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The Best Enterprise
Is A Free Enterprise
"God Bless America"

April 6, 1998

Robb Greenspan
The Greenspan Co.
3600 Wilshire Blvd., Suite 300
Los Angeles, CA 90010

Dear Mr. Greenspan:

I wanted to take this opportunity to congratulate you and your family, and the Greenspan Company on this important 50th Anniversary. I remember well in 1978, when your father came out to our office to help settle with the insurance after our big fire. We certainly appreciated how quickly he responded, and the wonderful, dedicated service we received from him.

In-N-Out Burgers is also celebrating our 50th anniversary this year in October, and currently operates 127 stores in the states of California and Nevada. We can certainly appreciate what it takes to achieve such a goal, and am certain that you agree on how truly blessed we all are. I have taken the liberty of enclosing 4 guest checks for your next visit with us, and a store location guide for your convenience.

Please extend my best wishes to one and all.

Sincerely,

A handwritten signature in cursive script that reads "Esther L. Snyder".

Esther L. Snyder
President

The Customer Is Everything To Us