

Barbara DALIBARD

(current member standing for re-election)



Barbara Dalibard
SNCF, bureaux du CNIT
2, place de La Défense
92800 Puteaux
France

Barbara Dalibard was born in 1958 and is a French national. She is currently Chief Executive Officer of SNCF Voyages. Before joining SNCF Voyages, she was a member of France Telecom's Group Management Committee in charge of enterprise Communication solutions, and prior to that she held various management positions within France Telecom and Alcatel.

Ms. Dalibard currently also holds the following positions:

- Chairman of VSC Group
- Member of the Board of Directors of NTV (Nuovo Trasporto Viaggiatori SpA)
- Member of the Supervisory Board of Wolters Kluwer
- A director of Eurostar International Limited

She has held the following other positions in the last five years:

- Member of the France Telecom Group Management Committee
- Chairman and Chief Executive Officer of Equant
- A director of Globecast Holding
- Chairman of Voyages-SNCF.com SAS
- Chairman of VFe commerce SAS
- Chairman of SNCF Voyages Développement SAS

Ms. Dalibard has served on Michelin's Supervisory Board and the Compensation and Appointments Committee since 2008.

She held 465 Michelin shares at March 1, 2013.



Louis GALLOIS

(current member standing for re-election)



Louis Gallois
French General
Commissioner for
Investment
Hôtel Cassini
32, rue de Babylone
75007 Paris
France

Louis Gallois was born in 1944 and is a French national. Since June 2012, he has held the position of General Commissioner for Investment reporting to the French Prime Minister. Prior to this appointment he served as Chief Executive Officer of EADS and Chairman of SNCF and worked in various capacities in the aeronautics industry as well as in France's Economy and Finance Ministry, Research and Industry Ministry and Defense Ministry.

Mr. Gallois currently also holds the following positions:

- Member of the Supervisory Board of Peugeot SA*
- A director of *École Centrale des Arts et Manufactures*
- Chairman of *Fonds de dotation Universcience Partenaires* formerly *Fondation Villette-Entreprises*)
- Chairman of the Association "*La Fabrique de l'Industrie*"

Mr. Gallois has held the following other positions in the last five years:

- Executive Chairman of EADS NV*
- Member of the Executive Committee of EADS NV*
- Chairman of the Board of EADS Astrium NV
- Chairman of the Airbus Shareholders Committee

Mr. Gallois has served on Michelin's Supervisory Board and the Compensation and Appointments Committee since 2008.

He held 311 Michelin shares at March 1, 2013.

* Listed company

Anne-Sophie de LA BIGNE

(Nominee for new Supervisory Board Members)



Anne-Sophie de La Bigne was born in 1960 and is a French national. Since 2008 she has been Vice President in charge of civil affairs in the Public Affairs Division, France, at EADS*.

Anne-Sophie de La Bigne
EADS
37, Bd de Montmorency
75016 Paris
France

After graduating from HEC business school, Ms. de La Bigne began her career in 1983 as a financial controller with the Matra group before joining the Strategy & Business Development Department of the Lagardère group, where she worked from 1985 to 1999. She subsequently became Head of the Strategic Analysis Department at Aerospatiale Matra/EADS, a position she held until 2001.

Between 2001 and 2006, she served as Vice-President, Strategy and European Affairs, at GIFAS (Groupement des Industries Françaises Aéronautiques et Spatiales) and from 2006 to 2007, she was Head of Export Support – Senior Manager in EADS' Public Affairs Division, where she was responsible for EADS' international corporate relations.

Ms. de La Bigne is a *Chevalier* in the French National Order of Merit.

She held 903 Michelin shares at March 1, 2013.

* Listed company



Jean-Pierre DUPRIEU

(Nominee for new Supervisory Board Members)



Jean-Pierre Duprieu
Air Liquide
75, Quai d'Orsay
75006 Paris
France

Jean-Pierre Duprieu was born in 1952 and is a French national. He is Executive Vice-President of the Air Liquide group*. He has been a member of Air Liquide's Executive Management team since 2010, in charge of supervising the Group's European and Healthcare activities as well as corporate functions, including information systems and Efficiency/Purchasing programs.

Mr. Duprieu has spent his entire career with the Air Liquide group, which he joined in 1976 as part of the International Marketing Department. He then successively served as Assistant to the Chief Executive Officer (1985), Vice-President of Sales and Marketing for French Operations (1988) and Chief Operating Officer for the Group's Industrial Gases business in France (1991), before going on to head up several Group subsidiaries (notably in South America, Canada, Italy and France) as from 1995.

In 2000, he became Senior Vice-President of Air Liquide SA and joined the Group's Executive Committee. In this role he was in charge of the Group's operations in Europe, Africa and the Middle East and in 2005 took on responsibility for the Asia Pacific region and the Worldwide Electronics business line. He spent five years based in Tokyo, Japan.

Mr. Duprieu holds a masters degree in Agricultural Sciences from the *Institut National Agronomique de Paris Grignon* (Agro-Paris Tech), with a specialization in the food industry. He is also a graduate of the *Institut de Contrôle de Gestion* in Paris and the International Forum (an Advanced Management Program at Wharton University).

Mr. Duprieu is a Foreign Trade Advisor for the French government and has held a number of different posts in international trade associations in the industrial gases sector.

He held 400 Michelin shares at March 1, 2013.

* Listed company



Olivier BAZIL

(Nominee for new Supervisory Board Members)



Olivier Bazil
Legrand
128, avenue de Lattre
de Tassigny
87000 Limoges
France

Oliver Bazil was born in 1946 and is a French national. He is a director and member of the Strategy Committee of Legrand* where he spent his entire career.

Mr. Bazil is a graduate of HEC and holds an MBA from Harvard Business School.

He joined Legrand* in 1973 as Deputy Company Secretary and went on to become Chief Financial Officer (1979), a director (1989), Deputy Chief Executive Officer and a member of the Executive Committee (1994), and then Vice-Chairman and Chief Operating Officer.

Mr. Bazil currently also holds the following positions:

- A director of Vallourec* and Chairman of its Audit Committee
- A director of Firmenich International SA and Chairman of its Audit Committee
- Member of the Supervisory Board of La Société Civile du Château Palmer
- Chairman of Fritz SAS

As well as occupying various positions within Legrand subsidiaries, Mr. Bazil has held the following other positions in the last five years:

- A director of Legrand*
- A director of Firmenich International SA
- Member of the Supervisory Board of La Société Civile du Château Palmer
- Chairman of Fritz SAS

He held 400 Michelin shares at March 1, 2013.

* Listed company

Michel ROLLIER

(Nominee for new Supervisory Board Members)



Michel Rollier
PFA
2, rue de Presbourg
75008 Paris
France

Michel Rollier was born in 1944 and is a French national. He is currently Chairman of the *Plateforme de la Filière Automobile (PFA)*.

Mr. Rollier is a graduate of the *Institut d'Études Politiques de Paris (IEP)* and holds an MA in Law. He began his career at Aussedat-Rey (a member of the International Paper Group) in 1971, initially occupying the post of Financial Controller before going on to head up a business unit. He then held the position of Chief Financial Officer between 1987 and 1994 and subsequently Deputy Chief Executive Officer from 1994 to 1996.

He joined Michelin in 1996 as Vice President, Financial & Legal Affairs and then served as Chief Financial Officer and a member of the Executive Council from 1999 to 2005. He was elected Managing General Partner by Michelin's shareholders on May 20, 2005, serving alongside Édouard Michelin until Mr. Michelin's tragic death in 2006. Mr. Rollier stepped down as Managing General Partner in May 2012.

Mr. Rollier currently also holds the following positions:

- A director of Lafarge*
- A director and Vice-Chairman of Siparex Associés
- Member of the Supervisory Board of Somfy International

He has held the following other positions in the last five years:

- Managing General Partner of Compagnie Générale des Établissements Michelin*
- Managing Partner of Compagnie Financière du groupe Michelin "Senard et Cie" (CFM)
- A director of Lafarge*
- A director of Moria SA

He held 23,276 Michelin shares at March 1, 2013, representing 0.0001% of the Company's capital.

* Listed company