



July 1, 2020

Dear Marcus Hotels & Resorts Team Members,

In my April message to associates I stated, "I never could have imagined that COVID-19 would have such a devastating impact on our country, our industry, or our company." Well, this pandemic's impact has been deeper, longer and more extensive than anyone anticipated, and unfortunately no one knows when it will end.

Our senior leadership team and I, together with Greg Marcus and our Marcus Corporation Executive Management Committee, have continued our exhaustive efforts to plan, forecast and adjust to a significantly different business environment than we have experienced in the past. On the positive side, we have begun to reopen our hotels and restaurants. However, travel and events remain at historically low levels. While we have done everything possible to help our associates, including continuing benefits during this time and ensuring that as many associates as possible were paid with funds from the government's Paycheck Protection Program, the continued reality brought on by the pandemic has resulted in us having to make the difficult decision to move a number of our colleagues from temporary to permanent layoff status. The associates who were impacted by this change were notified last week.

This was an extremely difficult decision, and was one we had hoped to avoid. We truly believe our associates are our most valued asset, as you are what differentiates every Marcus operation from our competition. We will continue to monitor and forecast business demand in the months ahead, and it is our sincerest hope that business at our hotels and restaurants will return to levels that will allow as many associates as possible to rejoin our team.

These are difficult times. COVID-19 has required us to adapt our personal and professional lives in ways we would have never believed only a few months ago. I hope each of you continue to take care of yourself and each other, as only by working together will we keep finding our way forward. I encourage you to regularly check www.Marcus-Cares.com for resources, assistance and company updates.

Sincerely,

A handwritten signature in black ink, appearing to read "Michael R. Evans", with a long, wavy horizontal line extending to the right.

Michael R. Evans
President

Serve People. Create Memories. Deliver Exceptional Experiences.

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