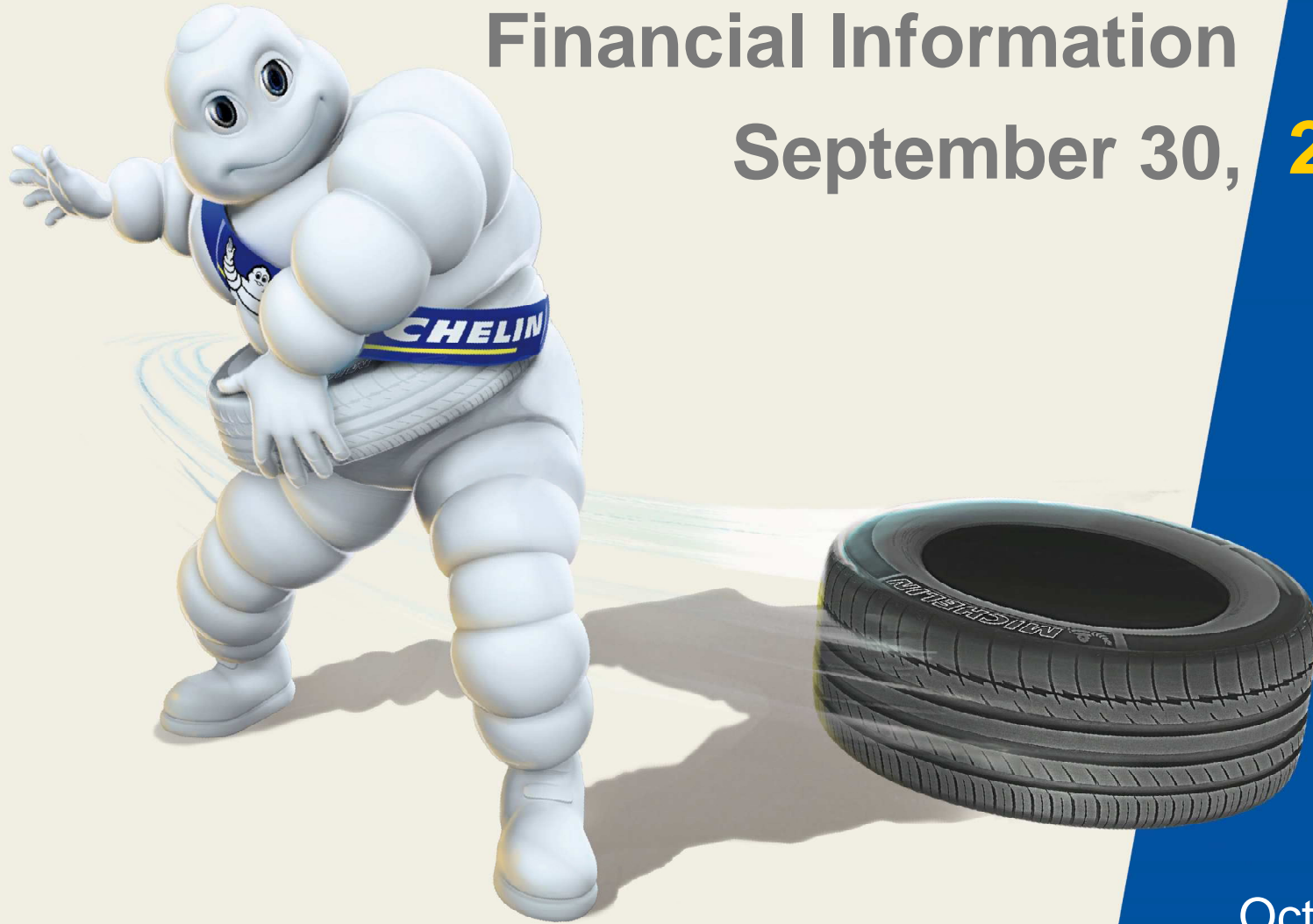


Financial Information September 30,

at
2010



October 26, 2010



2010 nine-month net sales up 19.4%

- **Continued growth in demand, at a faster than expected pace**
- **Higher unit sales, in line with the full-year target and sustained by gains across all operating segments**
- **Favorable impact of price increases implemented since the start of the year**



OUTLINE



Analysis of net sales

Global market trends

Performance by reporting segment

Outlook

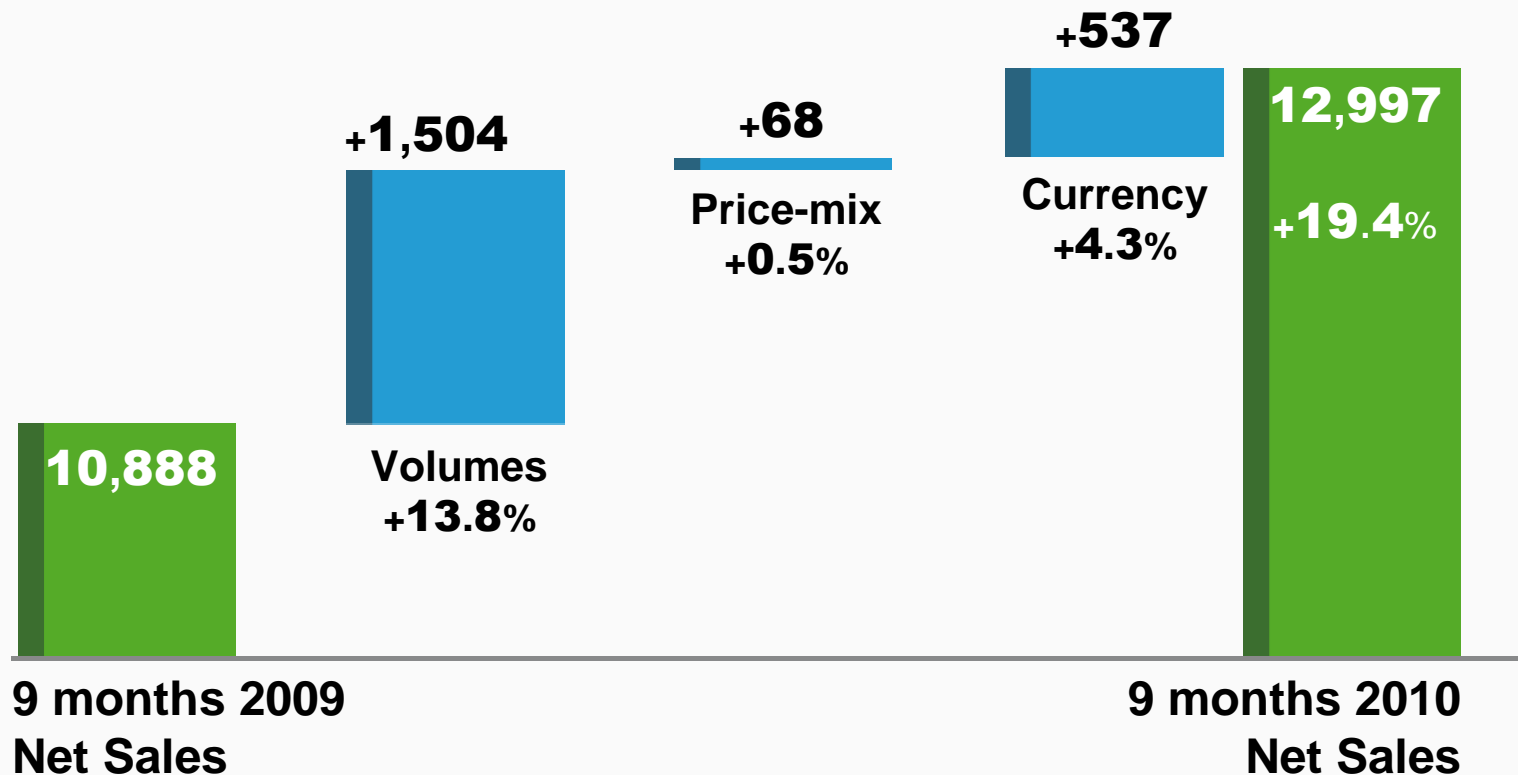


Analysis of net sales



Growth in net sales still volume-driven

YoY CHANGE IN € MILLIONS AND AS A % OF NET SALES

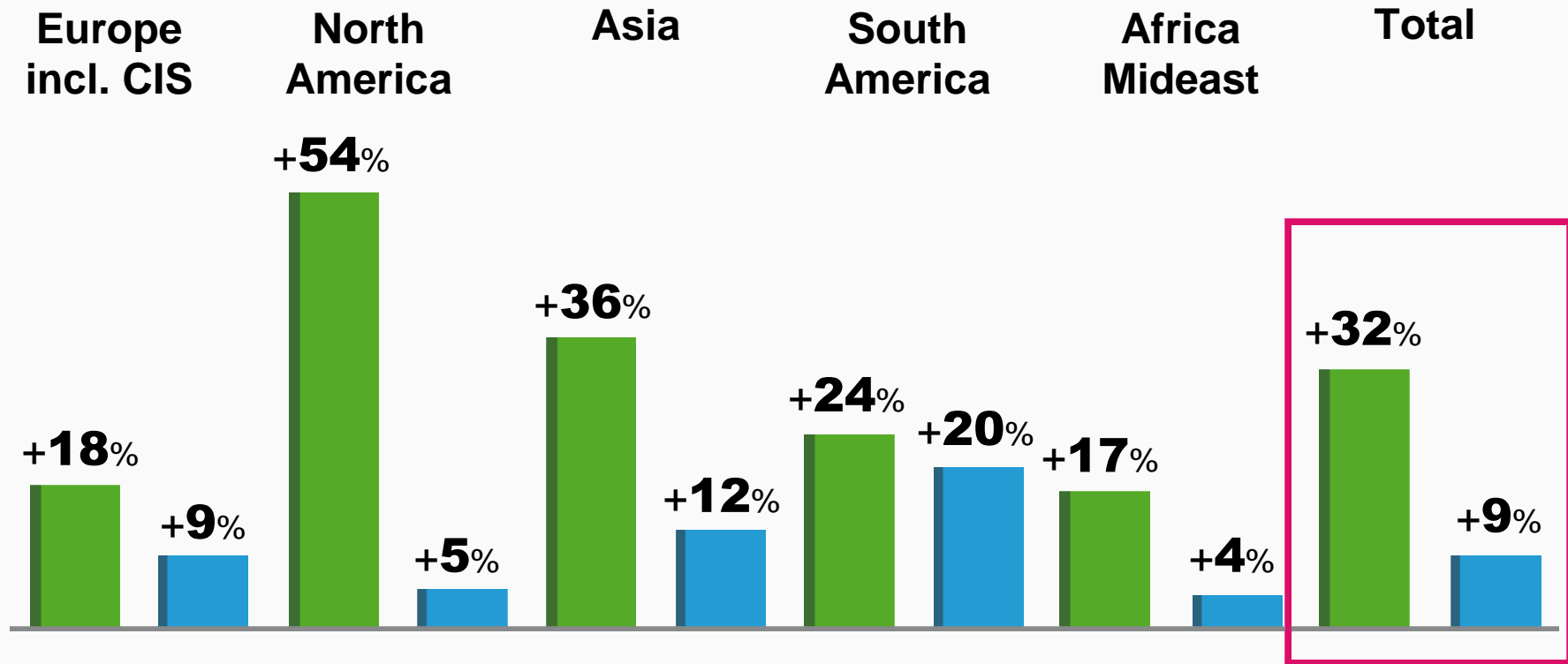


Global market trends



Sustained strong rebound in Passenger Car and Light Truck markets

*Markets at Sept. 30, 2010
% change YoY*

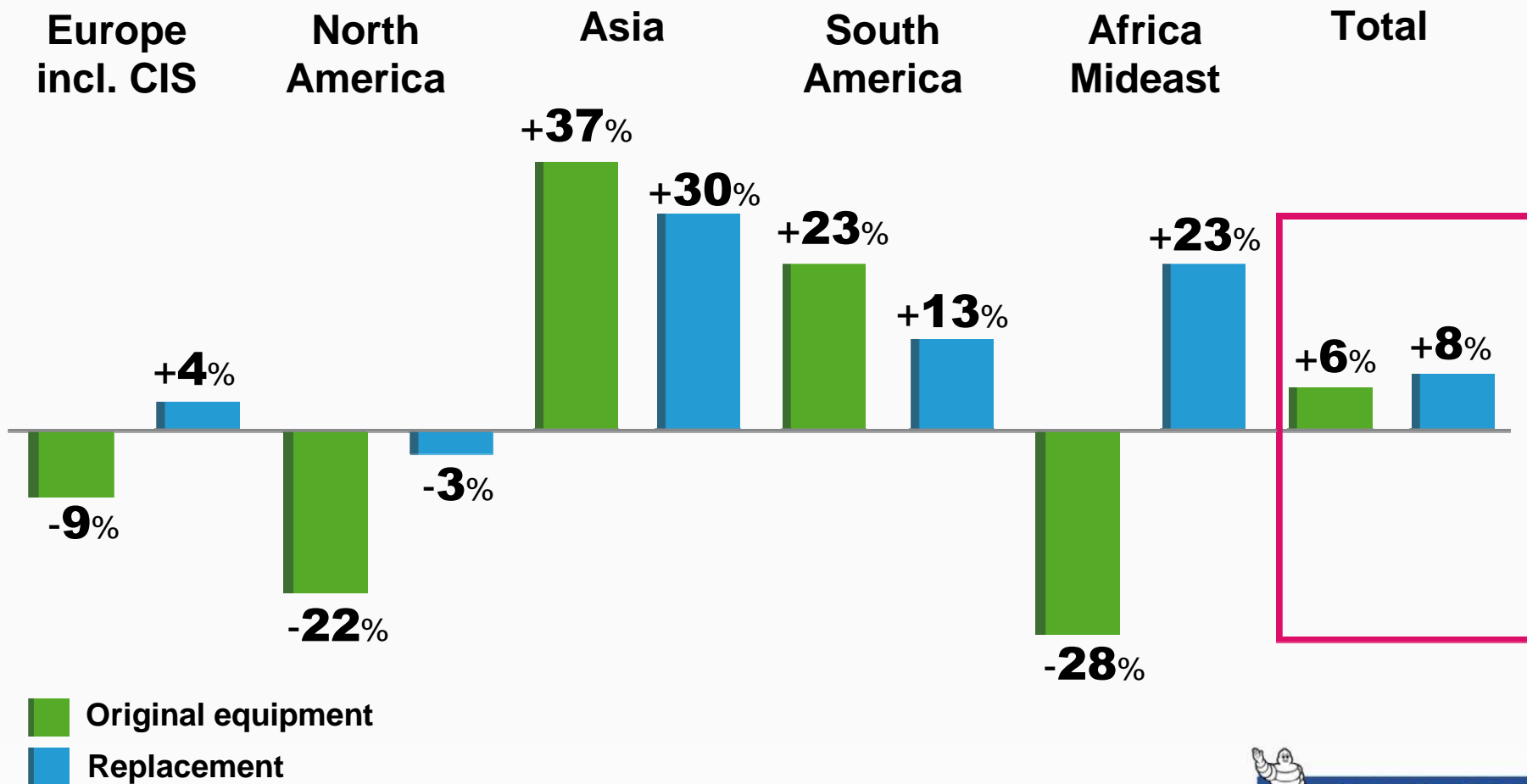


■ Original equipment
■ Replacement



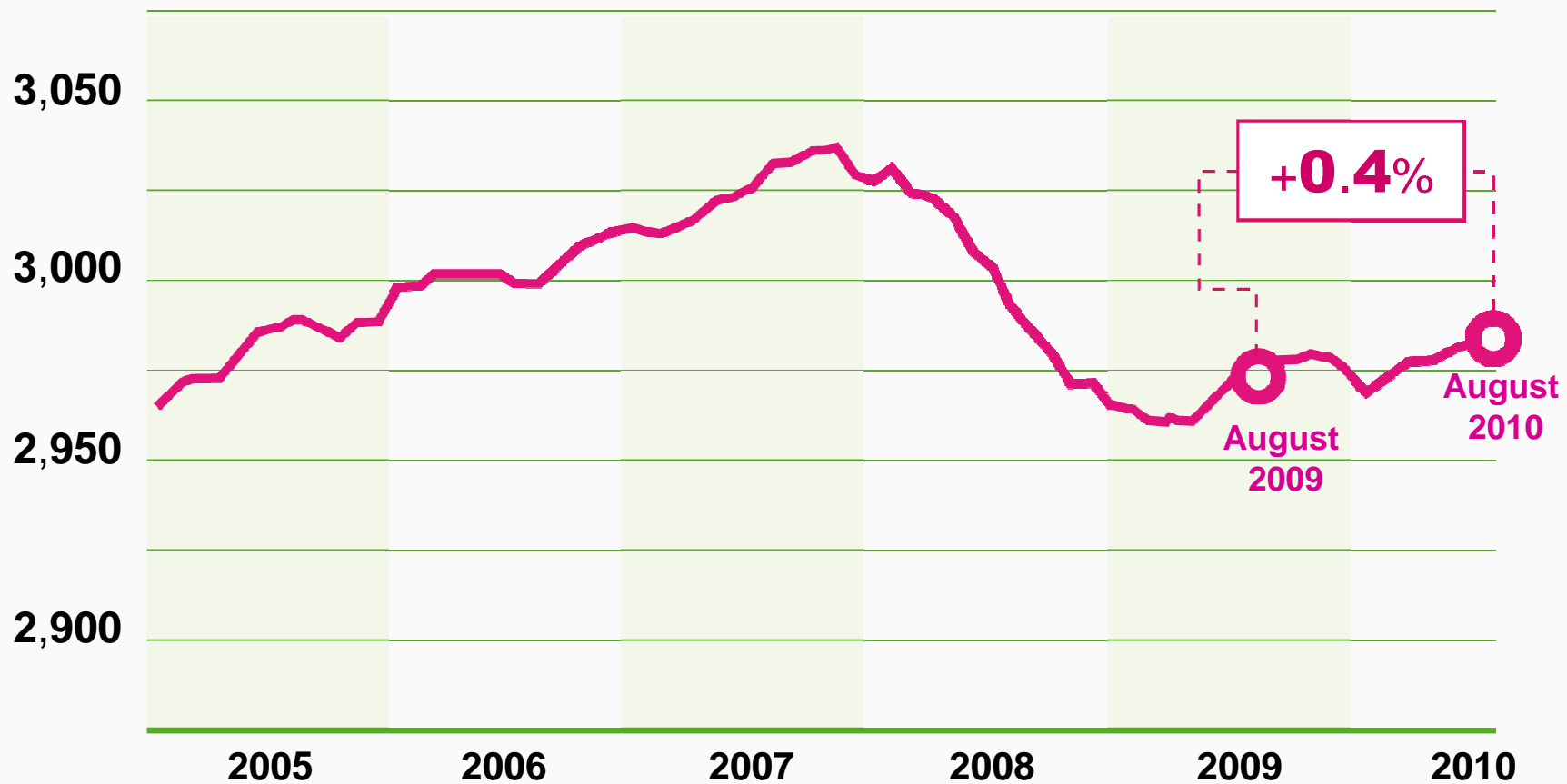
Faster than expected upturn

Markets at Sept. 30, 2010
% change vs. 2007



Slow but steady recovery in US vehicle miles driven

VEHICLE MILES DRIVEN IN THE UNITED-STATES (IN BILLIONS, MOVING 12 MONTH)
January 2005 - August 2010

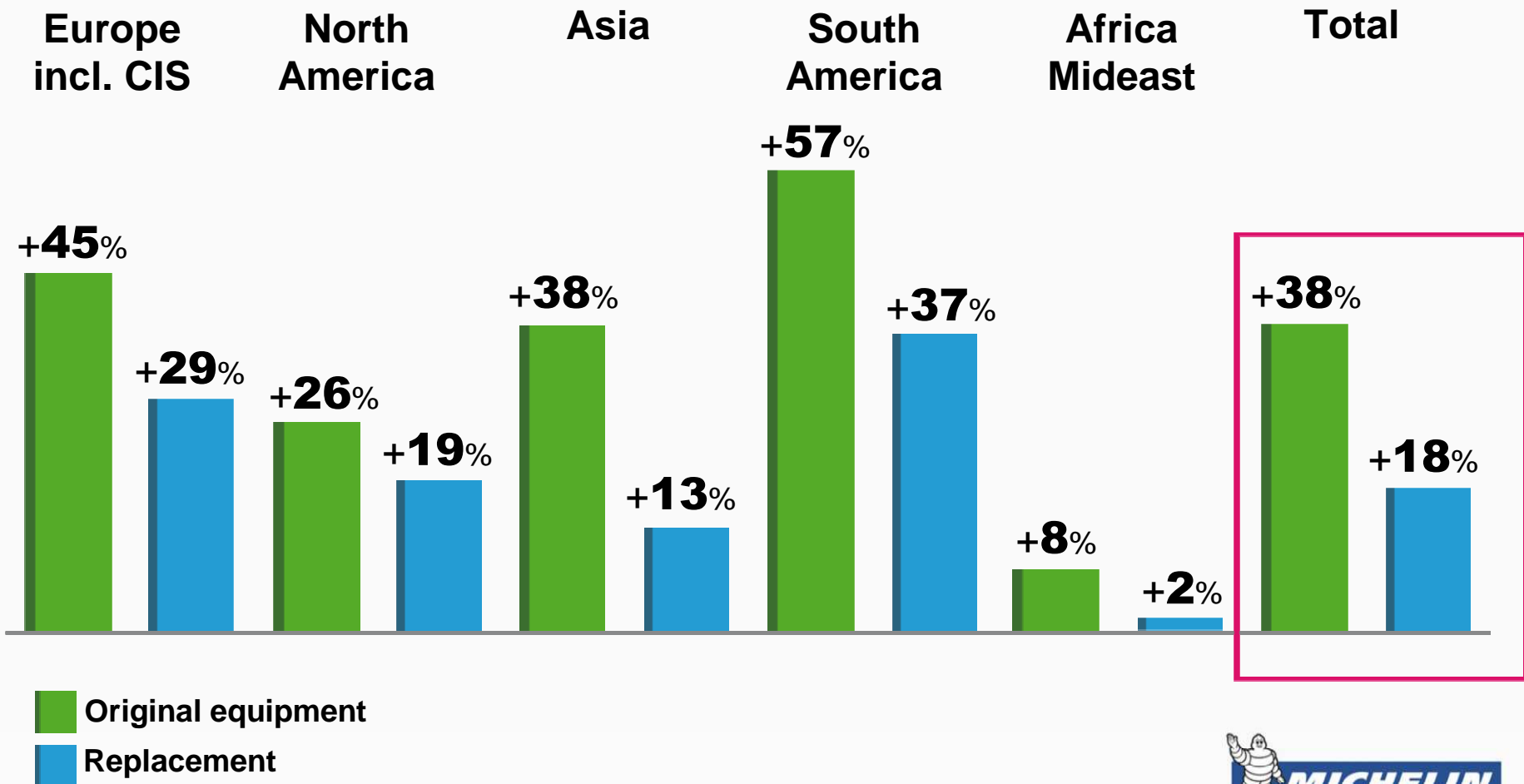


Source: US Department of Transportation / Federal Highway Administration



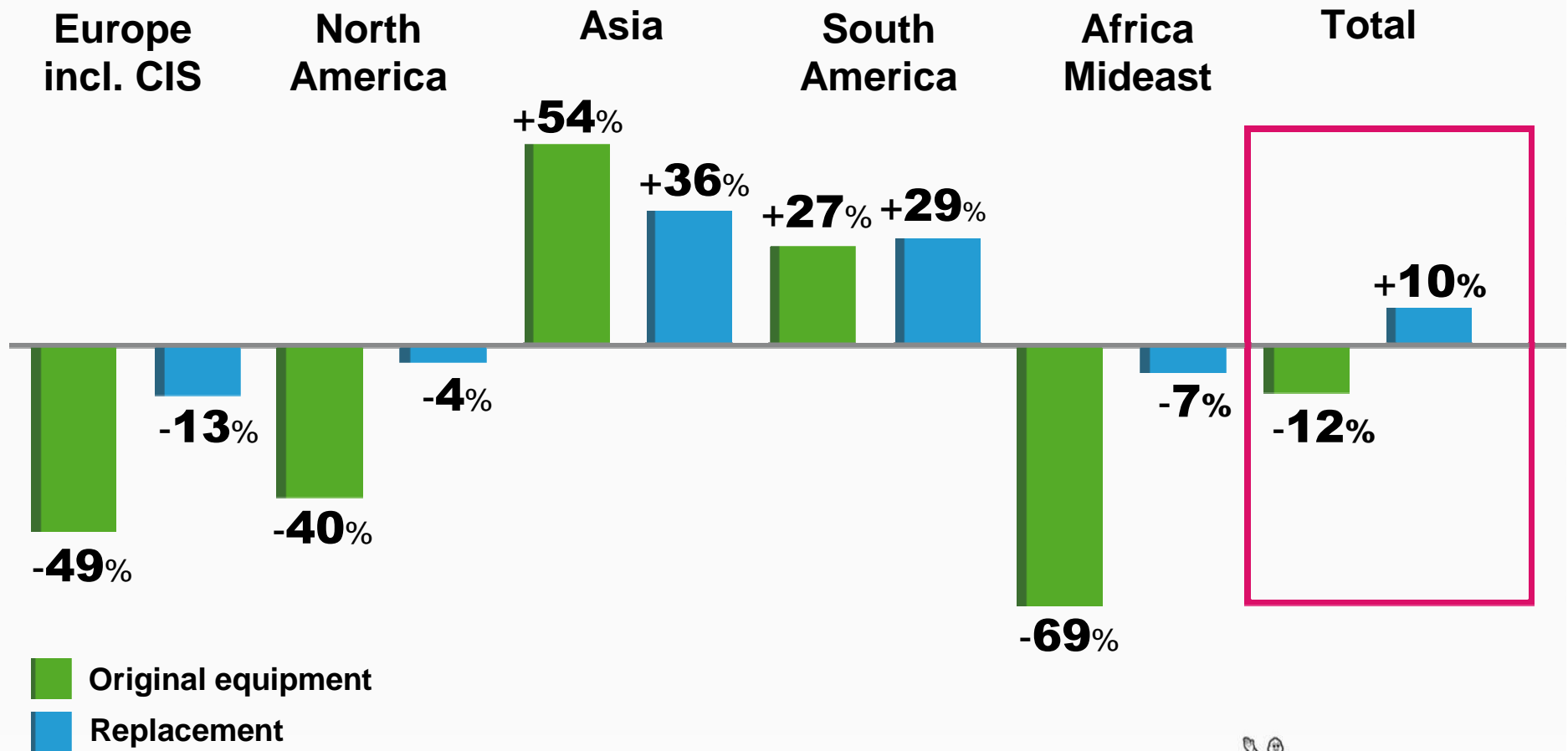
Clear upturn in Truck tire markets off of low prior-year comparatives

*Markets at Sept. 30, 2010
% change YoY*



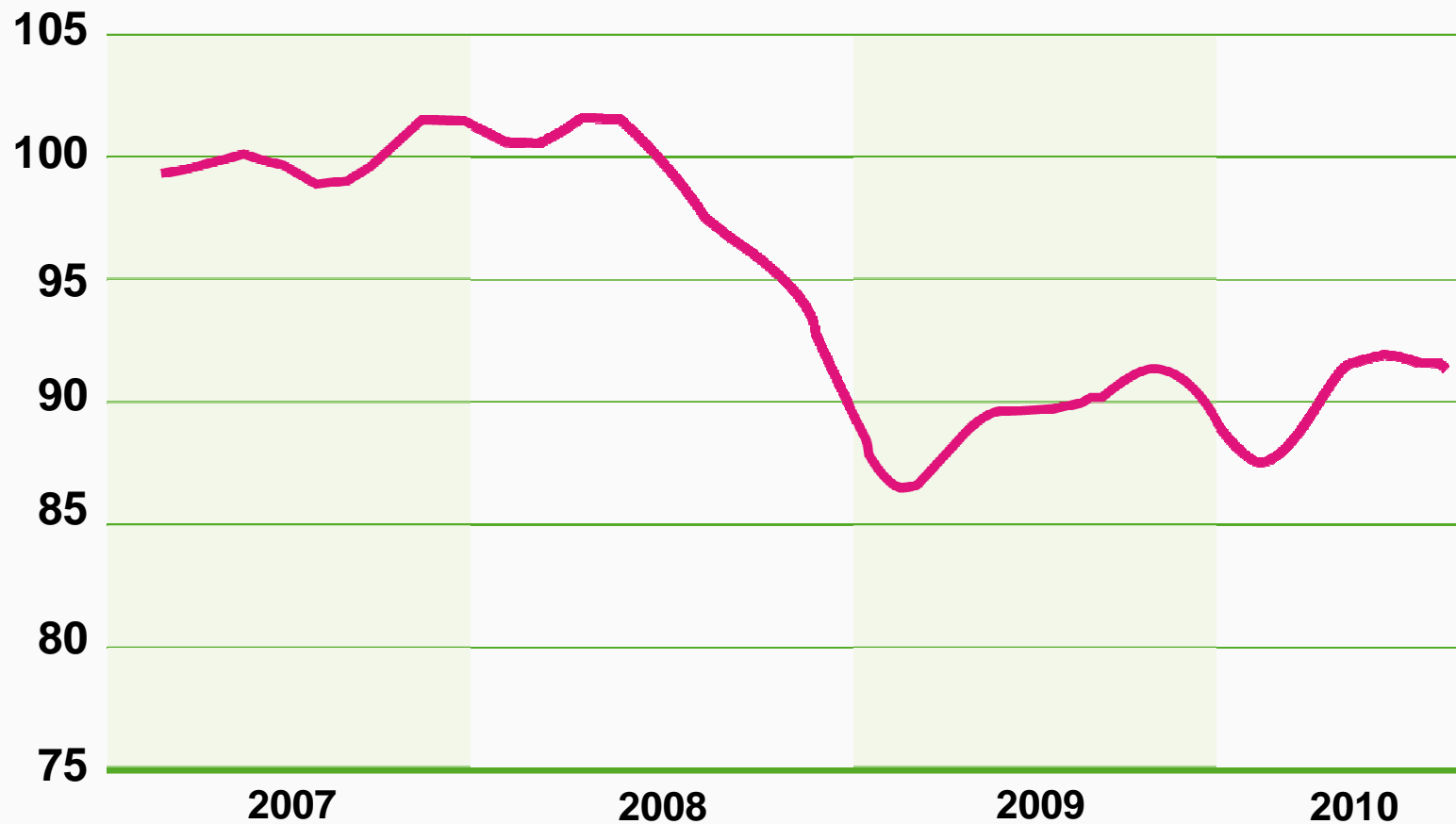
Sustained strong growth in new markets

Markets at Sept. 30, 2010
% change vs. 2007



The European freight market still lags historical levels

COMPOSITE EUROPEAN FREIGHT INDEX

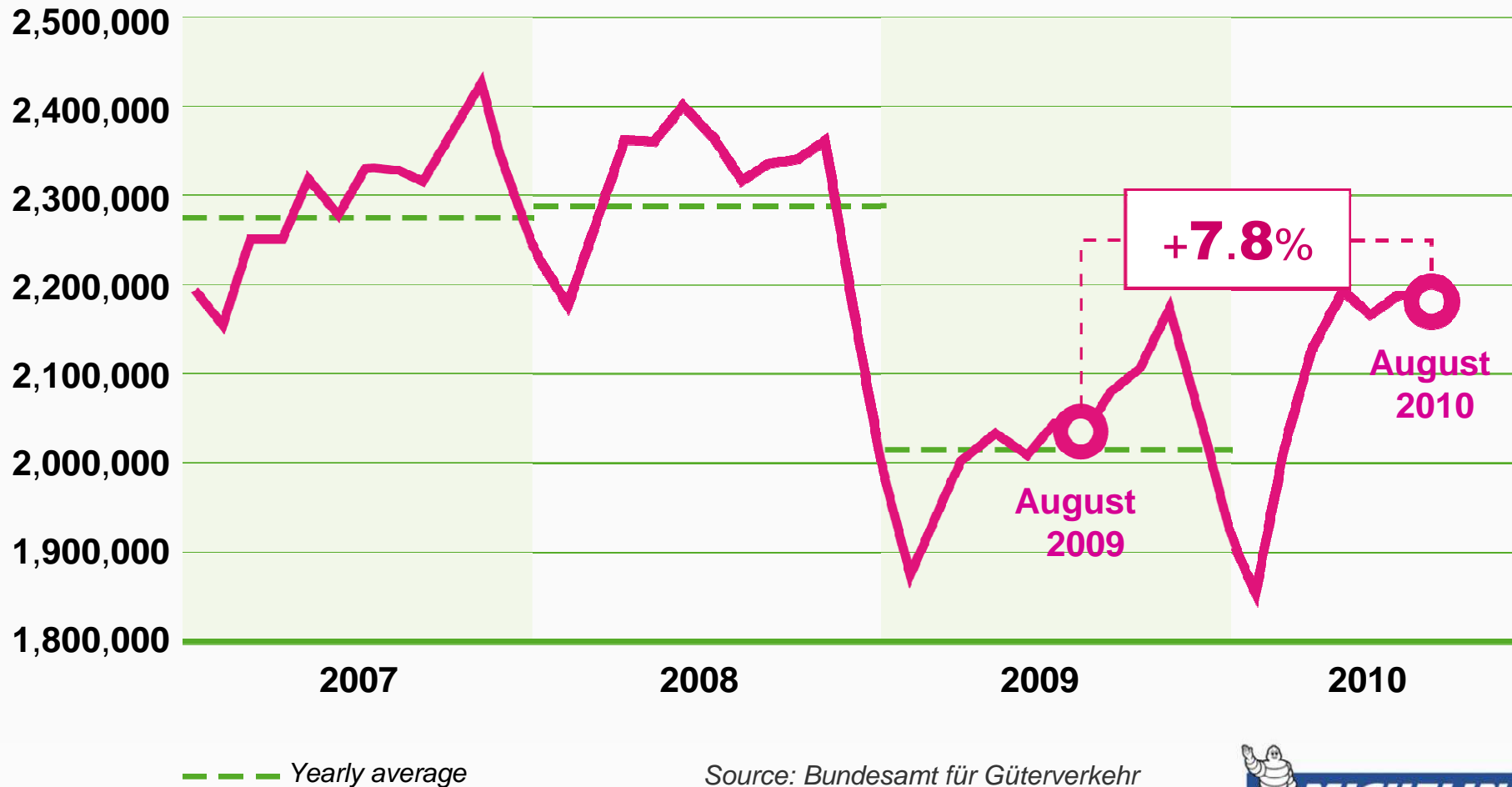


Source: Michelin



Freight demand has rebounded faster in Germany than in the rest of Europe

KILOMETERS DRIVEN IN GERMANY ('000s)
 (Moving three month – Toll-committed trucks > 15 tonnes)

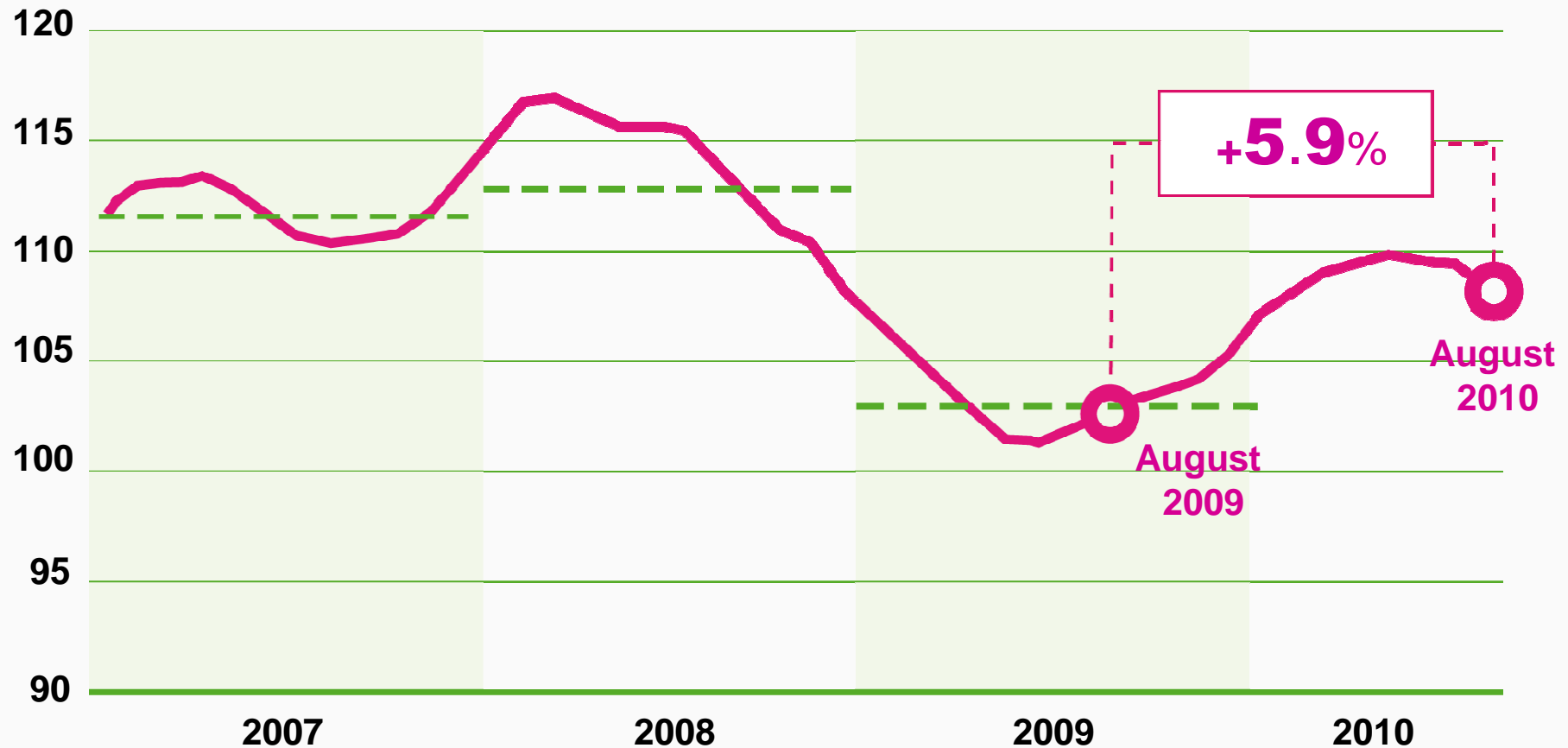


Source: Bundesamt für Güterverkehr



US freight tonnage is recovering

TRUCK TONNAGE IN THE UNITED STATES (MOVING THREE MONTH)
Base 100 in 2000



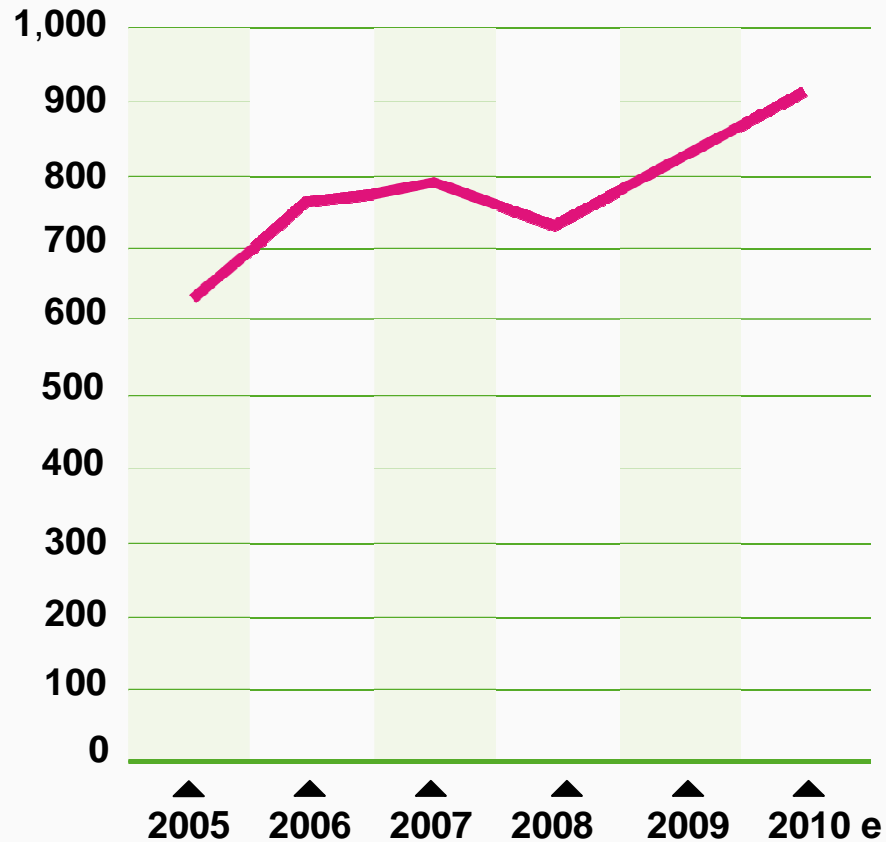
Source: US Department of Transportation / Federal Highway Administration

--- Yearly average



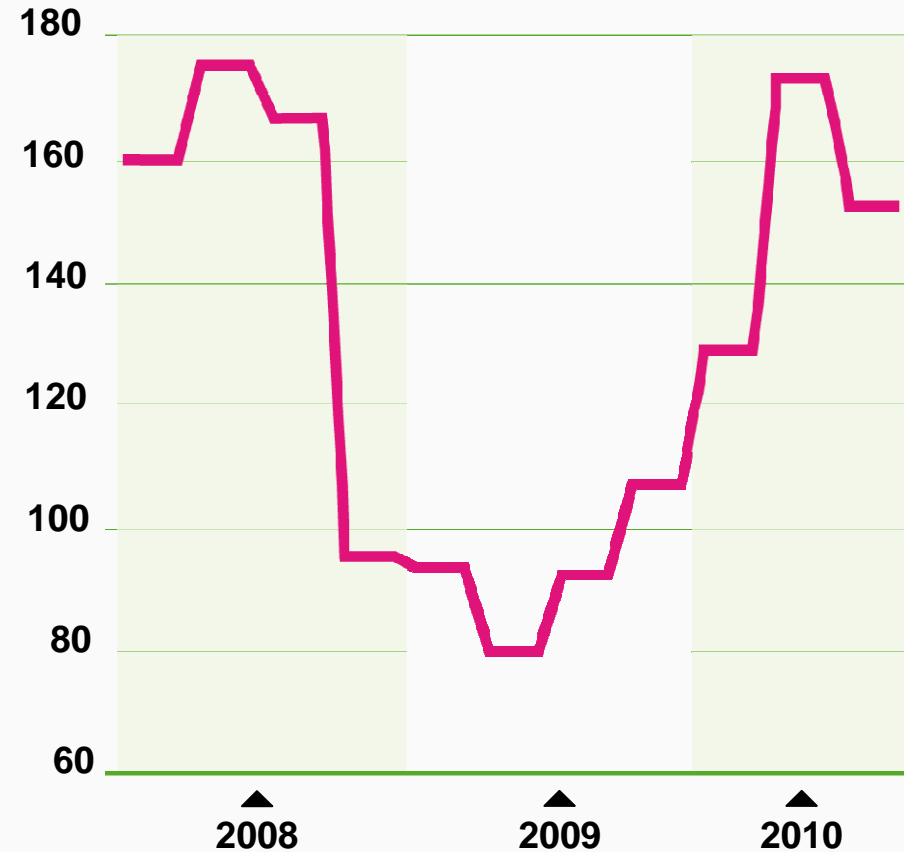
Earthmover tires: sales are being driven by demand for raw materials

OIL SANDS PRODUCTION
(‘000 of barrels/day)



Source: Canadian Association of Petroleum Producers

IRON ORE PRICES
(USD/dry metric ton)

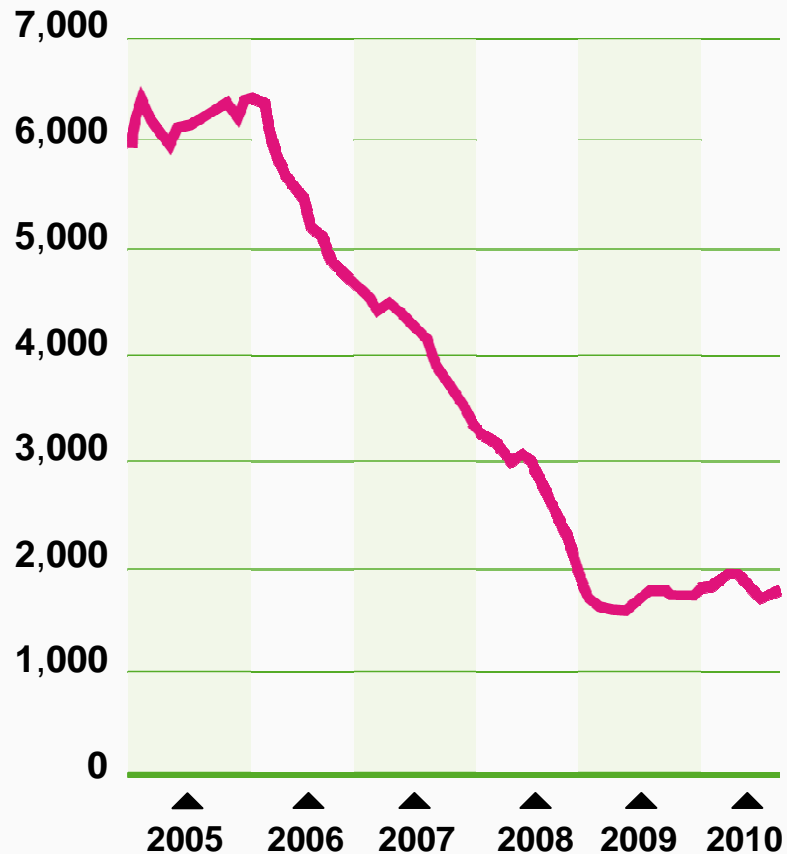


Source: SBB



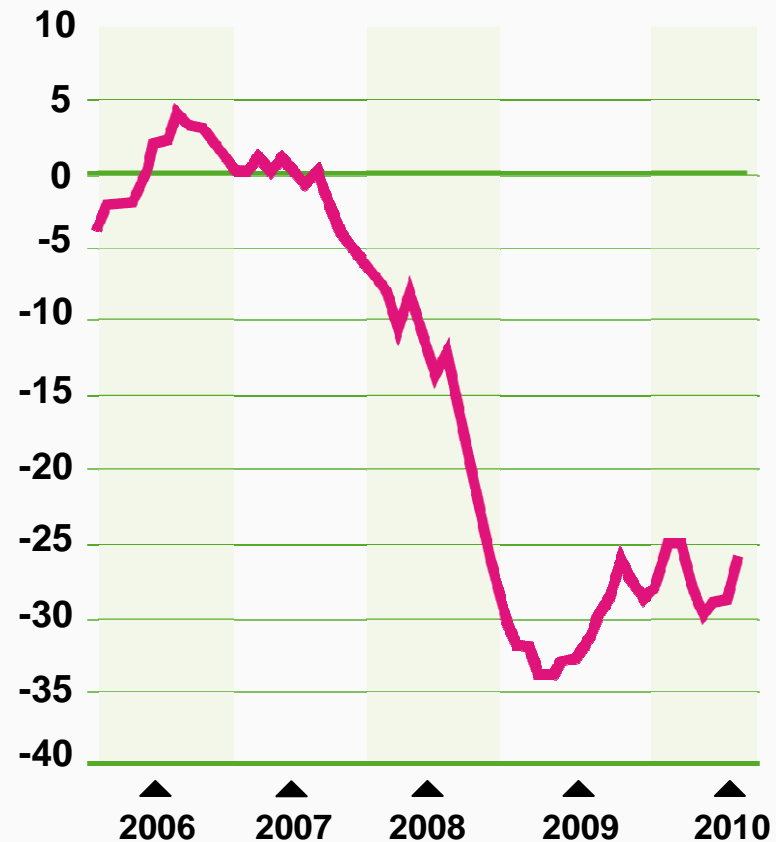
Infrastructure: signs of improvement

US HOUSING STARTS
(‘000 units – moving three Month)



Source: <http://www.census.gov>

EU CONSTRUCTION CONFIDENCE INDEX

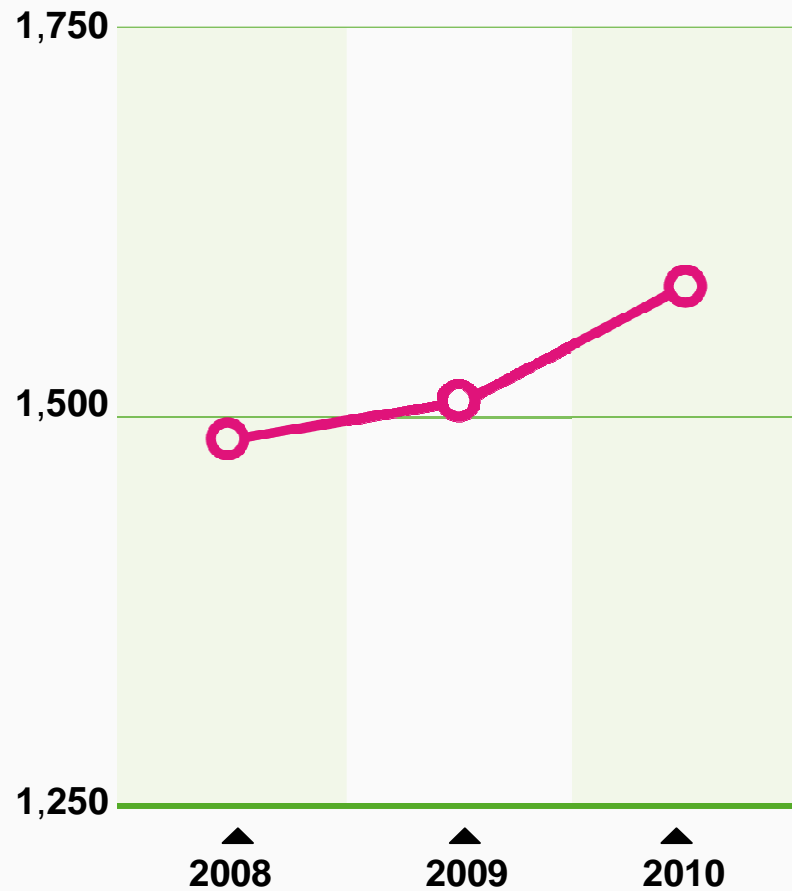


Source: Eurostat



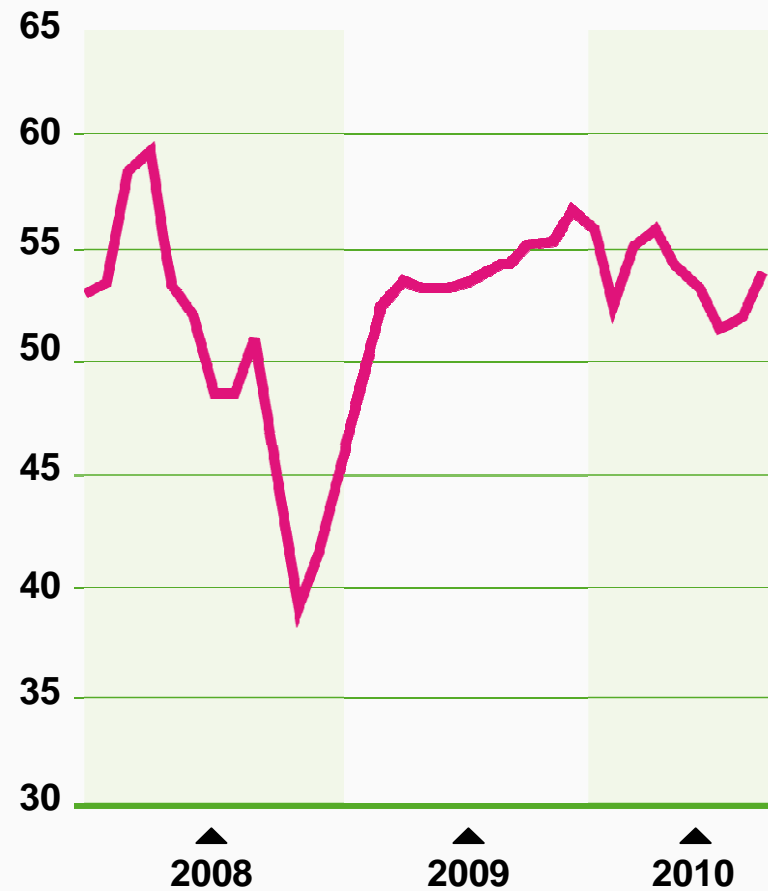
Firm resilience in Asian Infrastructure markets

CONSTRUCTION COSTS IN ASIA
(€ billions)



Source: IHS Global Insight

CHINA PURCHASING MANAGERS' INDEX
(PMI for China Manufacturing Sector)



Source: ISM



Performance by reporting segment

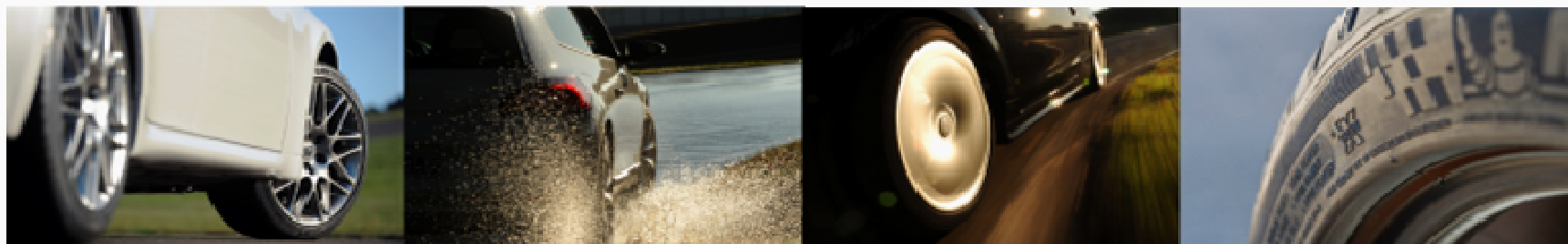


Passenger Car and Light Truck Tires: Strong Growth in unit sales

NET SALES – € MILLIONS

	€ millions	% change YoY
Q3 2010	2,515	+20.2%
9 months 2010	7,136	+18.1%

- Strong growth in both OE and Replacement sales
- Firm winter tire sales, led by dealer inventory rebuilding
- Favorable impact of price increases partly offset by the OE-RT mix



Truck Tires: higher unit sales off of low prior-year comparatives

NET SALES – € MILLIONS

	€ millions	% Change YoY
Q3 2010	1,530	+26.9%
9 months 2010	4,096	+25.0%

Unit sales rebounded off of low comparatives, particularly in OE

Gradual impact of price increases

Healthy manufacturing performance



Specialty Businesses: favorable impact of prices and higher volumes

NET SALES – € MILLIONS

	€ millions	% change YoY
Q3 2010	603	+32.5%
9 months 2010	1,765	+12.4%

- Sustained firm demand in the Mining segment
- Upturn in the Infrastructure & OE segments
- Rebound in Agricultural tire sales
- Favorable impact of raw materials indexing clauses in the 3rd quarter



Outlook



Michelin confidently reaffirms its objectives for 2010

- **Around 12% growth in unit sales, with a higher basis of comparison in the 4th quarter**
- **Confirmed €600-650 million increase in full-year expenses due to raw materials costs**
- **Close to 9% operating margin before non-recurring items**
- **Positive free cash flow for the year**



Rights issue: confidence in the Group's strategy and growth prospects

- **Successful rights issue**
- **Subscription rate: 350%**
- **Final gross proceeds: €1,222 million**
- **Creation of 27 million new shares**
- **Shares outstanding now total 176.5 million**



Michelin wants to capture a larger share of the fast growing mobility market

Leverage the growing number of opportunities

- Demand led by new markets
- Sustainable mobility calls for increasingly high-tech tires

Strengthen global leadership position

→ Need for additional capacity:

- Around 150k tonnes per year.
- The equivalent of more than one new plant every year

→ ...while maintaining a healthy balance sheet



Financial Information September 30,

at
2010



October 26, 2010



Investor Relations

Valérie Magloire
Alban de Saint Martin

+33 (0) 1 45 66 16 15

46, avenue de Breteuil
75324 Paris Cedex 07 – France

investor-relations@fr.michelin.com



Disclaimer

This presentation is not an offer to purchase or a solicitation to recommend the purchase of Michelin shares. To obtain more detailed information on Michelin, please consult the documentation published in France by Autorité des marchés financiers available from the www.michelin.com website.

This presentation may contain a number of forward-looking statements. Although the Company believes that these statements are based on reasonable assumptions at the time of the publication of this document, they are by nature subject to risks and contingencies liable to translate into a difference between actual data and the forecasts made or induced by these statements.

