



Clermont-Ferrand, le 28 mars 2012

Subject: Grace Letter

Dear GC Manager,

We submitted our last COP on the 29th of March 2011.

We are conscious that we should publish our updated COP before the 29th of March this year.

We would greatly appreciate a 90 day extension to submit our COP.

I'll be able to send it to you at the end of June 2012.

Thank you in advance for your consideration.

Best regards.

Michael Fanning
Michelin Performance and Responsibility
Sustainable Development Director