



March 25, 2020

Dear Partner,

COVID-19 has had a devastating impact on communities across America and around the world. We look forward to the day when this crisis is behind us and we can resume our normal lives. However, today's painful reality is that COVID-19 is taking a heavy toll on our industry, and there is no clear line of sight on how long this crisis will last.

I wanted to provide you with an update on the Macy's, Inc. business, actions we are taking to ride out this crisis and how this impacts you.

Based on mandated government restrictions on movement, our stores have been closed since March 17. We had initially hoped to re-open, April 1, but that is highly unlikely to happen. While our digital business and call centers remain open, we have lost the majority of our sales. Most of our corporate and support teams are under work-from-home or shelter-in-place orders.

We've taken a number of actions to improve our position – suspending the dividend, drawing down our line of credit, freezing both hiring and spending, deferring capital spend, reducing receipts, and evaluating all other financing options.

We have reduced pay for management at the Director level and above. For the duration of the crisis, I will take no compensation. The Board of Directors will not

receive any compensation. And it is possible that we may need to begin furloughs of our colleagues if this crisis continues.

We have been working directly and through the retail associations to push for government relief for our industry. As I send this, the government is in the midst of passing a COVID-19 Relief bill, which we will assess once final.

We have also made a decision that impacts our partners – including you.

Effective immediately, we are extending the terms for payment of all goods and services to 120 days.

These are challenging times for everyone in the retail industry, and we know this decision will have an impact on your business.

Our partnership with many of you goes back decades. And our intent is to emerge from this crisis with our business intact and ready to recover and grow together with you.

We appreciate your support and hope everyone remains healthy and safe as we continue to navigate these uncertain times.

With respect,

A handwritten signature in dark ink, appearing to be 'JG', written in a cursive style.

Jeff Gennette
Chairman & CEO, Macy's, Inc.