

March 26, 2004

Kurt Morley
Michelin North America
418 McKinley Avenue
Bridgeport, CT 06604

Motiva Enterprises LLC operates primarily in the Eastern and Southern US and includes Shell-branded and Texaco-branded gasoline stations. Motiva's Distribution organization strives to maximize operating efficiencies so when I was introduced to the Michelin X-One as a way to increase payload and fuel economy, it was something I definitely wanted to explore.

Initially, drivers were hesitant, as they had driven tractors with super-singles in the past. You assured us that the X-One XDA-HT Ultra Wide-Base tire was nothing like what they had driven on in the past. After the first day they were all convinced.

In December 2003 we mounted our first set of drive and trailer tires and the X-Ones were quickly put to the test. Shortly thereafter we experienced a snowstorm and driver response was extremely positive.

"Traction was better in the snow and ice with the X-Ones than with duals..."

Following a driver meeting, other responses were equally enthusiastic,

"Most noticeable difference is the handling improvement; the truck with the X-One tires did not follow the ruts in the road"

"Handling is better on the X-One trucks and it feels more stable on the road. I expected the tire to roll-over while I am turning but it stayed flat on the ground, we love'em"

We were also able to save 980 lbs. per tractor and trailer, which means we can potentially load another 150 gallons of fuel per trip. More fuel hauled with fewer trips means lower operating costs. In addition to the increased carrying capacity fuel efficiency increased from 6.5 to 7.0 mpg or 7.8%.

After all **10** drivers experienced the X-Ones, 8 drivers are asking for a set on their truck. Between the driver comments and the fuel savings from the X-One, I have purchased another set of drive and trailer X-One tires and plan to changeover the entire fleet.

Sincerely,

Robert R. Johnson
Delivery Supervisor
Motiva Enterprises LLC