



Fact Sheet

HISTORY | Founded by industry pioneer Carl N. Karcher, Carl's Jr.® restaurants have been a West Coast favorite for more than 60 years. Using \$15 in savings and borrowing \$311 on their Plymouth automobile, Carl and his wife, Margaret, purchased a single hot dog cart in 1941 in Los Angeles. The Karchers soon grew their small business — eventually focusing their efforts on the Carl's Jr. brand, one of the first in a new breed of restaurants that today make up the quick-service restaurant industry. With more than 1,100 restaurants, Carl's Jr. is regarded as *the* place to go for premium quality, distinctive charbroiled burgers.

CARL'S JR. MENU | Signature menu items include The Six Dollar Burger™ line, the Western Bacon Cheeseburger® and the Super Star® hamburger. Other favorites include charbroiled and crispy chicken sandwiches, entrée salads, low-carb selections and Hand-Scooped Ice Cream Shakes & Malts™.

NUMBER OF CARL'S JR. RESTAURANTS* | 1,111 total

399 Company-owned

623 Domestic franchised

89 International licensed

Currently, there are approximately 300 dual-branded Carl's Jr./Green Burrito® units

OPERATING AREAS | 13 Western states, Mexico, Russia, Malaysia and Singapore

HEADQUARTERS | 6307 Carpinteria Avenue, Suite A, Carpinteria, CA 93013

CARL'S JR. EMPLOYEES | Approximately 11,000

PARENT COMPANY | CKE Restaurants, Inc. (New York Stock Exchange: CKR)

CKE Restaurants, Inc., through its subsidiaries, franchisees and licensees, owns and operates the Carl's Jr., Hardee's®, Green Burrito and Red Burrito® restaurant chains.

CKE RESTAURANTS, INC. OFFICERS

Andrew Puzder, President and Chief Executive Officer

E. Michael Murphy, General Counsel and Chief Administrative Officer

Ted Abajian, Executive Vice President and Chief Financial Officer