



Gary Kusin  
CEO/President

Three Galleria Tower  
13155 Noel Road, Suite 1600  
Dallas, TX 75240

November 3, 2003

To: Hollis Brashear, Board President  
Dr. Mike Moses, General Superintendent

From: Gary Kusin, President and CEO

I regret that I am not able to join you today. I apologize for not being present, but I am in Lexington Kentucky working with the CEO of Lexmark developing our plans to support the DISD with an unparalleled document management solution. In my absence, I am writing to reinforce Kinko's commitment to the DISD and the Dallas community. I also wanted to tell you how excited I am that we are about to get to work in providing the DISD cost savings and innovation. Based on the enthusiasm and opportunities to help the DISD that we've heard in our early discussions, our future together is truly exciting.

Kinko's is committed to providing the DISD a solution that has the potential to become a paradigm-changing model for the education marketplace. This solution promises an ability to deliver profound cost savings as well as improved efficiencies that will allow you and your teachers to better focus on the education of our school children.

As CEO of Kinko's, I want to let you know that I am also very passionate on a very personal level about Kinko's commitment to M/WBE participation. I want you to know that we aspire to be an example for every company that works with the DISD. Kinko's currently works with more than 800 M/WBE vendors nationwide, and it is our intention to offer additional new opportunities within the Dallas minority business community.

One example is the progress we've made toward expanding into South Dallas on a retail and production level. We are currently in the final lease negotiations on a retail location in the Wynnewood shopping center. We also anticipate the need for a closed-door production facility to support the DISD, which we also hope to locate in South Dallas. These locations will provide jobs and services to the citizens of South Dallas in addition to directly serving the DISD.

Kinko's does not need the DISD business to make our sales goals. And certainly not to achieve any great profit objectives either. With \$2 billion in annual revenues we have plenty of opportunities to generate revenues and profits in 9 foreign countries and in all 50 states. But Dallas is our home and we want to make a lasting impression on Dallas and on the school system by reducing DISD printing costs, and thus freeing up scarce DISD budget dollars that can be better allocated to educating our children. Kinko's moved to Dallas for many reasons. But among them is a strong desire to make a difference in our community, and we believe that this is a unique opportunity for us to make a profound impression. As a 24 year resident of Dallas I am thrilled that the Agreement is now set for ratification, so now we can roll up our sleeves and get to work!

Sincerely,

Gary Kusin  
CEO/President  
Kinko's, Inc.

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