



Letter from the President of See Rock City Inc.

The past several weeks have been both difficult and important in the life of our company, our community and the nation. We hear the cries for racial equality, human dignity and justice. We mourn the loss of the lives of George Floyd, Ahmaud Arbery, Breonna Taylor and so many more black citizens and we condemn their killings. We acknowledge the destructive forces of racism and the historical and current pain of our black partners (employees), community members and guests and affirm unequivocally that black lives matter.

All across our brands, we have begun honest conversations with our team members, prioritizing first the need to not only listen, but truly hear, their hearts and their perspective on who we are as a company and how we can continue to live our mission to create memories worth repeating for our guests and our partners. We have heard from our partners, our leaders, our shareholders and our board members over the last two weeks. From this listening we know we have work to do to fully support the experience of our partners and guests of color. This effort will involve the good, hard work of self-examination, both individually and collectively, but it is the only way we can be meaningful advocates for racial justice.

As I have walked these last days, listening and learning, I have been humbled and at times overwhelmed by our team and their willingness to engage openly by sharing their hearts. I know the road ahead will not be easy, but our company's voice is required to fully live our mission. Silence is betrayal, and I commit that we will be silent no more.

With conviction,

Susan P. Harris

Susan P. Harris, SPHR, SHRM-SCP
President & COO
See Rock City Inc.

