



Tom Roy  
5922 Warden Road  
Sherwood, AR 72120

To Whom It May Concern:

I'm writing this letter of reference on behalf of P3 Cost Analysts. P3 has been working with us for over 8 years now at our dealerships and hotel properties. During that time, they have saved us over \$100,000 net to our bottom line on our utility, waste, and telecom expenses.

The savings they have delivered, and work they have done, are indicative of their expertise in the industries they work in.

The savings they found were not the result of obvious savings opportunities that we just didn't have the time to secure on our own. They were the result of P3's deep category expertise, attention to detail, and follow through.

Additionally, their support has been fantastic. When we have issues related to these expense categories, having P3 on our team has been invaluable. They are quick to respond and eager to help.

I highly recommend P3's cost reduction service to any business considering them.

Sincerely,

A handwritten signature in black ink, appearing to read "Tom Roy" with a stylized flourish at the end.

Tom Roy - CFO  
Fletcher Auto Group