



January 26, 2018

To whom it may concern:

Franchise Operations, Inc. is a family-owned franchisee of Burger King restaurants founded on a goal of consistency, excellent customer service, and providing a healthy work environment for our employees. As we strive to continuously improve and streamline operations, we enlisted SIB Fixed Cost Reduction to audit our monthly recurring expenses.

SIB was able to save us thousands in payroll expenses alone and ensured that we were getting competitive rates in several other spend areas. As a company that enforces strict quality policies and strives to exceed all of our guests expectations, we continue to invest in our employees, buildings, and products. Spending less on our recurring monthly expenses helps us to achieve these goals and we would recommend SIB Fixed Cost Reduction to anyone interested in reducing expenses.

Sincerely,

A handwritten signature in black ink that reads "Michael Showalter".

Michael S. Showalter, President/CEO
Franchise Operations, Inc.

FRANCHISE OPERATIONS, INC.

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A Franchisee of Burger King Corporation