



June 19, 2020

Dear Fellow Associates,

Today is Juneteenth, a holiday which commemorates the end of slavery in this country. As we celebrate this milestone, it is important for us to recognize today and all days how much work still needs to be done to remove the scourge of racism from our society.

Too many of our friends, neighbors and colleagues are in pain. A global pandemic has claimed hundreds of thousands of lives, disproportionality so in Black and Latinx communities. The resulting economic crisis has upended livelihoods in ways we never saw coming. And our communities are again hurting at the brutal hand of injustice. The murder of George Floyd and too many others, including Joel Acevedo, Breonna Taylor and Ahmed Arbury, has left us angry, sad, and wondering what we can do to right the wrongs that have persisted for too long.

We have to root out hate when and where we see it. We have to overcome the unacceptable levels of poverty and inequity in our communities. We have to make sure no parent has to worry about whether their child is safe just because of the color of their skin. We must address the underlying causes that foster this inequity.

But to do that, rather than ask what are we going to do, we have to ask ourselves what are we going to do *differently*. For a very long time, many well-intentioned people and organizations have been trying to address these challenges. Yet our progress has been minimal. So we must change course. Ask what are we going to do *differently* in our approach to education so that every child of color has the opportunity to succeed in our country? Ask what are we going to do *differently* so that we can provide access to jobs in our communities? Ask what are we going to do *differently* so that we can deal with the impact of mass incarceration?

I don't have the answers. But I'm committed to using my voice and my platform to push forward a different conversation in our community, as well as a different conversation here at The Marcus Corporation. As we do, I want to affirm the following:

- At The Marcus Corporation, we have zero tolerance for hate, intolerance or racism. We must recognize it and denounce it anytime we see or hear it.
- We will dedicate more of our charitable giving to advance a more equitable and inclusive society. We have a long history of giving to improve the communities where we live and work. As we look ahead, we will be even more intentional about how and where we give in order to affect the change we seek.

The Marcus Corporation 100 East Wisconsin Avenue, Suite 1900, Milwaukee, Wisconsin 53202-4125
Phone 414-905-1000 Fax 414-905-2669

A NYSE Company

- We will continue to work with our community partners to use our spaces as convening places for community dialogue about how we combat racism and other injustices. The Saint Kate was designed with this specifically in mind. Through the acclaimed work by artists of color like Della Wells, Tyanna Buie, Reggie Baylor, and so many others, we will continue to listen to the hard questions being asked and be part of the conversation.
- We are going to keep taking care of each other. Many of you are in pain in ways I never will fully understand or experience. Please, if you are struggling and need help, utilize our Employee Assistance Program. Doing so is completely confidential.

I want you to know I'm paying attention, now more than ever. Over the last few years, we have increased our training and other efforts to improve diversity and inclusion within our workplace. But I see we must do more. There is an opportunity in front of us that we need to seize with so many people focused on the need for lasting change. While I have such deep pride on our Company, our Associates, and the role we play in our communities, I know we can do better. It starts with me and our leadership team, but I hope you all will join me. I am committed to this work and hope you are too.

Sincerely,

A handwritten signature in black ink, appearing to read "Greg Marcus". The signature is fluid and cursive, with the first name "Greg" being more prominent than the last name "Marcus".

Greg Marcus