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CAPITOL HEIGHTS, MARYLAND

April 7, 2026

Subj: LETTER OF RECOMMENDATION FOR JAMES ROUSSOS

To whom it may concern:

I am providing this letter of recommendation on behalf of James Roussos, who I consider one of the most accomplished professionals I have ever had the pleasure of meeting. Whether engaging franchise owners to assist in their business development efforts or serving the franchisor by providing valuable insight on how to recruit quality franchisees, he consults each with the uncanny demeanor that exudes trust and honesty. He demonstrates the unique leadership ability to guide when spearheading volunteer initiatives and does so with a spirit of teamwork that inspires. He has a natural "can do" spirit in mentoring as part of the GLEAM network that inspires mentees to stride for the same levels of excellence.

As an integral member of the International Franchise Association, a Franchise Business Consultant, a certified ServeSafe Instructor and accomplished author, John's contributions to the food service industry are commendable and continue to serve well the food service and franchise industries.

Sincerely,



Clement T. Troutman

CEO

Troutman Management LLC

The Troutman Alliance, LLC dba

Tropical Smoothie Café

TTAlliance PJS MD5, LLC dba

PJ's Coffee of New Orleans