

**MICHELIN NORTH AMERICA**

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**MICHAEL I. FANNING**

VICE PRESIDENT, CORPORATE AFFAIRS

June 15, 2004

The Honorable Bill Thomas  
Chairman  
Committee on Ways and Means  
U.S. House of Representatives  
Washington, DC 20510

Dear Chairman Thomas,

We commend the introduction of the American Jobs Creation Act of 2003 (H.R. 4250) legislation to reform the international provisions of U.S. tax law and make other tax changes that promote U.S. jobs and competitiveness. The legislation addresses fundamental inequities facing U.S. taxpayers that undermine the competitiveness of U.S. manufacturers.

Michelin North America strongly supports enactment of H.R. 4250. This legislation will have a positive impact on the domestic economy. As you know, economic studies have demonstrated the important role that U.S. corporations with global operations play in building our economy and creating and preserving American jobs. The American Jobs Creation Act of 2004 will spur economic growth and improve the market for the hundreds of thousands of tires that Michelin produces in our plants in Alabama, Indiana, North Carolina, Oklahoma and South Carolina.

On behalf of Michelin and our more than 23,000 employees in North America, thank you for your leadership, and we offer our support and assistance.

Sincerely,

A handwritten signature in black ink that reads "Michael Fanning". The signature is written in a cursive, flowing style with a large, decorative flourish at the end of the name.