



Frito-Lay, Inc.

Steven S Reinemund
Chairman and Chief Executive Officer

January 12, 1998

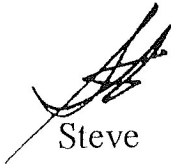
Mr. Calvin Payne
Cousins Restaurant
P.O. Box 33151
Fort Worth, TX 76163-1151

Dear Calvin,

My wife and I had a wonderful meal at your restaurant on Friday night. You set the gold standard for barbecue. Not only was the food great, but everybody on your team was so friendly and helpful that we really had a terrific time.

We are very proud that you serve our Frito-Lay products. I appreciate the confidence that you put in our company, that you would offer our products along side yours. I hope you will seriously consider opening a restaurant in Dallas. I know that we would be regulars if you did.

Warmest personal regards,



Steve