

## Crowning Achievement: An Entrepreneur and Philanthropist's Story

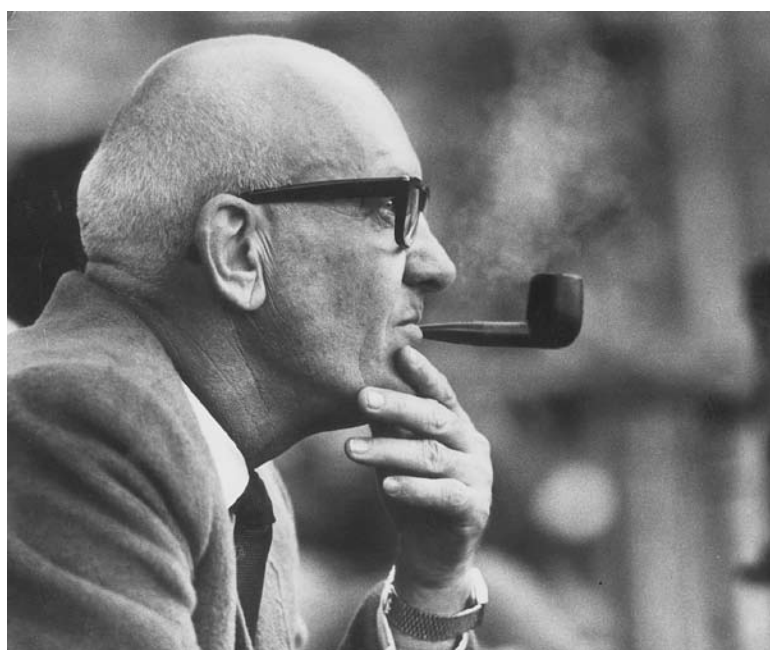
On October 27, 1985, a baseball sailed through the crisp autumn sky and settled into Darryl Motley's glove for the final out of the seventh game of the World Series. Kansas City celebrated the greatest comeback in World Series history, and the Royals reigned as the first American League expansion team ever to win the championship.

Twenty years later, that championship win over the cross-state rival St. Louis Cardinals remains the Royals' most celebrated moment, but it was not the pivotal moment in the story of the team's owner, Ewing Kauffman. After all, in the history of sports franchises, there have been thousands of team owners. Scores have won the World Series. Some baseball team owners have changed the course of the game. A handful became leading philanthropists and established foundations to benefit society in meaningful ways. Only one did all of these things and constructed a plan that benefited his team and the community it represents years after his death. This is Ewing Kauffman's remarkable legacy.

To chronicle the life and times of its founder, the Ewing Marion Kauffman Foundation has produced a vivid and enduring film biography that highlights the events and influences that shaped Ewing Kauffman's life and formed the basis of his donor intent for the Kauffman Foundation.

- Crowning Achievement -

The film, produced by the award-winning production company Eleventh Day Entertainment, captures Ewing Kauffman's unconventional approach to life—as an entrepreneur, baseball team owner, and philanthropist—and introduces his inspiring story to a whole new generation of Americans. Due to premiere in the fall on Kansas City's PBS affiliate, KCPT, the documentary creates a better understanding of Ewing Kauffman and his legacy for the Kauffman Foundation and his hometown.



Mr. Kauffman grew Marion Laboratories from modest beginnings into a billion-dollar pharmaceutical giant. He hired mavericks and encouraged them to bring new thinking and innovations that revolutionized the industry. His business succeeding beyond his wildest dreams, Mr. Kauffman turned his vigor, intellect, and wealth to a style of philanthropy that would dig deep and get at the roots of issues rather than merely addressing the symptoms.

Ewing Kauffman came to baseball ownership reluctantly. With his wife Muriel's support and encouragement, he stepped up to the plate when he was convinced that the team would bring economic muscle to Kansas City. Once he committed to the idea, he poured the same energy, resources, and entrepreneurial genius that made him a successful businessman and philanthropist into the team. His competitive nature and instinct for innovation built a model sports franchise, a spectacular stadium, and a championship-caliber team.

It was an act of love for his hometown that few have matched.

Even in death, Ewing Kauffman left in place heroic measures to ensure the continued presence of the Royals in Kansas City. His intricate plan was a brilliant and noble gesture to keep the Royals in Kansas City, sell the team for a fair price, and have proceeds from the sale go to local charities. It was an act of love for his hometown that few have matched.

Mr. Kauffman's visionary instincts and positive influence extended beyond the game. His response to his players' involvement in baseball's drug scandal was to sow the seeds of the Kauffman Foundation and its pragmatic, fact- and research-based approach to philanthropy that concentrates on finding novel solutions to society's problems.

Ewing Kauffman lived life with a daring desire to shape the future and make others' lives better. He remains a beloved figure, remembered for all that he brought to Kansas City and the nation, and for all that he gave.

REMEMBERING AN AMERICAN ENTREPRENEUR, SPORTSMAN,  
AND PHILANTHROPIST: Voices from the Documentary Film on  
the Life of Ewing Marion Kauffman

"He told us that he had a dream and a vision that common people could do uncommon things."

Jerry Calkins, associate, Marion Laboratories

"He was built around competition to succeed. He was always setting goals, not only for himself, but for other people. He promised us if you stay and you work hard and you build this company, then you will share in the profits. One person would come with an idea. Then another person would try to improve upon that. There was sort of a banding together. That's why we grew strong."

Ben Blackshire, associate, Marion Laboratories

"He took a lot of pride in how we played, and I'll never forget playing third base out there. As soon as that seventh-inning stretch came up, you'd always see Mr. Kauffman lean out and wave to everybody. He wasn't one of those guys who had to be the focus of attention. We were the focus of attention."

George Brett, former third baseman, Kansas City Royals

"Ewing Kauffman surrounded himself with very bright people. He would wear them out with questions. If you look at the structure of the Foundation, you very much understand Ewing Kauffman. A major portion of the Foundation is devoted to bringing forth new and different ideas. He was driven to be circled by creative ideas."

Gene Budig, former president, American League, and former Kauffman Foundation trustee

"He had a great interest in changing the world. He was one of the champions of the free enterprise system. He worked at ways to educate young people in America about those ideals so that they would grow up knowing the American way. He was an extraordinary person who utilized all of his talents to do extraordinary things. He didn't leave anything on the table. He got the most out of everything that he did and left a legacy that will last for generations."

David Glass, owner, Kansas City Royals, and chairman of the executive committee of the board, Wal-Mart Stores, Inc.

"The kids just loved to bring their grades to him and show him how they had progressed. He was truly, not Mr. Kauffman the billionaire, but Mr. Kauffman their friend. He told them that they had an opportunity now to accomplish anything in the world."

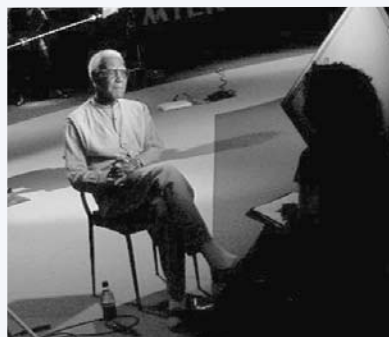
Tom Rhone, Kauffman Foundation trustee and former director of Project Choice

"Mr. K. feels like a large oak tree. He keeps growing, and the shade keeps getting bigger. He is growing more after his death than during his life."

Julia Irene Kauffman, daughter, and chairman of the Muriel McBrien Kauffman Foundation

"This Foundation, in many regards, is a dream machine. It is Mr. Kauffman's dream machine."

Carl Schramm, president and CEO, Kauffman Foundation



Buck O'Neil is interviewed at the Negro Leagues Baseball Museum for a film documentary about Ewing Kauffman. "Mr. K. loved and you had to love him back," O'Neil said.