



DAIRY FARMER OWNED SINCE 1919



September 22, 2003

Michelin North America, Inc.  
Attn: Gregg Betcher  
150 Dorset Street #159  
S. Burlington VT 05403

Dear Gregg,

Cabot Creamery, a manufacturer of some of the finest dairy products in the USA, operates a transportation division based out of Cabot, Vermont. In July of 2002 we started to investigate the possibility of using Michelin's X One's on our long haul tractors and in September 2002 bolted on our first set of X One's.

The first drivers had concerns about this new tire concept with winter traction being one of the biggest issues. This was quickly dismissed as the first snowfall brought nothing but positive comments from drivers. First life of the tires has been excellent: Improved handling, ride and stability not to mention increased fuel mileage has made this a win-win for Cabot and our drivers. As our X One fleet grows, we continue to receive nothing but positive feedback from our drivers.

We've since expanded our relationship with Michelin to include Michelin steer tires, trailer tires, MRT and Michelin's E-Tire system. Michelin continues to demonstrate that they are the industry leader with new technology that continues to deliver the best possible products to the market with the goal of lowering tire related expenses.

Given all the advantages we are receiving from using Michelin X One tires, its easy to understand why X One's have become our fleet standard for replacement tires and on new OE purchases.

Sincerely,

A handwritten signature in black ink, appearing to read "Bruce Banister".

Bruce Banister  
Cabot Creamery  
Fleet Maintenance Director