

PROUD MEMBER OF



CERTIFICATE OF MEMBERSHIP

This is to certify that

Jani-King

*is a financial member of the Franchise Council
of Australia Ltd. Members agree to abide by the
Franchising Code of Conduct, the FCA Constitution
and any FCA Member Standards.*

A handwritten signature in black ink, appearing to read 'Jay Westbury', is written over a horizontal line.

Jay Westbury

Chief Executive Officer of the FCA

Financial Member until:

30/06/2026

