



A LETTER FROM OUR CEO

Dear Laura,

2010 concluded with THE blizzard of the year and the sixth most severe snow storm in the history of the New York area.

As a result of the blizzard and its aftermath, we have been unable to perform to the highest standards that our customers have come to expect of FreshDirect - standards that I hold myself and my management team to every single day.

We were overwhelmed by the impact of the storm itself, and our ability to recover has been impeded by the slow snow removal in many parts of New York City and the suburbs.

We all regret the delays in deliveries, order cancellations, and late responses to phone calls and email. I am most grateful for the patience and understanding expressed by many customers as we dig out of this storm together.

As the New Year gets underway, we are entering a high-demand time period during which our delivery capacity will be challenged. We expect that the heavy demand for our service, accompanied by advanced ordering by customers who were unable to be served this past week due to the blizzard, will place additional stress on our delivery time slot availability.



Rick Braddock
CEO & Chairman, FreshDirect

I would like to offer a few tips on securing delivery slots over the next two weeks.

- 1) Please plan and place your orders a few days in advance to secure the delivery time slots of your choice.
- 2) Generally, availability of delivery time slots is greater during the mid-week period of Wednesday through Friday. If it can work with your schedule, we suggest that you place your order for delivery during this lower demand period.
- 3) Please look out for **discounts on delivery fees** for select timeslots. These discounts are clearly indicated on the delivery time slot page upon checkout.
- 4) Many of our customers have signed up for **Unlimited DeliveryPass**. Not only do DeliveryPass holders enjoy significant savings in delivery fees, but they can also reserve preferred timeslots in advance. Do check out our Unlimited Delivery Pass.

On behalf of everyone at FreshDirect, I want to thank you for being a valued customer. We shall continue to strive to offer you unparalleled service, and the freshest, direct-from-the-farm foods at everyday low prices.

We wish you a happy, healthy and prosperous 2011!

Sincerely,

A handwritten signature in black ink, appearing to read "Rick Braddock". The signature is stylized with a large "R" and "B".

Rick Braddock
CEO & Chairman, FreshDirect

Source: Received by email, December 2010