the letters, gestures of support and comments you are sharing with us on social media.

We even have some store managers who are relaying your supportive comments and words over their store intercoms as inspiration for their teams. Your kind words go a long way.

To the seven-year-old who hand made a card for one of our store teams that read, "You are the real heroes front line workers," **thank you.**

To the customer who brought flowers to her local store as a token of appreciation, **thank you.**

To the fire department who dropped off donuts for their local store to show gratitude for staying open to serve that community, **thank you.**

To the local group of restaurants and volunteers who delivered free lunch to one of our store teams and other local essential workers, **thank you.**

To the customers who left messages in chalk outside their local store reading, "We appreciate your hard work grocery clerks, shelf stockers, cleaners...ALL," **thank you.**

To all of you who have taken the time to recognize our heroes and said a simple thank you or smiled at one of our teammates in a store, **thank you.**

And finally, to the many Canadians who have privately and publicly recognized all of our teammates and supplier partners who are working tirelessly, behind the scenes in warehouses and distribution centres, thank you.

Your expressions of support make an indelible impact on our teammates – you help keep our morale high. Quite simply, our ability to withstand these testing times wouldn't be possible without your support. **Thank you** for your continued loyalty and remarkable composure as we all adapt to social distancing and other measures meant to keep us all safe.

I have never been more proud to be a Sobeys teammate and a Canadian. Together, we'll get through this.

Stay safe,

**Michael Medline**  
President & CEO

**Pierre St-Laurent**  
Executive Vice-President & Chief Operating Officer,  
Full Service



March 26, 2020

## To our Valued Marché Bonichoix Customer

All our hearts go out to those grieving or ill due to this terrible virus, and to those Canadians who have been laid off work or whose businesses have been forced to close.

These continue to be very challenging times. We are all doing our very best to adapt and keep our families healthy and safe. Only a few weeks ago, the world was normal and we could move around freely and safely. Now, we need to keep our social distance and worry for our loved ones and the welfare of all Canadians.

As an essential destination for your food needs, we have made enhanced safety measures our top priority in recent weeks. You will see significant changes in our grocery store locations to safeguard our teammates and our customers. We are heartened to see how you have responded to these changes as we collectively work to stop the spread of coronavirus. We know that together, we will get through these tough times.

To protect our front line heroes and our valued customers, over the last few days we have:

- Continued our nationwide rollout of plexiglass cashier screens
- Reinforced a robust and frequent cleaning program throughout stores
- Reinforced our already high sanitization standards for all teammates
- Early on, we closed all self-serve, café and bulk food areas
- Reduced hours to allow our teams more time to clean, restock and rest
- Continued to add floor markings and signage to our stores in order to promote social distancing

We won't stop there. We will continue to safeguard our stores in this evolving situation. We will spare no time or expense when it comes to your safety and that of our hardworking teammates. We will continue to work with and follow the helpful guidance of all levels of government and local health authorities to ensure that everything we do protects the families that depend on us. If you can, stay home. If you need grocery, we will make the experience as safe as we can for you.

We know these changes do not always make for the easiest shopping experience and we sincerely appreciate your continued patience and loyalty. It pains us to keep at a distance in our typically vibrant social hubs — a place where you normally bring your family members to browse and debate which flavour of ice cream to buy each week. We have had to make these difficult changes to help keep everyone as safe as possible. We all look forward to the day when life returns to a more normal rhythm.

On the positive side, you still have the same friendly teammates in our stores to support you. We're incredibly proud of their unrelenting drive to serve you while keeping their morale up throughout this very difficult time. We are also investing significantly in our communities — our local stores know the needs of their communities best.

Finally, rest assured that there is enough food to go around. Our food supply chain remains strong. We're working around the clock to stock our stores in, the face of unprecedented demand.

Thank you for your trust. For the last 113 years, we have been there for you as a family serving families. When this is over — and it will be over — we will all be stronger than ever.

Stay safe,

**Michael Medline**  
President & CEO



March 20, 2020

## To our Valued Marché Bonichoix Customer

Throughout this very difficult time, the health and safety of our customers and teammates remains our top priority. We understand we are an essential service to all Canadians, and we want you to know that we are doing everything in our power to maintain our stores to the highest standard of cleanliness and safety.

We are announcing a series of new measures to further enhance the stepped-up sanitation protocols at our stores. We tested plexiglass cashier shields as yet another safeguard to protect our teammates and customers from this terrible coronavirus. We've looked across the world at best practices and these shields stand out as a strong safety precaution. Last night, we began to install the shields in stores and will work around the clock to get them into our stores. They will not be in every store immediately, but we'll install them as quickly as we can.

In addition, we have added the following:

- Our teammates are washing their hands every fifteen minutes.
- We have added extra resources to the frontline, enabling cashiers to wipe down common areas even more often.
- We are suspending empty bottle returns.
- Our stores will begin to have floor markers at check out, to help facilitate a two-metre distance between customers.
- We are reducing our store hours from 8 a.m. to 8 p.m. for the time being, to support our extra sanitation protocols and allow a little extra time for replenishment of shelves.

These measures are in addition to the added safety and sanitation measures we have already put in place across our stores, including:

- We redeployed additional teammates throughout our stores to step up regular cleaning and sanitation in high-touch and high-traffic areas such as grocery carts, door handles and pin pads.
- We introduced Senior Shopping Hour for the first hour of the day at our stores, providing the most vulnerable among us with a dedicated time to shop for goods.
- We stopped selling all bulk baked goods and bulk foods in self-serve areas, such as dry nuts and chocolate-covered almonds.
- Our delicious hot meals and salad bar items are available, but we have closed self-serve areas that are not staffed by a teammate.
- We have cancelled all product demos, sampling and events in our community rooms.
- All teammates who feel sick are staying home, and we have implemented the procedures recommended by health authorities for those who have travelled or have been exposed to others who have travelled.

I'm proud of the positive feedback and words of gratitude that you have been giving our teammates in the store these last few days. Thank you to our fantastic store, distribution and transportation team for the enormous efforts and passion they bring to their jobs. They have never been so important to their fellow Canadians. Together, we will all get through this.

Sincerely,

**Michael Medline**  
President & CEO





March 18, 2020

## To our Valued Marché Bonichoix Customer

Since the terrible escalation of Coronavirus, we have been blown away by the dedication and thoughtfulness of our hardworking teammates. We'd like to salute our team of 123,000 people across our great country who are working so hard every day to support Canadians throughout this difficult time.

Yesterday I was reminded yet again that we have such a great team. One of our teammates, Taeler, put a poster together for her store team filled with wonderful comments from customers and co-workers to lift their spirits and cheer them on. At the centre of the poster she wrote, *"Tough Times Don't Last, Tough Teams Do."* That really says it all.

We've asked so much of our front-line grocery and pharmacy heroes in recent days. With everything that's going on, they're showing up every day determined to serve Canadians. They understand how vital it is in this extraordinary time to get us the food we need, safely and securely. In moments of crisis, they understand that grocery stores are an essential service with a critical role to play in communities across Canada. They're working around the clock to make that happen. To that end, we've received incredible feedback from people applauding our team's great morale and extraordinary service. I have personally witnessed how much it means to our people when people thank them for serving customers in these tough times.

We have excellent standards in place to keep our stores clean and sanitized and our customers and teammates healthy. We are looking at every opportunity to improve on these standards. The safety and health of all of you is imperative to us.

Starting March 19, 2020, there will be a temporary change in our opening hours. The new hours for all our stores will be from 8 am to 8 pm every day. This temporary measure is designed to help our employees get the rest they need. It will also give us time to restock our shelves, fridges and self-service counters, and to prepare your online orders to serve you better.

Thank you to our customers for your patience with us in moments when our shelves are not fully stocked. It's a busy, unpredictable time, and our team members are doing everything within their power. Thank you to all of our governments for their collaboration in helping us and our grocery customers.

We have trust in Canada's strong and secure food supply chain. If you see an empty shelf, know that it will be full again shortly. Our warehouse and distribution teams are working the hardest in our history to get you the goods you need.

It's more apparent than ever right now that the journey to get food onto Canadians' tables is a team effort.

Sincerely,

**Michael Medline**  
President & CEO



March 16, 2020

## To our Valued Marché Bonichoix Customer

The world is facing an issue of enormous scale and uncertainty. It has never been more important for our company to ensure the safety and support of our customers, teammates and communities.

We view our stores as an essential service. We are working around the clock to serve you. In the 113-year history of our parent company, we've never seen so many customers visit our stores. That makes sense. Canadians have never faced anything like the Coronavirus outbreak before. And the first thing anyone thinks about in uncertain times is keeping their loved ones safe. I have great confidence in the incredibly robust grocery and food supply chain in Canada. We are working hard to keep our shelves stocked in the face of unprecedented demand for products.

The health and wellness of our teammates and customers is paramount. We're doing everything we can to keep people healthy across our business. Our teammates are staying home if they are sick. We have stopped all in-store sampling. Our stores are always clean, but we have even turned it up a notch with increased cleaning and sanitization – especially in high traffic areas.

Our company purpose is to be *a family nurturing families* and that has never been more true than right now. I'm incredibly proud of our 123,000 teammates across our family of brands. Their efforts over the last few weeks have been incredible, and we know there is much more hard work ahead. Our tremendous retail and warehouse teams are working around the clock to keep our stores safe and restock our shelves.

We are standing strong and supporting our customers and communities, because as a family-focused business, that's just what we do.

Sincerely,

**Michael Medline**  
President & CEO

**Pierre St-Laurent**  
Executive Vice-President & Chief Operating Officer,  
Full Service