

# A MESSAGE FROM THE CEO REGARDING COVID-19

Mar 17, 2020

A Message To Our Guests,

Like most of you, our team at Carl's Jr is closely following the news about the spread of Coronavirus, the impact on our communities and the changes that must follow.

Please know, our thoughts are with all those affected by this outbreak and we are monitoring updates from the Centers for Disease Control, the World Health Organization and government officials to ensure we are taking all necessary measures to continue prioritizing the safety of guests visiting our restaurants, as well as our team members who are serving them.

In the essence of transparency, I wanted to again personally update our guests on the most recent steps we are taking as the situation continues to evolve.

- In all of our restaurants, we have escalated the cleaning, sanitizing and disinfection of our facilities and have provided our in-restaurant teams with added procedures and precautions to serve our guests as safely as possible.
- We have enhanced our training and guidelines to increase awareness of safe food handling procedures and to maintain a heightened sense of awareness of restaurant conditions, while adhering to the highest industry standards for cleaning every restaurant, every day.
- As public closures throughout the U.S. are going into effect, we are protecting our valued guests and our staff by shifting to a drive-thru and to go only model across our Las Vegas owned restaurants. We will continue to adjust this model as necessary subject to any changes in local regulations.
- We are also working with our delivery partners throughout the country, that are currently offering the option of contact-free delivery at checkout through their apps, to provide the following:

**Postmates:** Free delivery through the app with the code **CARLSJRNOW**, through April 6, 2020, where available

**UBER Eats:** Free delivery through the app through the end of March 2020, where available

**Doordash:** Free delivery through the app with code **CARLSJRNOW** through the end of March 2020, where available

As always, we aim to continue providing the highest quality experience while serving our community in the safest way possible. We sincerely appreciate your understanding as we continue to make the necessary changes to navigate these circumstances. On behalf of the Leadership Teams at Carl's Jr and all our team members across this great country, we are with you and we are all in this together.

Sincerely your CEO and Leadership team