



March 17, 2020

Dear Fellow Associates,

All of us are aware of the impact the coronavirus is having on our city, our country and the world. Of course, it is also having a significant impact on our business. But that is really a secondary concern. The health of our associates, our families and our communities are much more important than any temporary business downturn.

Over the last several days, Marcus' leaders have been meeting to discuss how we can protect the health and financial well-being of our associates. We are continually reviewing the situation and adjusting our plans as circumstances warrant. Unfortunately, movie theatres and hotels have been hit hard by the economic fallout from this virus. Both of our businesses are seeing customer demand at historic lows with theatres needing to close. We know you are concerned about what this means for you. Please know that we are working diligently to explore all feasible options to support the business while helping our associates get through what we are confident is a temporary challenge. Certainly it isn't small but it should be temporary.

Each division will provide specific information about how you will be affected in the short-term, and what we are going to do to mitigate this impact. I want you to know we are reviewing all options including, pay continuation, maintenance of health care benefits, food assistance to associates in need, and payments during a temporary layoff. We will also be lobbying the government to help our industries get through this with you in mind. We want to help in any way we can.

Finally, I want you to have faith that together, we will get through this. Our philosophy of maintaining a strong balance sheet is what has allowed The Marcus Corporation to remain in business for 85 years. We survived 9/11 and the financial crisis of 2008-09. We will weather this storm as well. As we work through this, please take care of yourselves and your families; that is what matters most. Stay healthy. As always, thank you for your commitment to our guests and to each other.

Sincerely,

Gregory S. Marcus  
President and CEO