

MAY 30, 2018

**EQUITA CONFERENCE  
MILAN**

May 30, 2018

Equita Conference, Milan

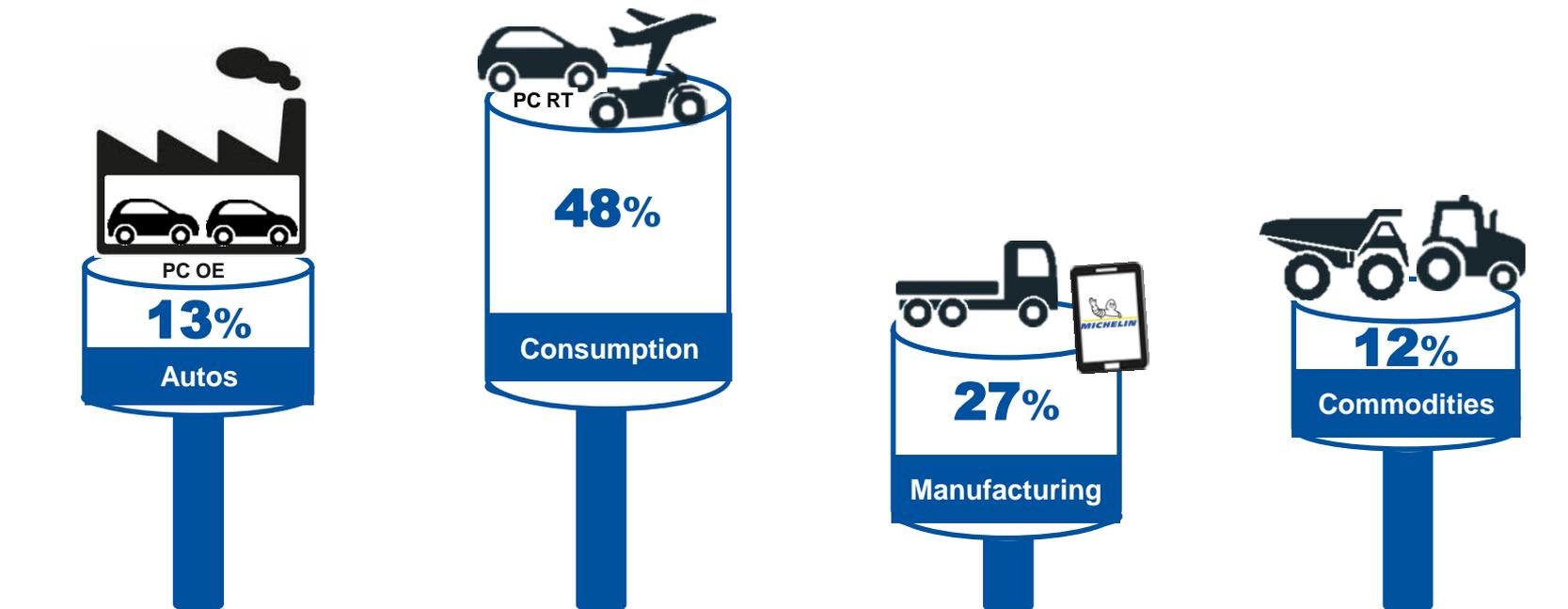


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## Levers for Growth

# A business model strongly linked to consumption

## ▲ Net sales by drivers



2017 net sales by sector

# Four domains of growth: partnerships and acquisitions to support our value creation strategy

	Tires	Services	Experiences	Materials
2015-2020 objectives	Net Sales +20%	Net Sales x2	Net Sales x3	Capitalize on our leadership
Recent partnerships and acquisitions	 	  	  	 
	 			

# Michelin's offer to acquire Fenner, a leading global provider of conveyor belt solutions & reinforced polymer products



- A strategic acquisition with compelling value creation potential, in line with Michelin's ambition to leverage its expertise in high technology materials:
  - provide a comprehensive offering to mining customers, creating synergies currently estimated at £30m
  - expand the engineered materials division with a complementary polymer portfolio
- Michelin is offering £6.10 per Fenner PLC share, representing an enterprise value of £1.3bn
- Fenner AGM, May 16, 2018: shareholders voted at 99,9% in favour of the deal

Key Figures Fenner		
<i>(in £ millions)</i>	2017	2010-2017 average
• Net sales	655	693
• EBITDA	86	98
• EBITDA margin	13%	14%



# Michelin and Sumitomo Corporation created the 2<sup>nd</sup> largest tire distributor player in the U.S. and Mexico



## Michelin and Sumitomo Corporation of Americas created a 50-50 joint venture

- Creating a best-in-class distributor in US and Mexico with
  - an expanded geographic footprint,
  - better availability of products at all price points, across all product categories
  - e-commerce initiatives
  - shorter delivery times and greater efficiency
- Focusing on the growing service and tire needs of fleets and personal vehicles
- Taking advantage of TBC's expertise in the import of Tier 3 and Tier 4 brands
- Michelin to contribute USD 658m and the TCi wholesale business

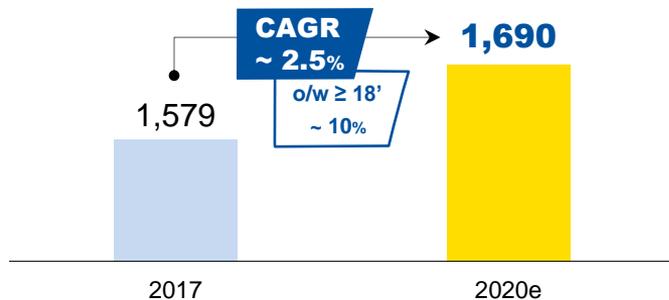


### JV TBC Corp. & TCi key figures

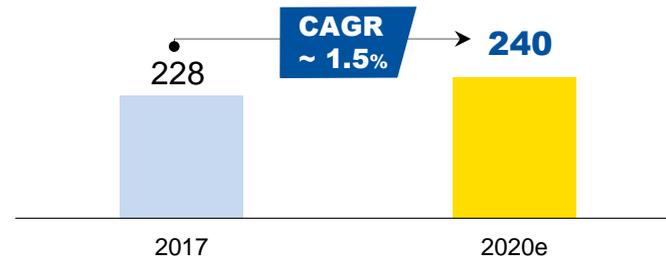
- 38m tires
- 2,411 retail outlets in the US & Canada
- More than 120 wholesale distribution centers

# 2016-2020 projections: growing worldwide demand

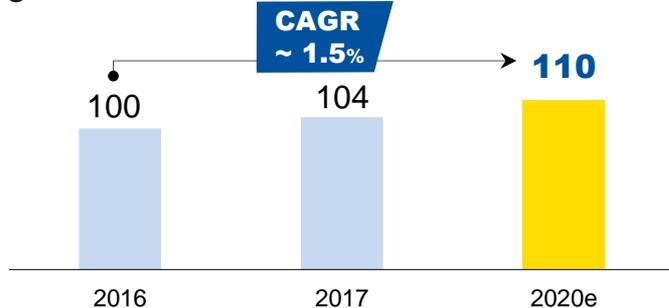
- PC OE&RT market projection (in millions of units)



- TB OE&RT market projection (Radial & Bias in millions of units)

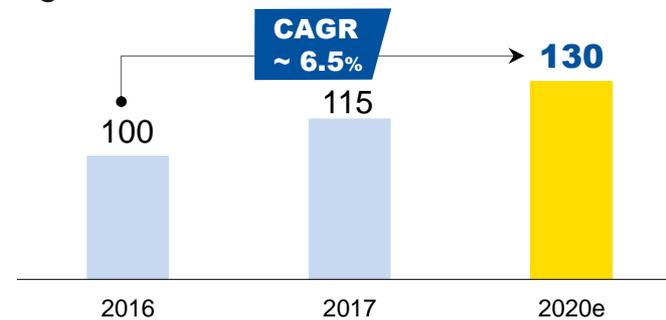


- Agricultural tires\* (base 100 in 2016, in tonnes)



\* OE & RT in Europe and North America

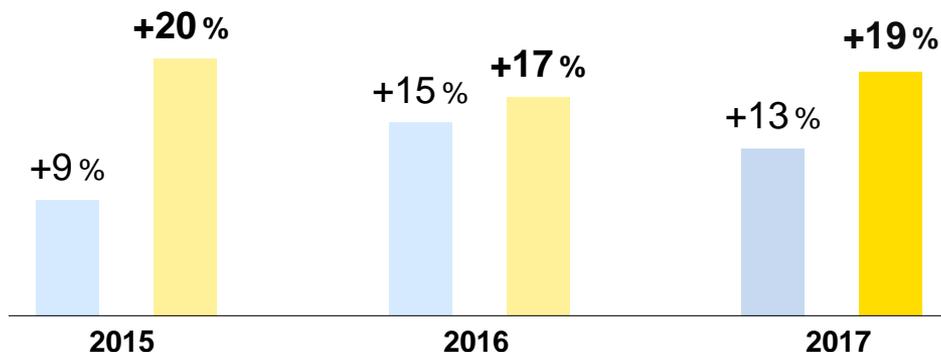
- Mining tires (base 100 in 2016, in tonnes)



# ≥18” tires: the market recognizes the power of Michelin’s line-up in the premium segment

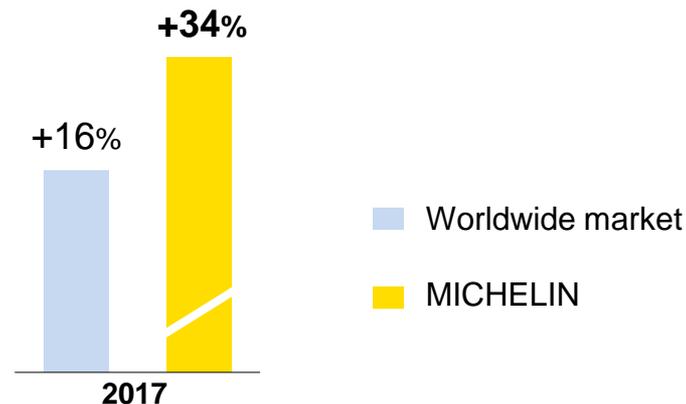
## ▲ Growth in ≥18” tire sales

(YoY change, markets in units and sales in kt)



## ▲ Growth in ≥19” tire sales

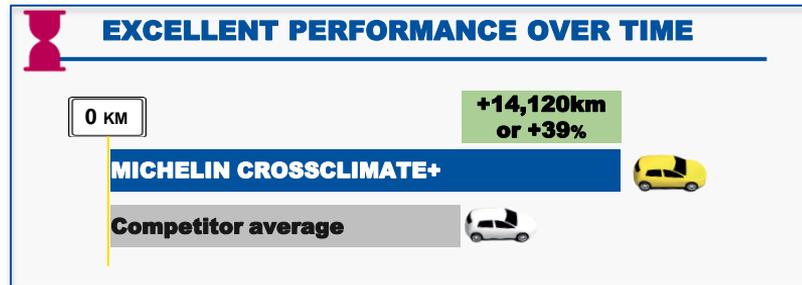
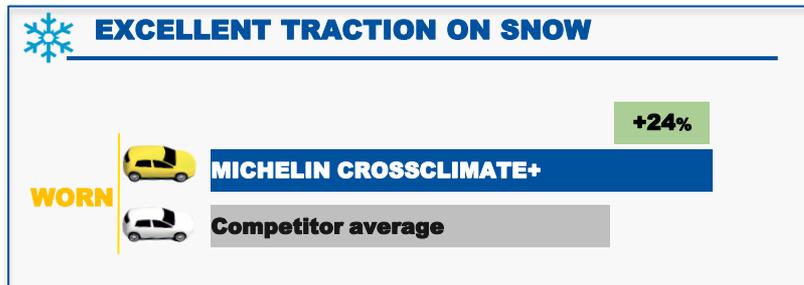
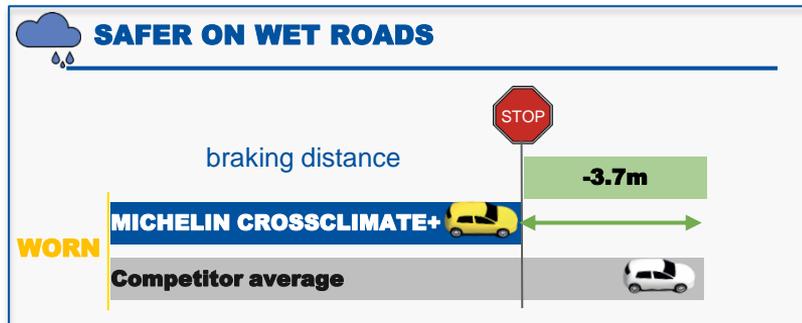
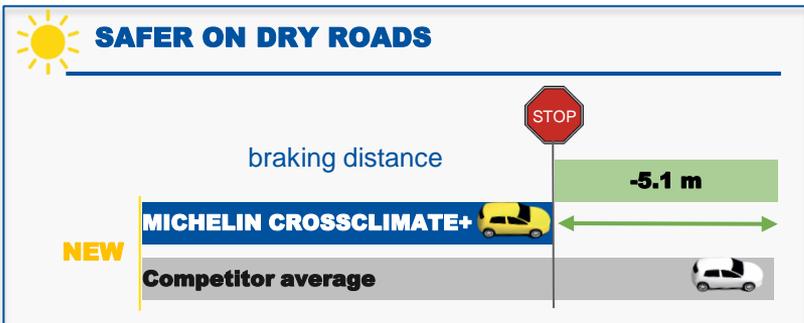
(YoY change, markets in units and sales in kt)



- Customers who value the MICHELIN brand and its product performance: price positioning in line with the reputation of the MICHELIN brand
- Sustained growth momentum, made possible by adapting production capacity

# Addressing planned obsolescence: MICHELIN CrossClimate+ offers top performance regardless of new or worn tread

▲ Results of the Auto Bild all-season tire tests\*, November 2017



\*Comparative tests conducted by Auto Bild on 185/65 R15 tires, published on November 24, 2017. Competitors: GOODYEAR VECTOR 4S GEN-2, PIRELLI Cinturato all season, VREDESTEIN Quatrac 5, NOKIAN Weatherproof, HANKOOK Kinergy 4 S.

Scales on the graphs are adjusted to improve readability.

# Truck: innovative tires and solutions that meet customer needs, to drive a return to growth

## MICHELIN X Multi Energy

70 launches scheduled for 2018



**BF Goodrich**  
Tires



## Convoy TripleA and connected services



## MICHELIN X Guard



Ashok Leyland

**COPILOTO SATELITAL**  
una empresa del grupo Michelin



**sascar**  
PAIXÃO PELA INOVAÇÃO



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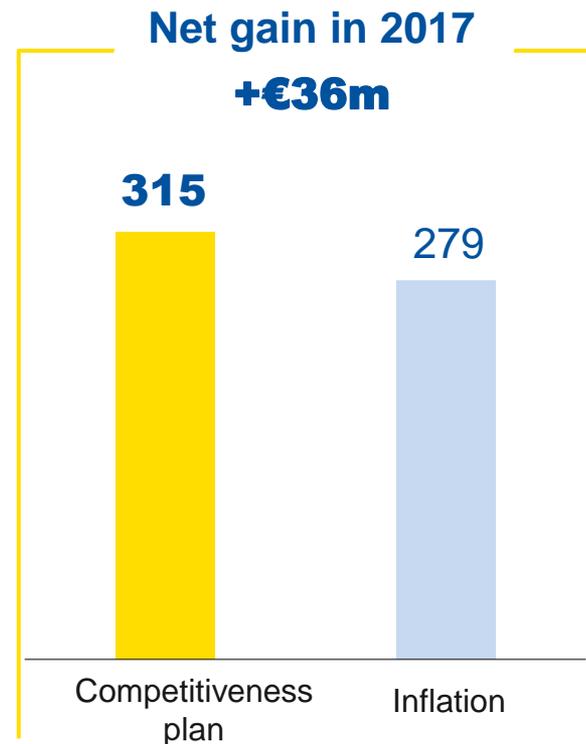
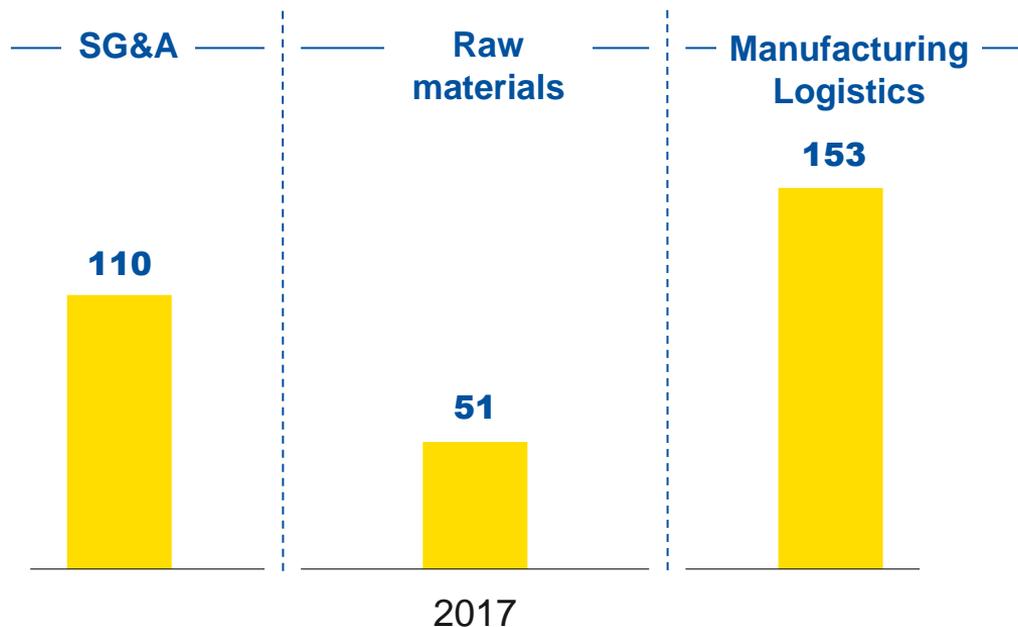


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## Levers for Competitiveness

# 2017-2020 competitiveness plan on track to deliver targeted €1.2bn in gains

▲ Target: €300m in average annual gains\*



\*before inflation and including avoided costs.

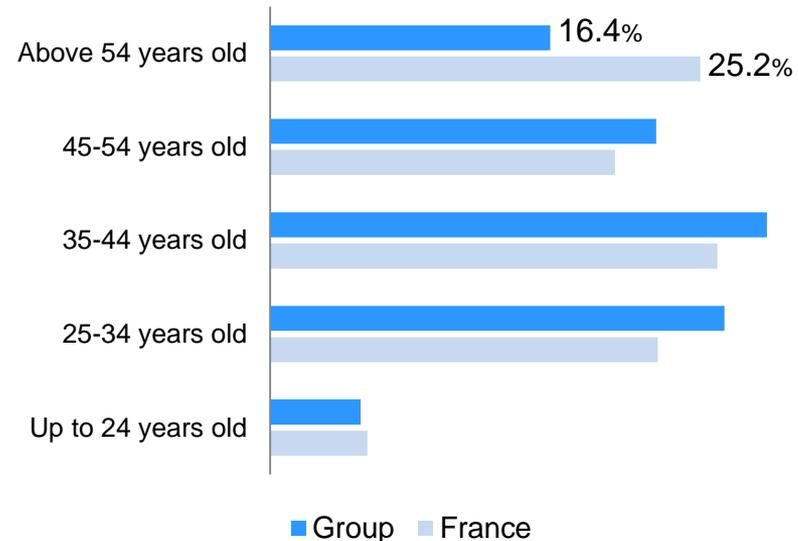
# The reorganization project announced in June will enable corporate positions to be reduced by 1,420 worldwide

▲ A more agile, customer-focused Group capable of unleashing all its power

- Leverage the age pyramid:
  - 3,500 employees retiring in France and the United States between 2018 and 2021
- Optimize hiring:
  - 2,080 new hires in France and the United States between 2018 and 2021



## ● Age pyramid, Group and France\*



\* Manufacture Française des Pneumatiques Michelin

# Investing to create value

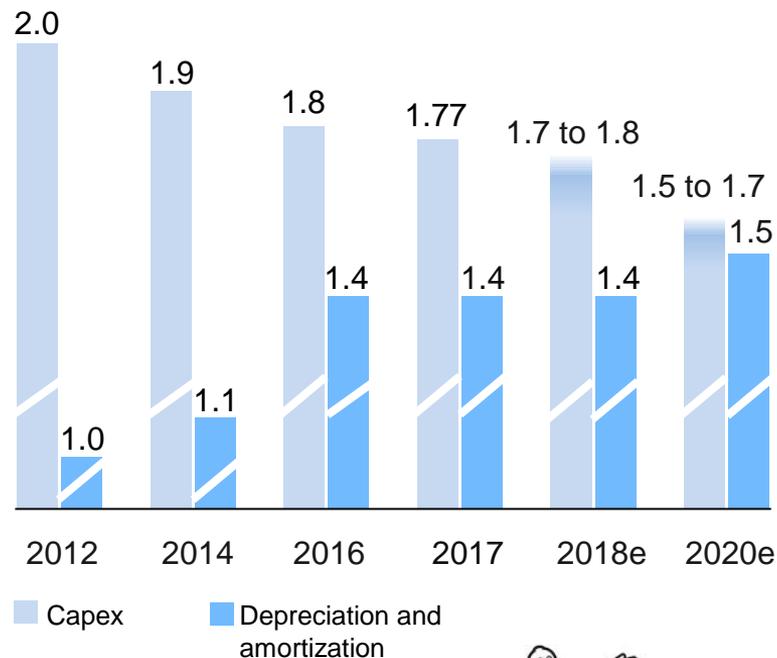
▲ Successfully deploy our priority Capex and M&A projects to drive expansion:

- In growing markets: Premium PC, North America and Asia
- In digital services
- In the dealerships
- In high-tech materials



▲ Closing the gap between Capex and depreciation:

(in € billions, at current exchange rates)



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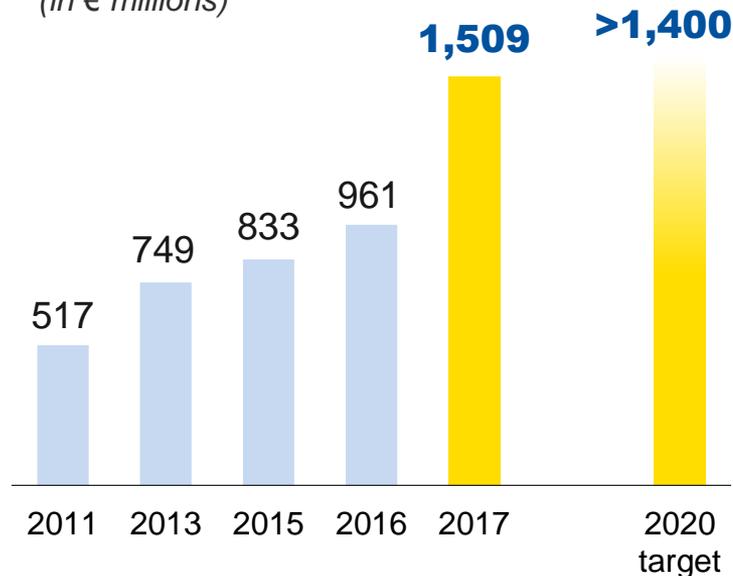


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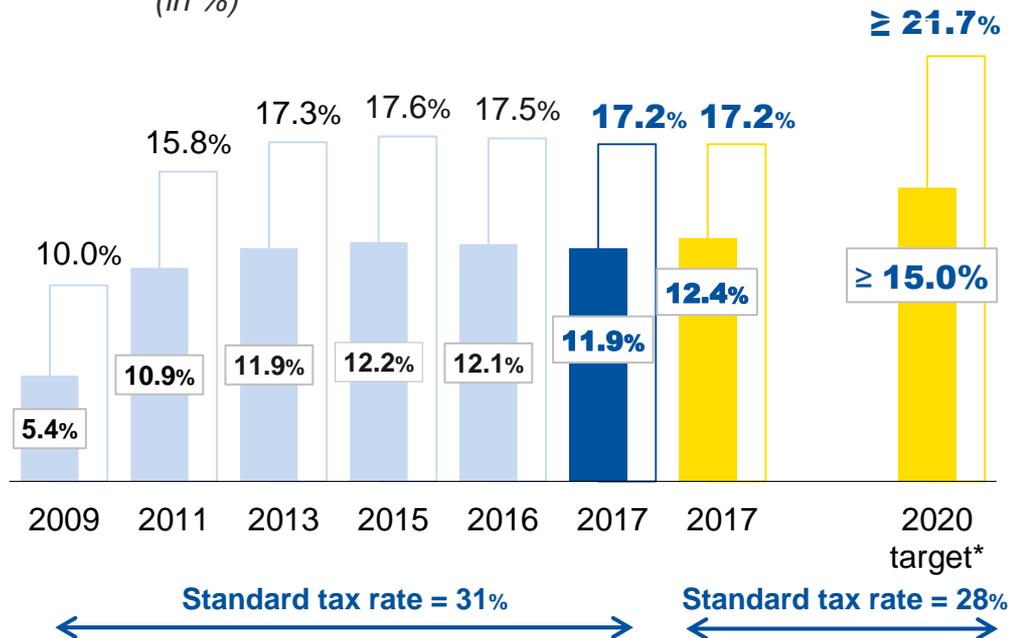
## Ambition for Profitability

# 2018: on the road to our 2020 objectives

▲ Deliver structural FCF > €1,400m  
as from 2020  
(in € millions)

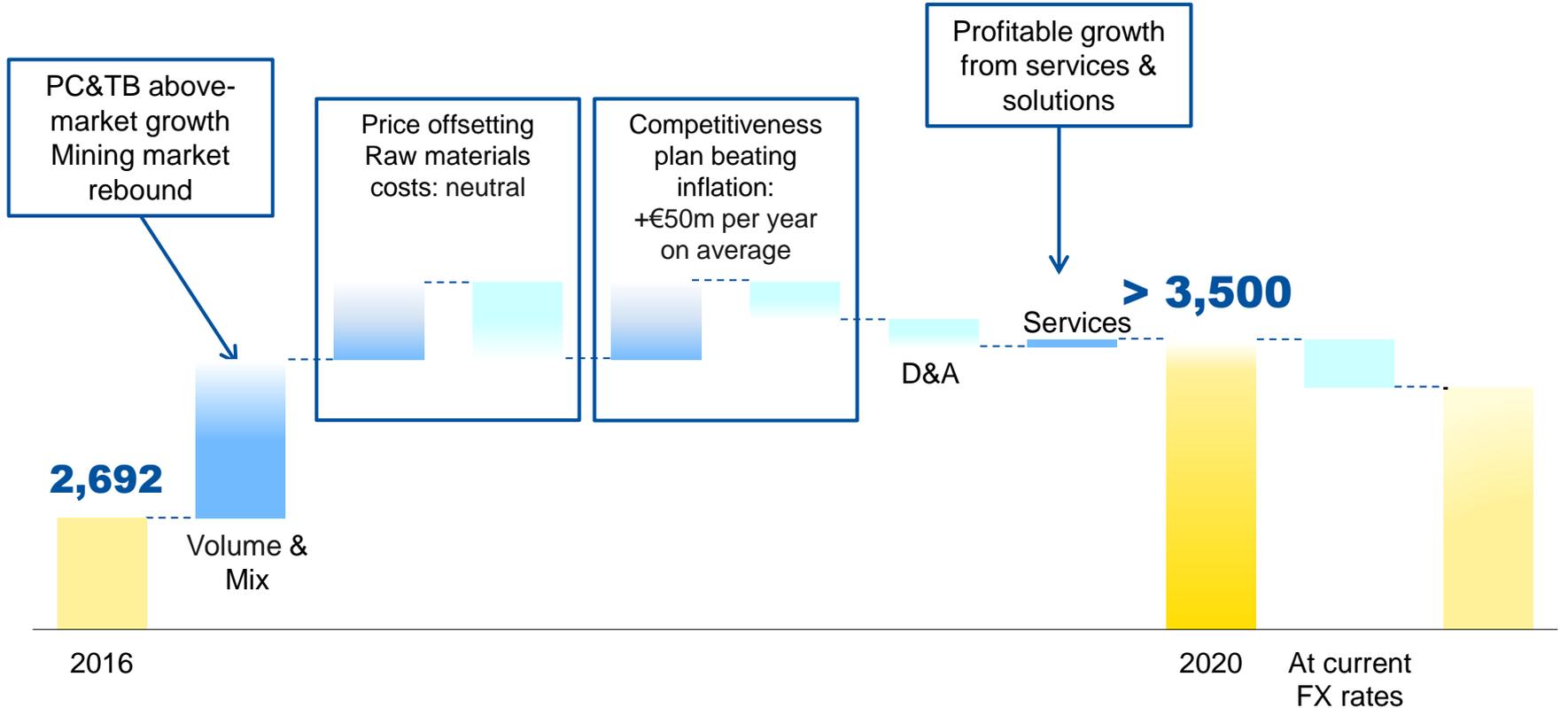


▲ Deliver an after-tax ROCE ≥ 15%  
as from 2020  
(in %)



\*at constant scope of consolidation excluding goodwill

# 2016-2020 scenario: profitability levers



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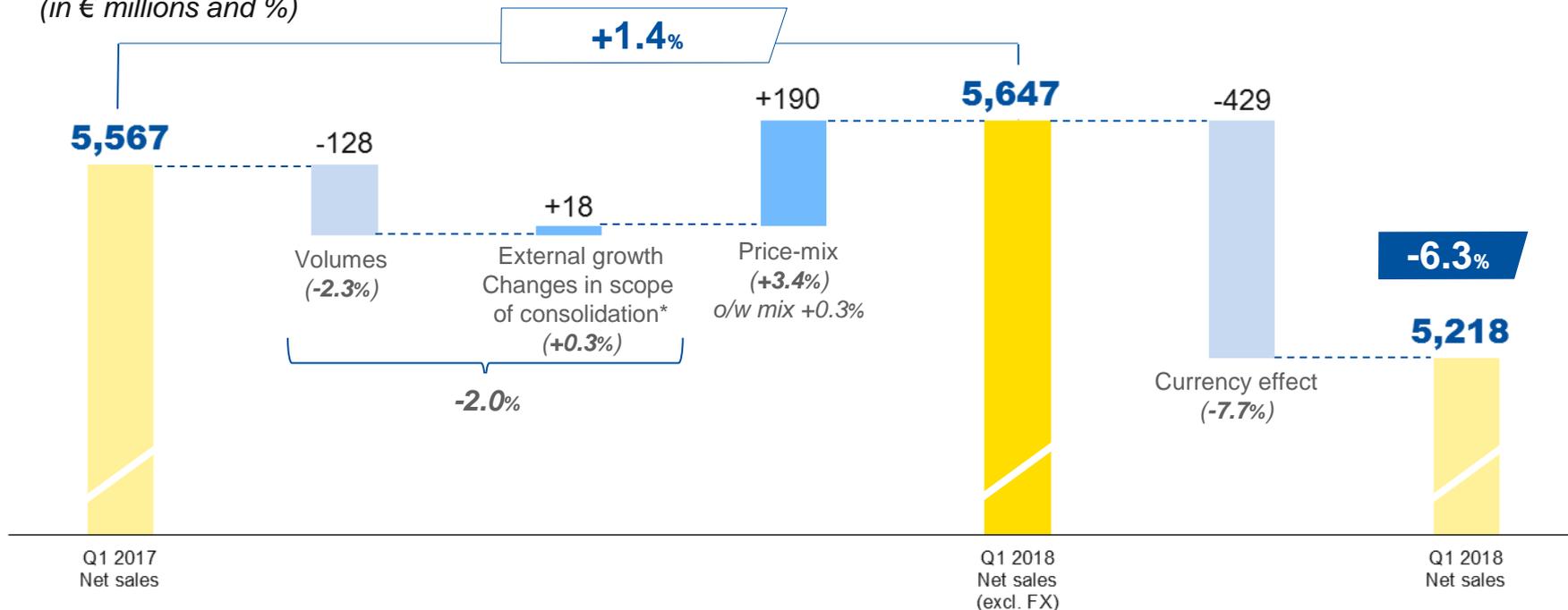
**Q1 net sales in line with  
2018 guidance**

# Q1 2018: net sales of €5.2 billion, up 1.4% at constant exchange rates

- PC/LT and Truck markets down slightly as announced
  - OE demand down in PC/LT, impacted by the Chinese and North American markets, and robust in Truck
  - Replacement demand weaker due to early buying in Q1 2017
- Sustained strong demand for Specialty tires
- Favorable 1.1% net impact from the price-mix/volume effect in Q1, in line with the 2018 scenario
  - Positive 3.4% price-mix effect, led by disciplined price management
  - Volumes down 2.3%, given the particularly strong early buying of MICHELIN brand tires in Q1 2017
- Highly unfavorable -7.7% currency effect caused by the stronger euro
- Recommended cash offer made for Fenner PLC and joint venture formed with Sumitomo Corporation of Americas, in line with the Group's strategy
- Roll-out of a new close-to-the-customer organization
- 2018 guidance confirmed, in line with the 2020 objectives

# Net sales up 1.4% at constant exchange rates

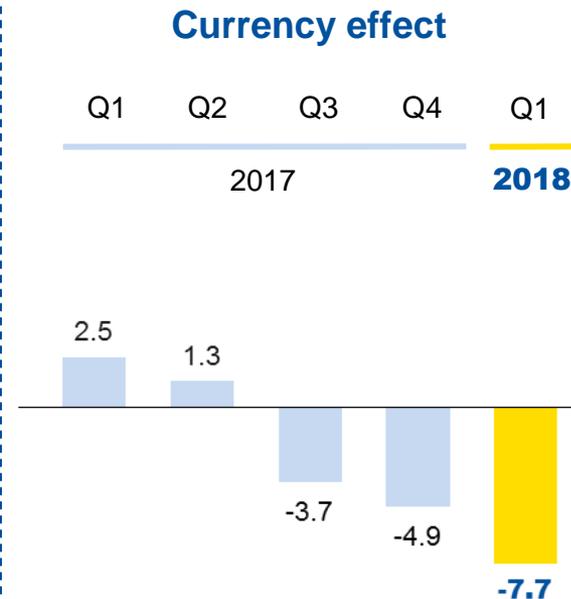
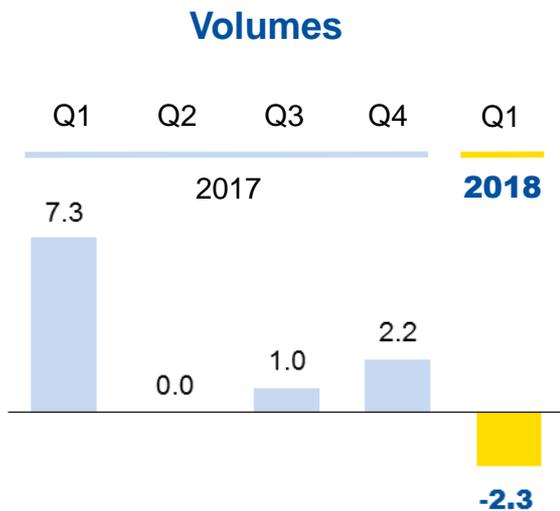
## ▲ YoY change (in € millions and %)



\* Levorin, NexTraq, Lehigh

# Favorable 1.1% net price-mix/volume effect in Q1, in line with the 2018 scenario

▲ YoY quarterly change  
(in %)



# 2018 guidance: on the road to our 2020 objectives

	2018
Volumes	Growth in line with the markets
Operating income from recurring activities at constant exchange rates	> 2017
Structural FCF	> €1,100m

# 2018 markets: back to growth markets in Q2 and beyond for PC and TB; still buoyant growth in Specialties



## PASSENGER CAR: +1.5%/+2.5%

- Strong demand stabilizing in the mature markets
- Still buoyant demand in China
- Trending upwards in the other regions



## TRUCK: +0%/+1%

- Freight demand buoyed by the global economy
- OE: demand outside China leveling off; decline in China following 2017 park renewal
- RT: demand lifted by a favorable economic environment

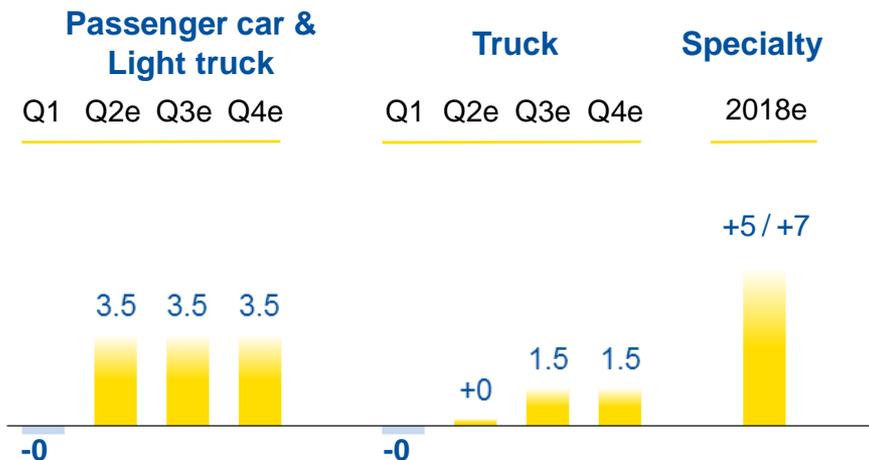


## SPECIALTY: +5%/+7%

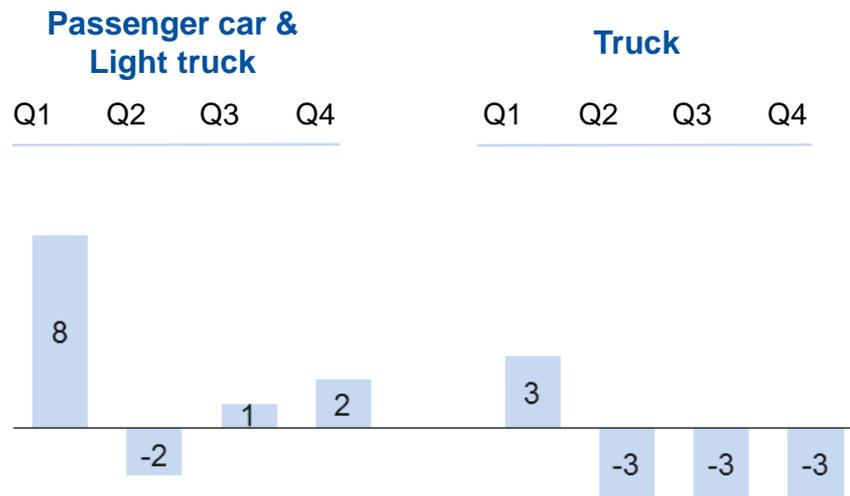
- Mining tires (+7%/+10%) sustained strong demand led by global economic growth
- OE Earthmover + OE Agricultural tires: steady positive trend

# Year to go: expanding markets and favorable comparatives in the PC and Truck segments

▲ 2018 markets projected growth over the next nine months  
(in % and in tonnes)



▲ 2017 Group volumes (in % and in tonnes)  
favorable prior-year comparatives over the next nine months



Source: Michelin



# New sources of growth over the next nine months

- Product and BFGoodrich brand launches supported by broad-based advertising campaigns

## Passenger car & Light truck



MICHELIN Primacy 4



MICHELIN Alpin 6



MICHELIN Agilis CrossClimate

## Truck

**BFGoodrich**  
1872



Europe



MICHELIN X Guard



India



Ashok Leyland

- Expanding service offers

## Telematics

- Effitrailer: strong growth in Europe



COPILOTO SATELITAL



## Tire as a Service



+15% of trucks with contracts

**MICHELIN**  
A BETTER WAY FORWARD

# 2018 scenario

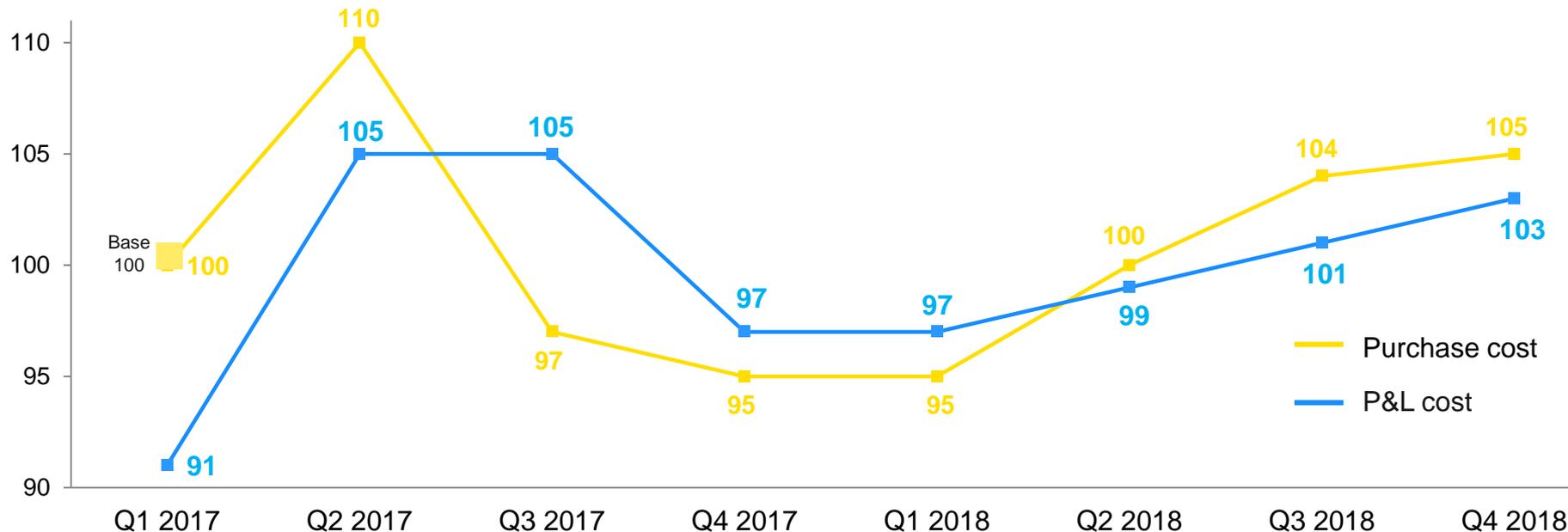
	H1 2018	FY 2018
Impact from raw materials costs	Neutral*	Between 0 and a negative €50m*
Currency effect	Approx. a negative €250m**	Approx. a negative €350m**
Effective tax rate Positive impact of US tax reform	Standard ETR reduced to 28%	
Net impact of price-mix and raw materials prices	Positive	Positive
Competitiveness plan gains vs. inflation	Positive over the year	

\*2018 average prices: Natural rubber: \$1.75/kg; butadiene (US and Europe): \$1,080/t; Brent: \$63/bbl

\*\* at march 2018 Forex

# 2018 raw materials scenario

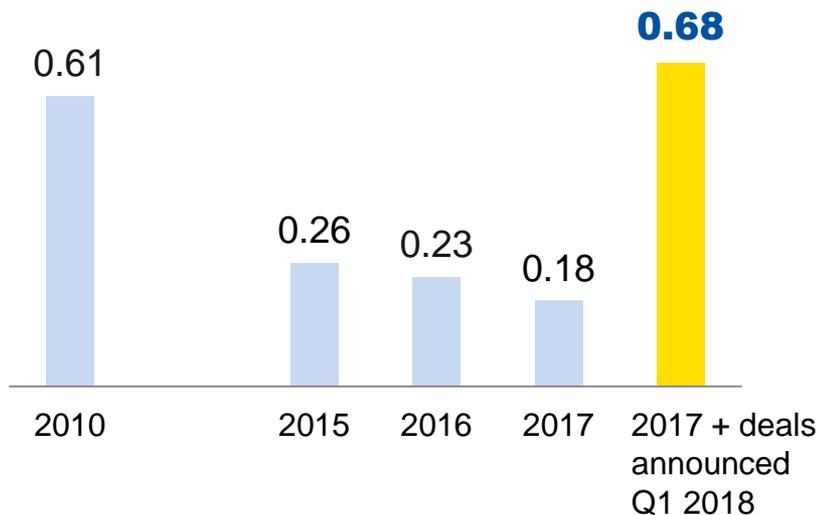
▲ Quarterly assumptions for 2018 (base 100 = Q1 2017 purchase costs)



\*2018 average prices: Natural rubber: \$1.75/kg; butadiene (US and Europe): \$1,080/t; Brent: \$63/bbl; at constant exchange rates

# Ratings A3 and A- confirmed after Q1'18 external growth announcements

## ▲ Net debt <sup>(1)</sup> / Ebitda <sup>(2)</sup>



## ▲ Rating

	Moody's	S&P
2017	A3	A-
2017 + deals announced Q1 2018	A3	A-
Outlook	stable	stable

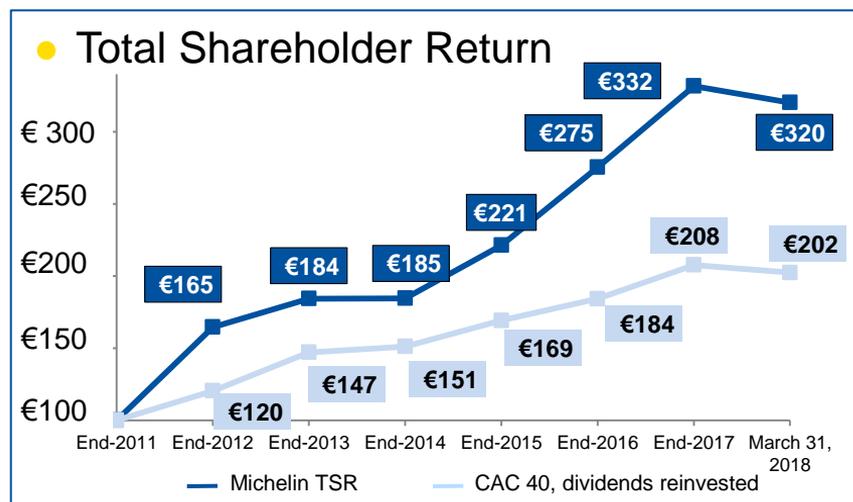
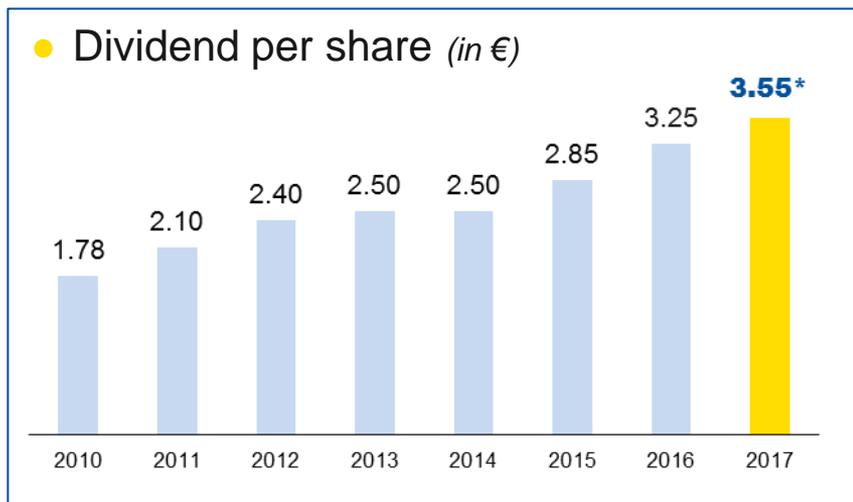
\* JV TBC & TCi / A.T.U / Fenner plc

(1) Net debt: financial liabilities – cash and cash equivalents (excluding cash flows from cash management financial assets and borrowing collaterals) +/- derivative assets, as defined in note 26 to the 2017 consolidated financial statements.

(2) As defined in note 3.7.2. to the 2017 consolidated financial statements.

# Sustained shareholder return policy: dividends and share buybacks

- 2017 dividend: €3.55\* per share, representing a payout ratio of 36%\*\*
- Share buyback programs
  - 2015-2016: €750m committed and 4.5% of outstanding shares cancelled
  - 2017: €101m committed and 0.5% of outstanding shares cancelled
  - 2018: €75m program to offset the dilution from share-based compensation



\* subject to shareholder approval at the Annual Meeting on May 18, 2018 - \*\* of consolidated net income excluding non-recurring items

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# Appendices

**PC Tire Market:** Excluding one extra day of sales in April, stabilizing OE demand in North America and growing in other regions; RT demand flat in mature markets and dynamic in China and South America

April 2018 / 2017

Market	Europe including Russia & CIS *	Europe excluding Russia & CIS *	North America	South America	China
Original equipment tires	▲ +13%	▲ +14%	▲ +5%	▲ +30%	▲ +9%
Replacement tires	▲ +4%	▲ +4%	▲ +3%	▲ +13%	▲ +9%

YTD (April 2018)

Market	Europe including Russia & CIS *	Europe excluding Russia & CIS *	North America	South America	China
Original equipment tires	▲ +1%	▲ +0%	▼ -3%	▲ +16%	▲ +0%
Replacement tires	▲ +2%	▲ +0%	▼ -0%	▲ +8%	▲ +0%

\* Turkey included

**TB Tire Market:** With one extra day of sales in April continuing OE markets growth, RT demand still affected in Europe by further pre-buy in April 2017 and sharply increasing in North America favoured by easy comps

**April 2018 / 2017**

Market (Radial + Bias)	Europe including Russia&CIS *	Europe excluding Russia&CIS *	North America	South America
Original equipment tires	▲ +7%	▲ +9%	▲ +21%	▲ +64%
Replacement tires	▲ +1%	▲ +0%	▲ +24%	▲ +5%

**YTD (April 2018)**

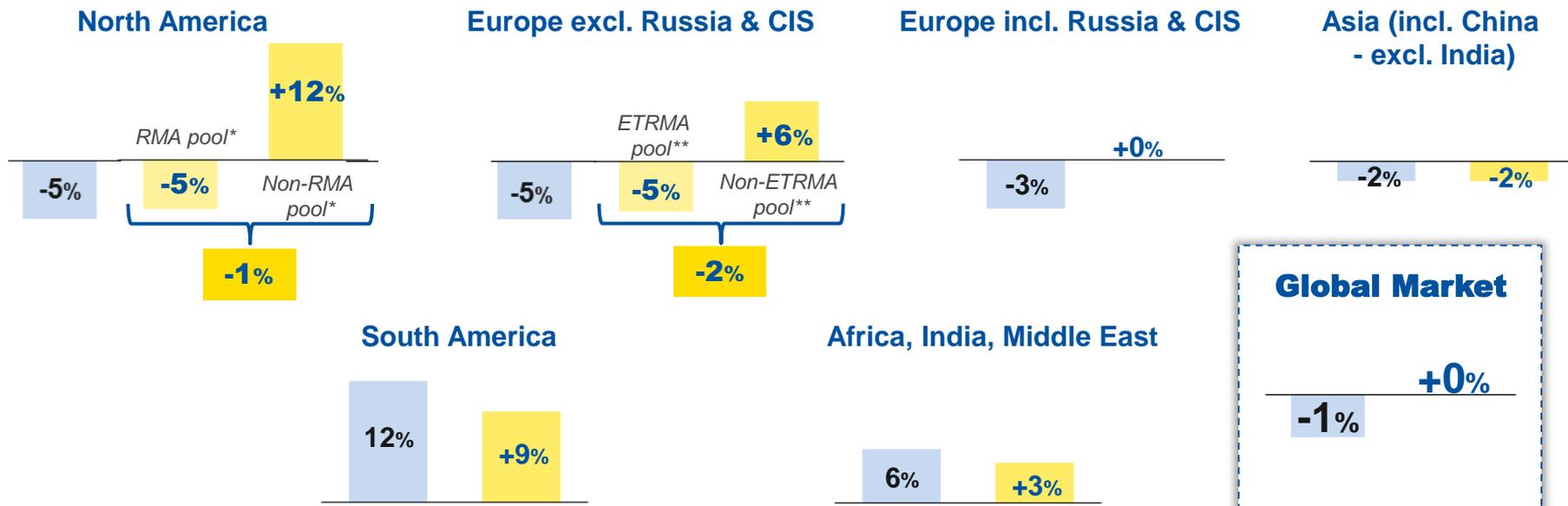
Market (Radial + Bias)	Europe including Russia&CIS *	Europe excluding Russia&CIS *	North America	South America
Original equipment tires	▲ +6%	▲ +7%	▲ +20%	▲ +57%
Replacement tires	▲ +2%	▼ -1%	▲ +9%	▲ +6%

\* Turkey included

# PC: declining markets in mature zones and China and rebounding in the rest of the world



▲ Passenger car and Light truck market at March 31, 2018  
(YoY in %, in number of tires)



\* RMA pool: members of the Rubber Manufacturers Association

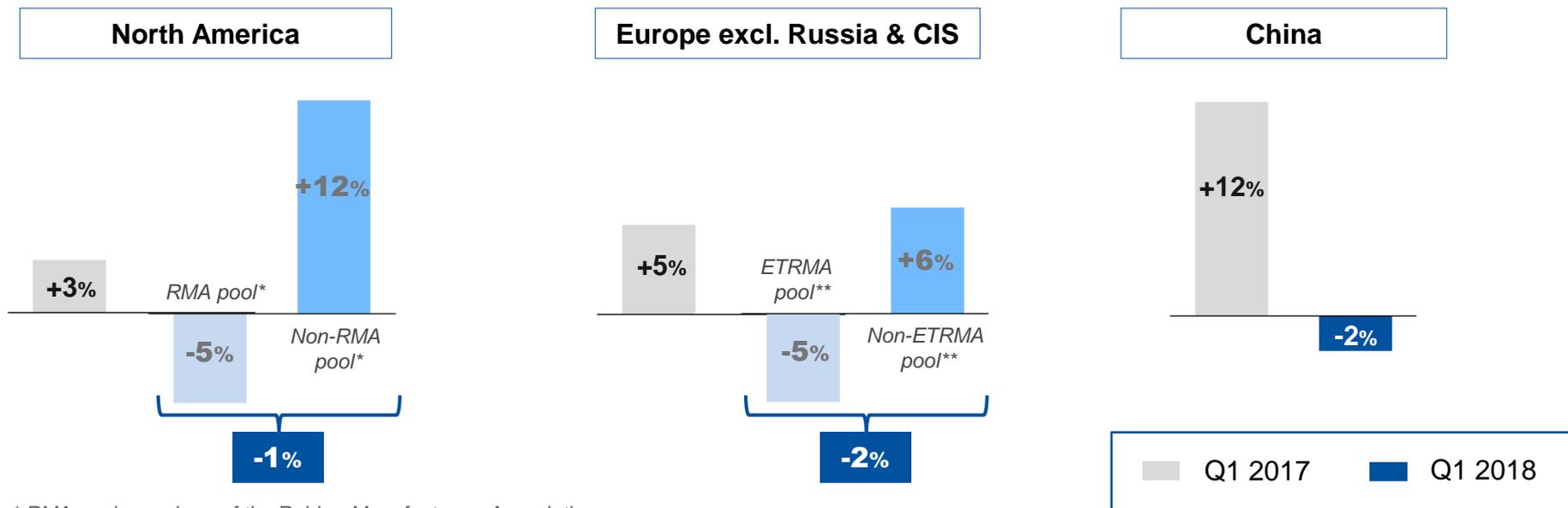
\*\* ETRMA pool: members of the European Tire & Rubber Manufacturers Association

Source: Michelin



# PC RT: markets down in Q1 2018 due to early buying in Q1 2017

## ▲ Passenger car and Light truck market at March 31, 2018 and 2017 (YoY in %, in number of tires)



\* RMA pool: members of the Rubber Manufacturers Association

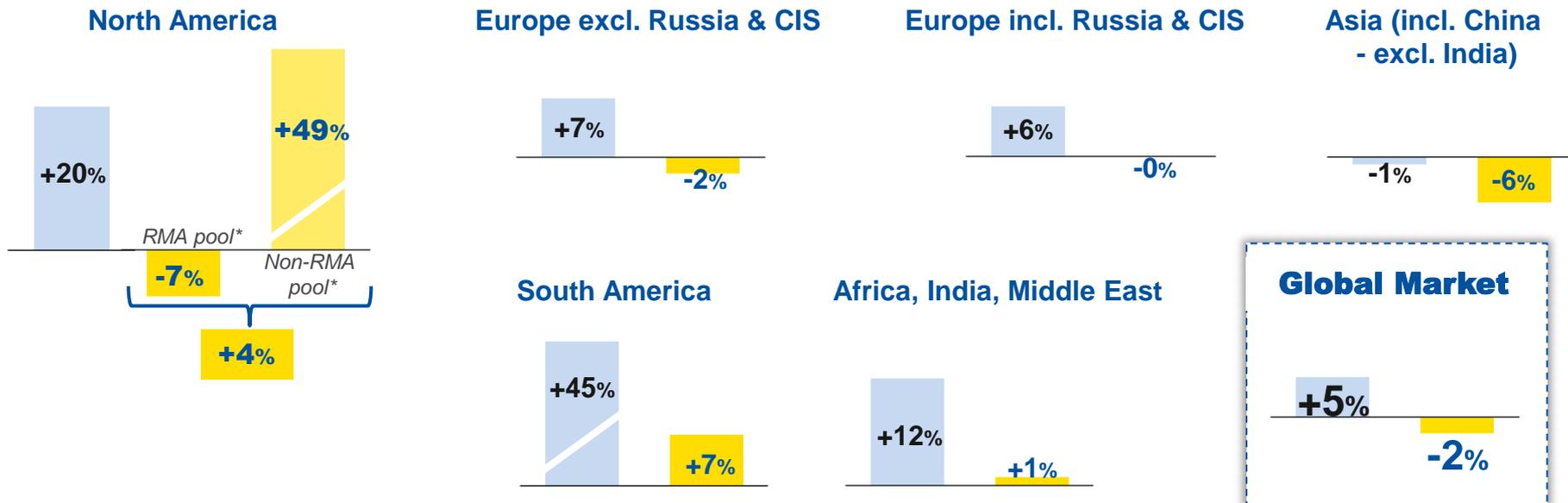
\*\* ETRMA pool: members of the European Tire & Rubber Manufacturers Association

Source: Michelin

# TB: growing OE markets and declining RT demand



## ▲ Truck tire market at March 31, 2018 (YoY in %, in number of new tires)

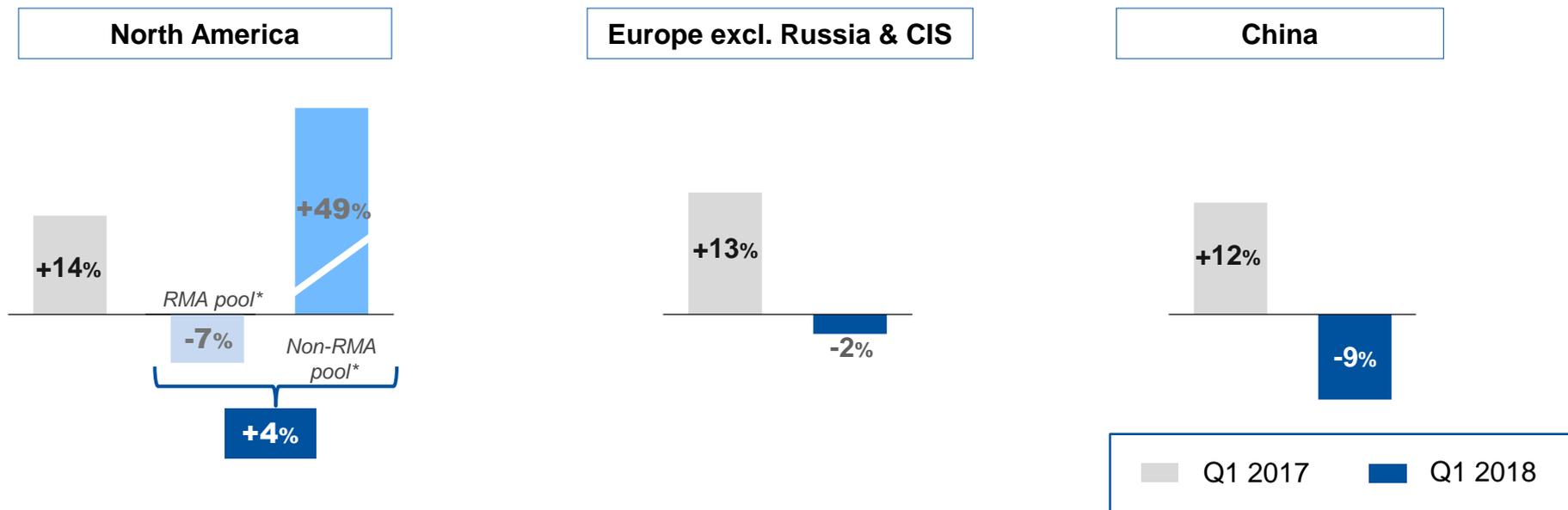


\* RMA pool: members of the Rubber Manufacturers Association

Source: Michelin

# PL RT: markets down in Q1 2018 due to early buying in Q1 2017

## ▲ Truck tire market at March 31, 2018 and 2017 (YoY in %, in number of new tires)



\* RMA pool: members of the Rubber Manufacturers Association

Source: Michelin

# Net sales by currency and EBIT impact

	% of net sales 2017		Q1'18/Q1'17 € change vs. currency	Droptrough Net sales/EBIT*
	ARS	1%	+44%	80% - 85%
	AUD	2%	+11%	80% - 85%
	BRL	4%	+19%	-20% / -30%
	CAD	3%	+10%	25% - 30%
	CNY	6%	+7%	25% - 30%
	EUR	34%	NA	-
	GBP	3%	+3%	25% - 30%
	INR	1%	+11%	25% - 30%
	JPY	1%	+10%	80% - 85%

	% of net sales 2017		Q1'18/Q1'17 € change vs. currency	Droptrough Net sales/EBIT*
	MXN	2%	+6%	25% - 30%
	PLN	1%	-3%	25% - 30%
	RUB	1%	+11%	25% - 30%
	THB	1%	+4%	-100% / -130%
	TRY	1%	+19%	80% - 85%
	TWD	1%	+9%	80% - 85%
	USD	37%	+15%	25% - 30%
	Other	1%		80% - 85%

\* Droptrough depends on the export/manufacturing/sales base

# Fenner: best-in-class engineered products player

A global leading provider of conveyor solutions & reinforced polymer products

- A global leading player in heavy duty conveyor belts and reinforced polymer technology
- An established global supplier of engineered rubber-based products to mining and industrial markets
- Strong engineering culture
- Excellent position in the aftermarket and services sectors
- Attractive exposure to manufacturing and commodities
- Low capex intensity

Note: Fenner's fiscal year ends August 31

\* As of August 2017

Key Figures Fenner		
<i>(in £ millions)</i>	FY17	2010-2017 average
• Net sales	655	693
• EBITDA	86	98
• EBITDA margin	13%	14%
• <b>4,330</b> employees*		

# Transaction overview

## Key transaction terms

- Michelin to acquire Fenner plc for £6.10 per share representing an enterprise value of £1.3bn
- 30.7% premium to pre-announcement closing share price as of March 16, 2018
- Michelin cash out of £1.2bn and immediate cash return to Fenner's shareholders

## Value creation

- £30m in identified synergies to have full effect in year 2; limited implementation cost
- Expected EPS accretive in year 1
- 10.4x average FY10-17 EBITDA post £30m in synergies<sup>(1)</sup>

## Financing

- All cash acquisition with fully committed financing<sup>(2)</sup>
- Consistent with Michelin's financing policy, and preserves solid A-/ A3 credit rating

## Fenner Board and shareholders' support

- Unanimous recommendation by Fenner's Board of Directors
- 99,9% of votes in favour of the deal during the AGM of May 16, 2018

## Key conditions

- Subject to customary closing conditions and regulatory approvals
- Transaction expected to be implemented by way of Scheme of Arrangement

(1) Calculated as enterprise value of £1.3bn divided by the average EBITDA over FY10 to FY17 of £98m plus annual synergies of £30m

(2) Bridge loan fully underwritten

# Anticipated Timeline

**April 12**

- Scheme document sent to Fenner's shareholders

**May 16**

- Fenner AGM: shareholders' voted at 99,9% in favour of the deal

**End of Q2 2018**

- Court sanctions hearing validating the Scheme
- Expected closing

*Note: All dates subject to change and closing conditions including regulatory approvals*

# Fenner key figures

<i>(in £ millions )</i>	<b>2017</b>	2016
Net sales	<b>655</b>	573
EBITDA	<b>86</b>	61
EBITDA margin	<b>13.1%</b>	10.6%
EBIT	<b>59</b>	37
EBIT margin	<b>9.0%</b>	6.5%
Net income/(loss)	<b>34.1</b>	(26.3)
Earnings/(loss) per share in pence (diluted)	<b>17.5</b>	(13.6)
Net debt	<b>102</b>	150
Gearing (Net debt/equity)	<b>30%</b>	54%
Capex (including finance leases)	<b>12.4</b>	16.1
Free cash flow*	<b>84.8</b>	54.1

\*  $FCF = EBITDA - capex - change\ in\ WC - tax$

Source: Fenner PLC

# ECS: A World Leader in Heavy Conveyor Belts

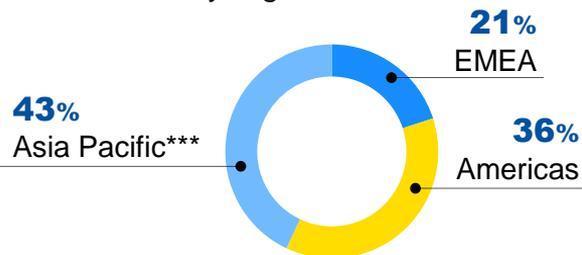
## #2\* Worldwide and Supplier of Choice for Largest Miners



### Key Figures

(in £ millions)	FY17	through the cycle 2010-2017
• Net sales	361	449
• EBITDA**	39	59
• EBITDA margin**	11%	13%

### ▲ FY17 Net sales by region



\* #2 global suppliers of heavyweight conveyor belt. Source: Fenner PLC annual report

\*\* Excluding allocation of corporate costs \*\*\* Includes Australia

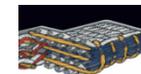
### Portfolio Overview



#### Products (78% FY17 net sales)

15 plants

#### Heavyweight Conveyor Belting



Solid Wovens



Ply Belts



Steel Cords

#### Services (22% FY17 net sales)



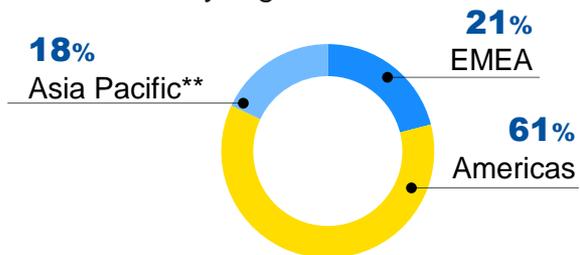
# AEP: A Leading Diversified Polymers Engineered Products Player



## Key Figures

(in £ millions)	FY17	average 2010-2017
• Net sales	294	244
• EBITDA*	56	46
• EBITDA margin*	19%	19%

### ▲ FY17 Net sales by region



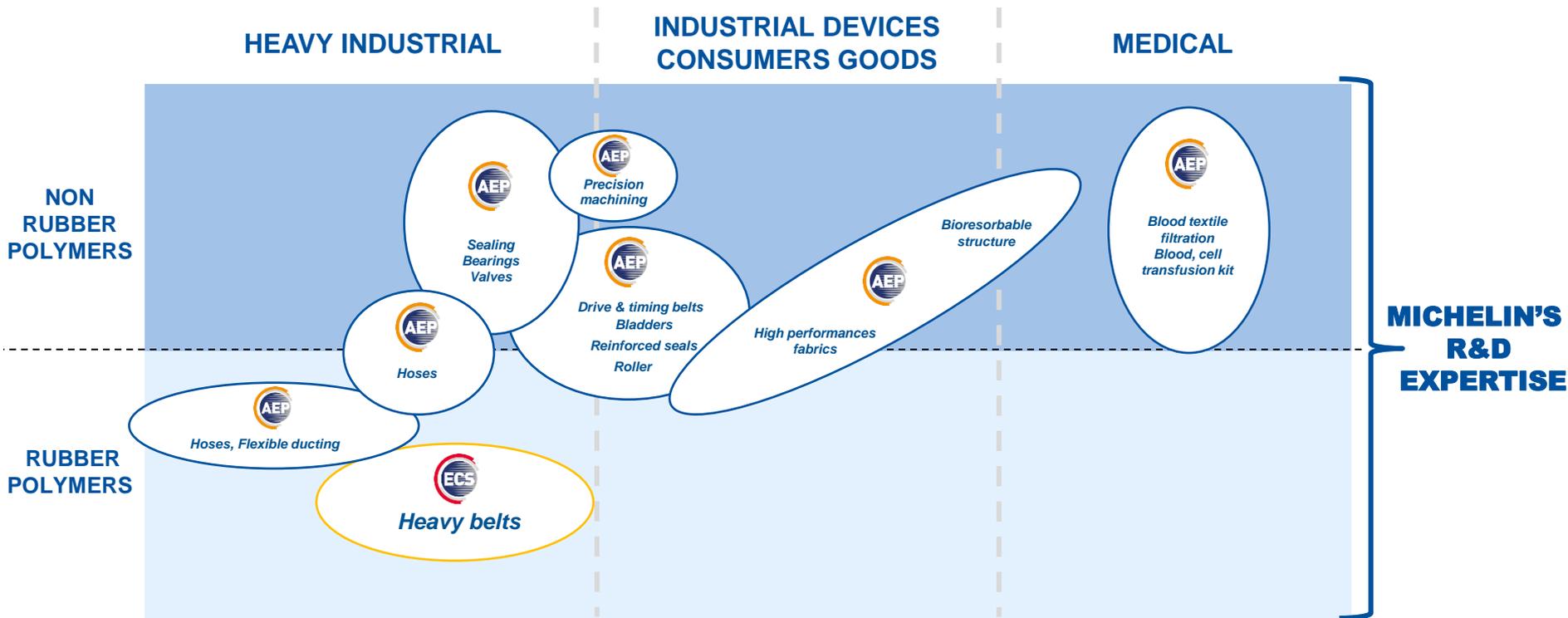
\* Excluding allocation of corporate costs

\*\* Includes Australia

## Portfolio Overview

	Advanced Sealing Technologies	Precision Polymers	Solesis Medical
Net sales growth FY17 vs FY16	+24%	+18%	+4%
% Net sales	44%	37%	19%
Brands			
Markets	O&G, construction, energy, industrials	Industrials, agriculture, mining	Medical
Products	Seals Wear products Precision machined products 	Elastomers Hoses 	Biomedical & Medical Technology 
	22 plants		

# A Complementary High-Tech Polymers Portfolio and a Wider Range of Customers Enhanced by Michelin R&D Expertise



# Mobivia partners with Michelin to expand its A.T.U chain, the German automotive services market leader

- Mobivia: the largest chain of auto service and repair centers in Europe with more than 2,030 workshops and retail outlets, more than 20,000 employees and €2.7bn in revenue
- A.T.U (Auto-Teile-Unger), Germany's leading nationwide network of auto service centers, joined Mobivia in December 2016
- Mobivia and Michelin will combine their expertise, each in their traditional markets, to improve the customer experience and support the development of the A.T.U brand in Germany, Austria and Switzerland
- Michelin holds a 20% minority stake for €60m



## KEY FIGURES A.T.U

- **600** auto centers in Germany, Austria and Switzerland
- **10,000** employees



# Acquisition of Lehigh Technologies

- A specialty materials company
- Patented cryogenic turbo mill technology to transform rubber from end-of-life tires and industrial goods into materials for new tires and other products
- Micronized Rubber Powders: low-cost, high-performance, sustainable material that substitutes for other oil- and rubber-based materials used in manufacturing tires, plastics, asphalt and construction materials.
- Purchase extends Michelin's materials expertise beyond tires, demonstrates strategic high-technology applications for end-of-life tires, reduces demands on finite natural resources



## Key data

- Based in Tucker, Ga., near Atlanta
- Customers = tire manufacturers, as well as companies in construction materials, asphalt modification
- About **100** employees

# Acquisition of NexTraq, a US industry leader in the field of commercial-fleet telematics



- Leader in SaaS fleet management for small-to medium-size businesses (Class 3-5 fleets ranging from 2 to 50 vehicles)
- NexTraq helps customers with driver behavior, scheduling, route optimization, vehicle trip history, fuel card integration, vehicle maintenance, and data integration enhancing fleet productivity
- Significant synergies expected with the Michelin Group through:
  - Service and solutions platform in North America
  - Technology expertise cross-fertilization between Sascar, Michelin solutions and NexTraq
  - Volume growth thanks to the strategic fit between Michelin and NexTraq customer bases;

## KEY FIGURES

- Turnover: ~\$50m
- EBITDA: ~50%
- **110,000** subscribers in 2016 (67,000 in 2010)
- **100** employees

# Net sales dampened by currency movements

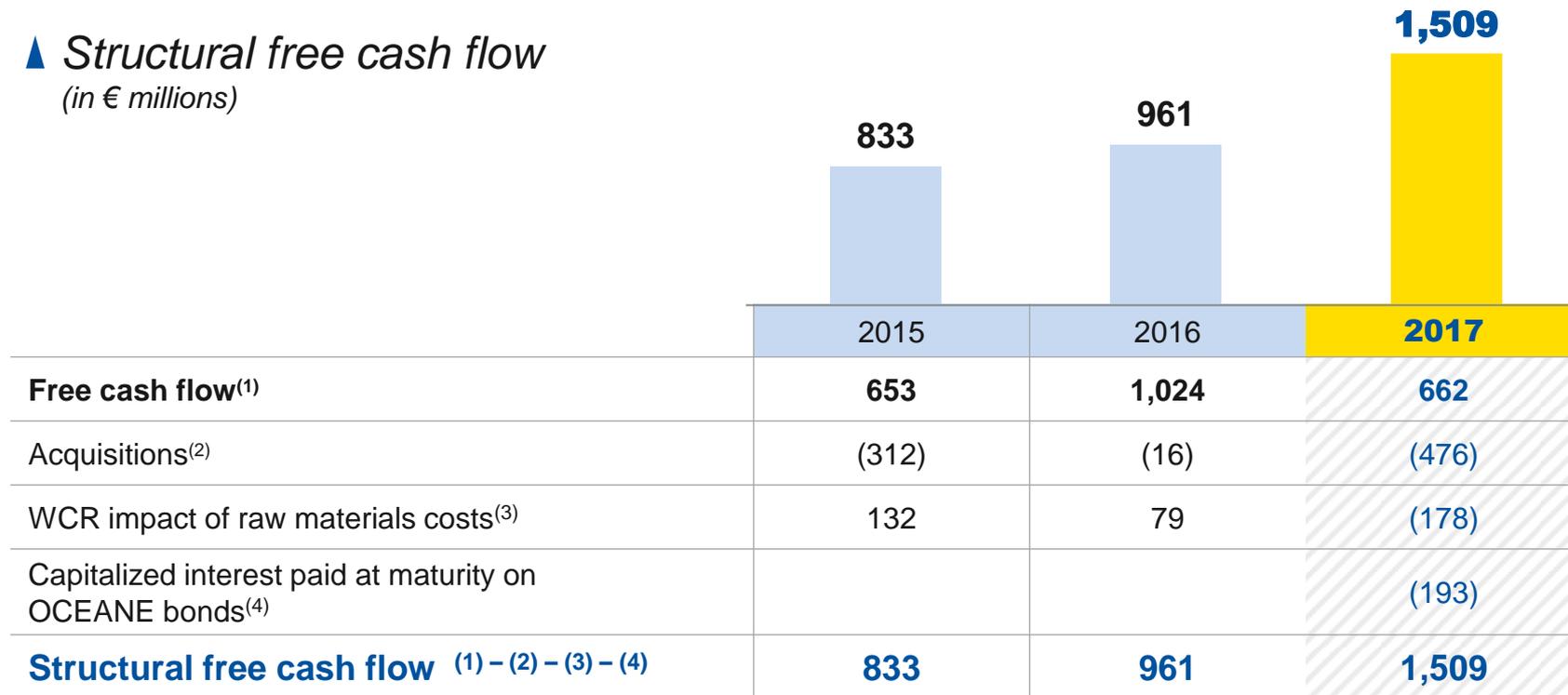
<i>(in millions €)</i>		Q1 2018 new organization	Q1 2017 new organization	Change	Q1 2017 reported
	RS1 net sales	2,772	3,056	-9.3%	3,201
	RS2 net sales	1,368	1,489	-8.2%	1,518
	RS3 net sales	1,078	1,022	+5.5%	848

# 2017: another year of progress, in line with the 2020 objectives and the expected scenario

	H1 2017	H2 2017	2017 actual	2016
Volumes	+3.6%	+1.6%	<b>+2.6%</b>	+2.1%
Price mix	+1.4%	+4.9%	<b>+3.2%</b>	-1.8%
Operating income from recurring activities	-49	+194	<b>€2,742m</b> <b>up €145m</b> at constant exchange rates	€2,692m
Structural FCF	N/A	N/A	<b>€1,509m</b>	€961m

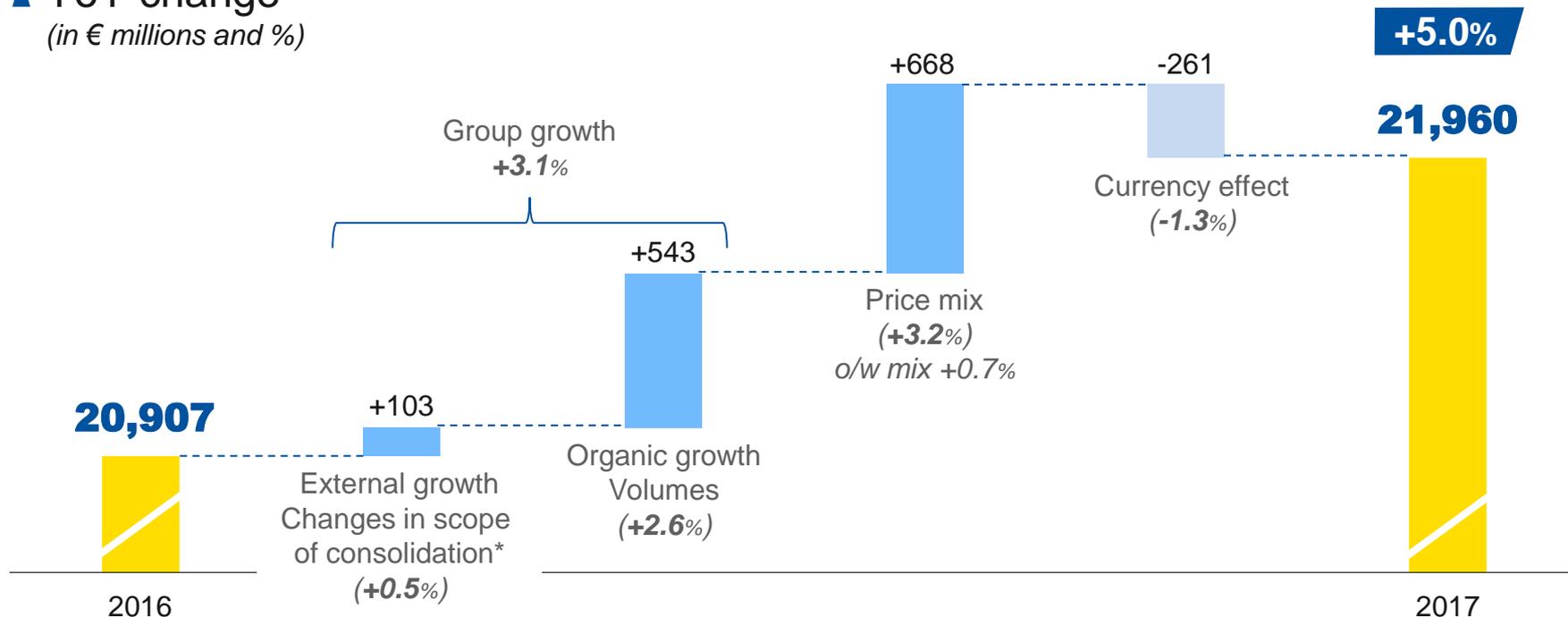
# A business that structurally generates free cash flow, supported in 2017 by WCR monitoring

## ▲ Structural free cash flow (in € millions)



# Net sales supported by growth in volumes and price increases

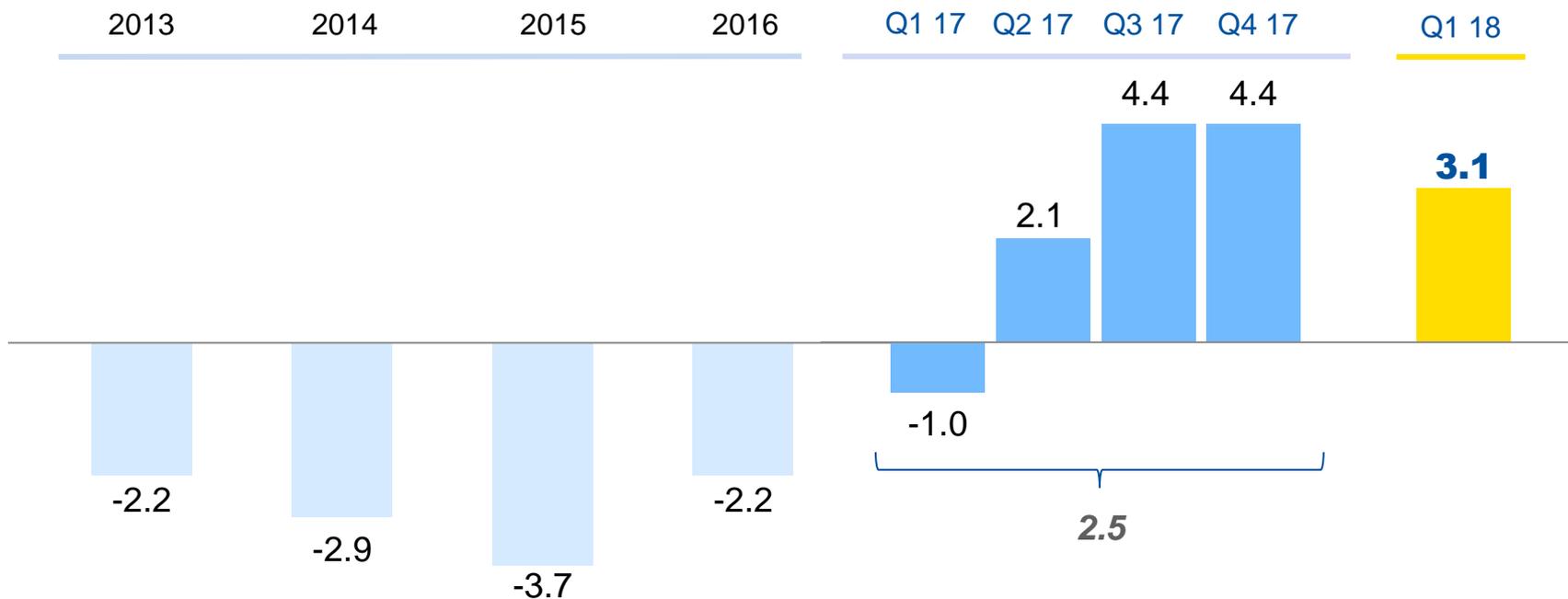
▲ YoY change  
(in € millions and %)



\*Levorin, NexTraq

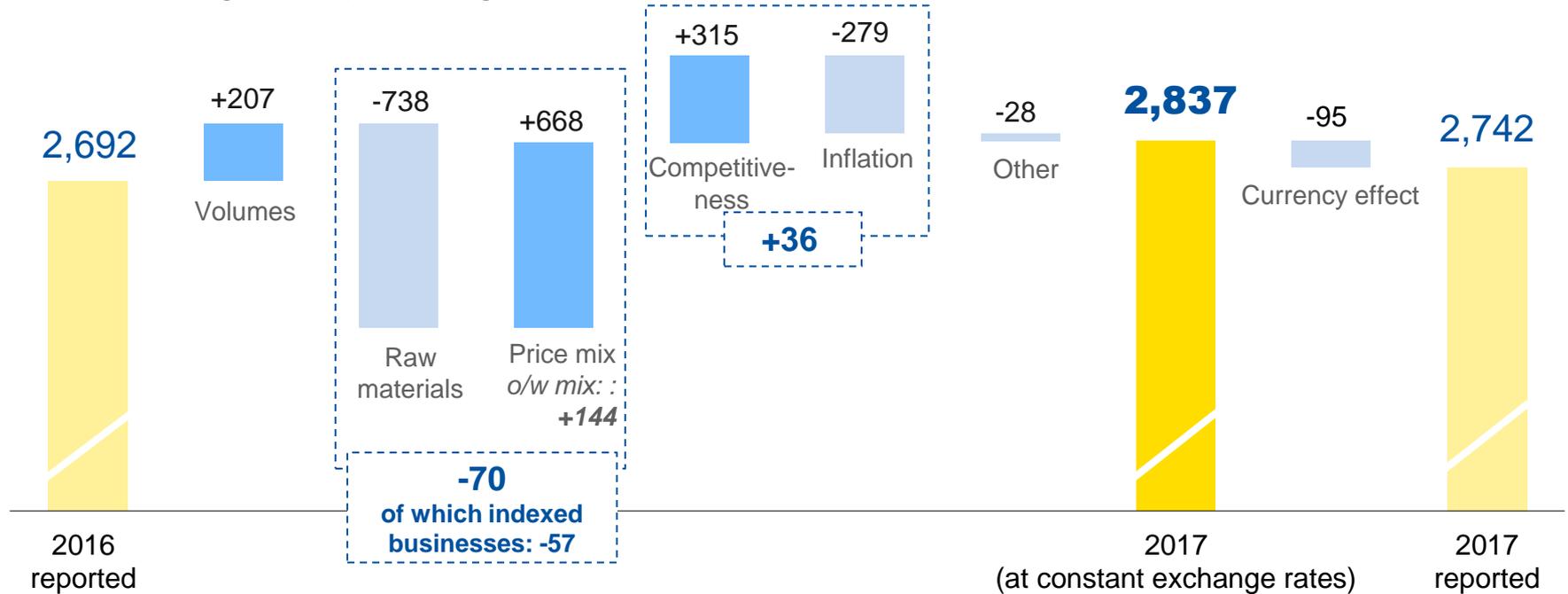
# Still strong price effect in Q4, as announced, led by RT price increases and the application of indexation clauses

▲ (as a % of net sales)



# €2,837m in operating income\* at constant exchange rates, led by volume gains, in line with the Group's roadmap

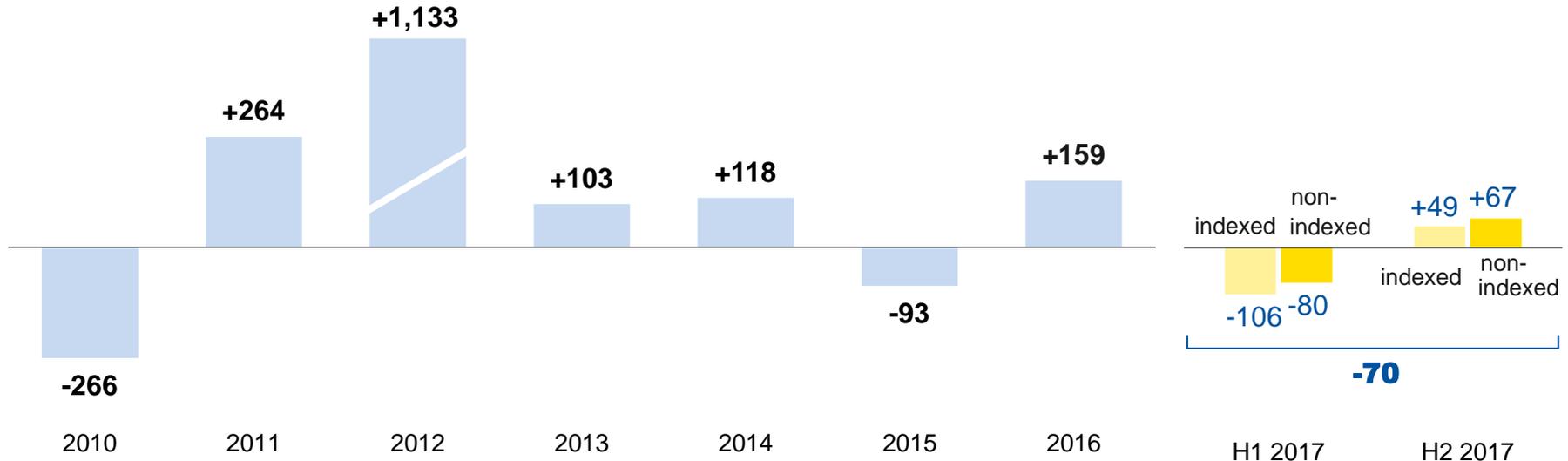
## ▲ YoY change in operating income\* (in € millions)



\*from recurring activities

# An assertive pricing policy, as announced

▲ Net impact of price mix and raw materials prices on operating income\*  
(in € millions)



- 2017: Net negative €57m impact of price mix and raw materials prices on indexed businesses

\*from recurring activities

# 2017 saw a strong rebound in the Specialty businesses

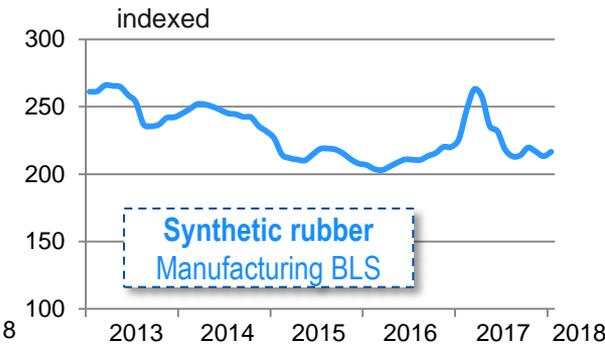
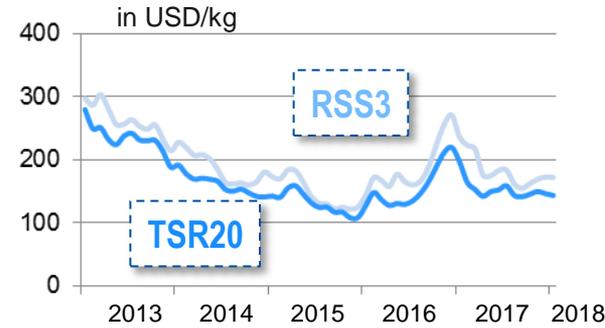
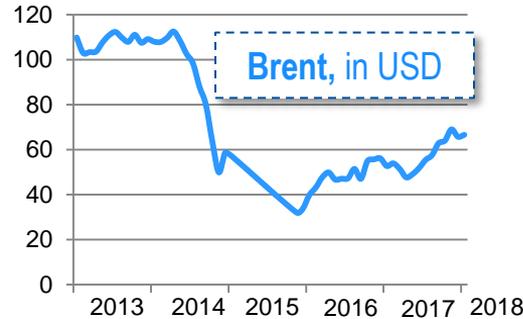
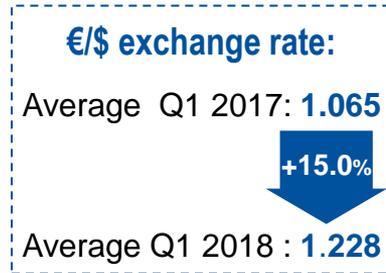
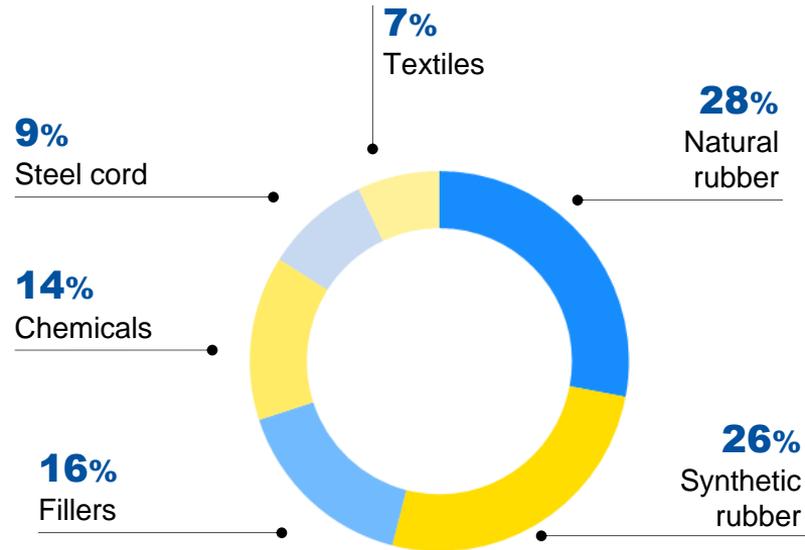
<i>(in € millions)</i>		<b>2017</b>	2016	<i>Variation</i>
	<b>RS1 Net sales</b> <b>Operating income*</b> Operating margin*	<b>12,479</b> <b>1,552</b> <b>12.4%</b>	12,105 1,585 13.1%	+3% -2% -0.7 pts
	<b>RS2 Net sales</b> <b>Operating income*</b> Operating margin*	<b>6,123</b> <b>497</b> <b>8.1%</b>	5,966 580 9.7%	+3% -14% -1.6 pts
	<b>RS3 Net sales</b> <b>Operating income*</b> Operating margin*	<b>3,358</b> <b>693</b> <b>20.6%</b>	2,836 527 18.6%	+18% +31% +2 pts

- RS1 offset the impact of RM prices and currency movements, neutral impact from changes in price mix and RM prices in RS2, remarkable improvements in RS3

*\*from recurring activities*

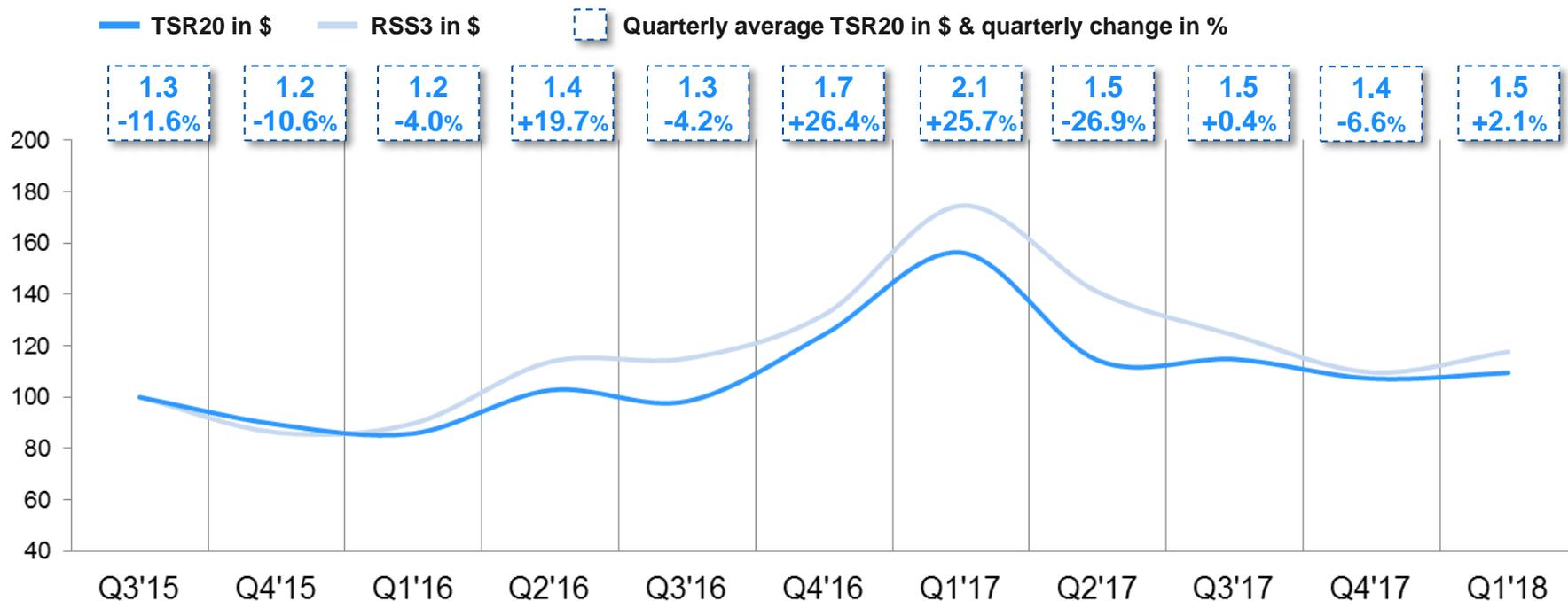
# Raw materials

## ▲ Raw material purchases in 2017 (€5.2bn)



# Natural Rubber price trend

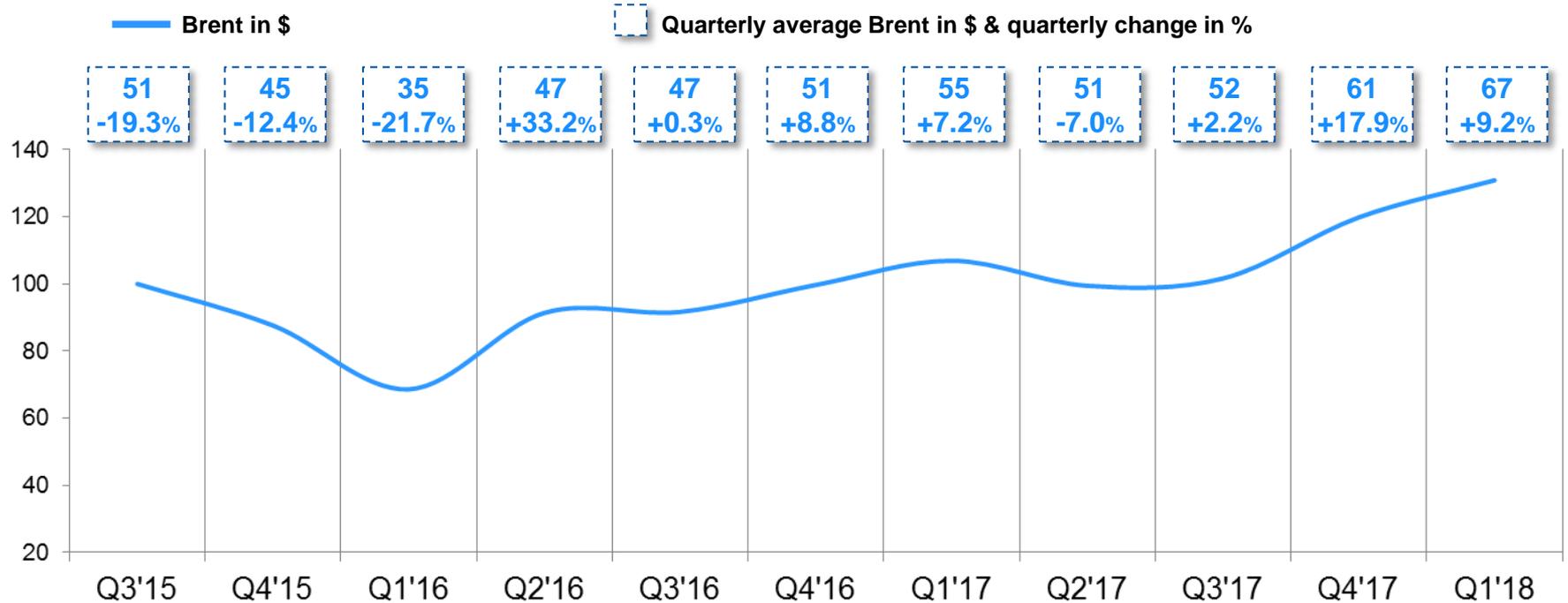
▲ Indexed, at end of March 2018 (per kg, base 100 in Q3'15)



Source: SICOM

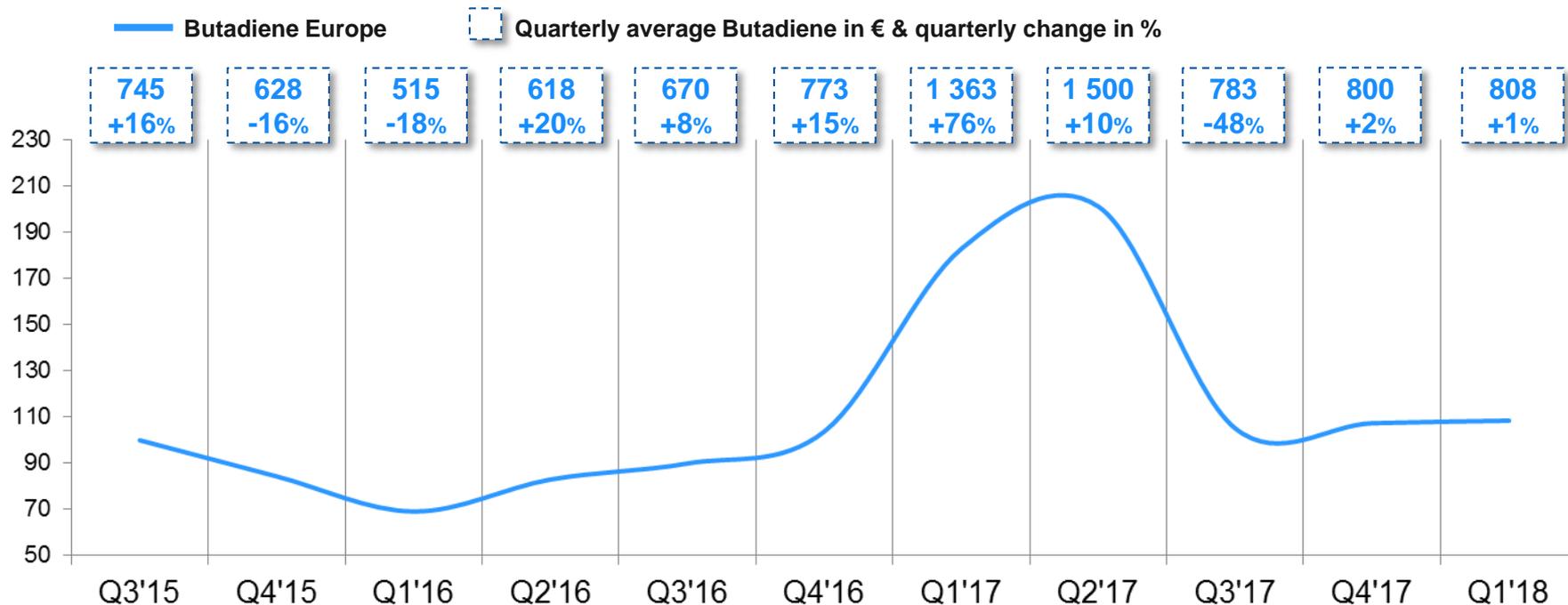
# Brent price trend

▲ Indexed, at end of March 2018 (per barrel, base 100 in Q3'15)



# Butadiene price trend

▲ Indexed, at end of March 2018 (per tonne, base 100 in Q3'15)



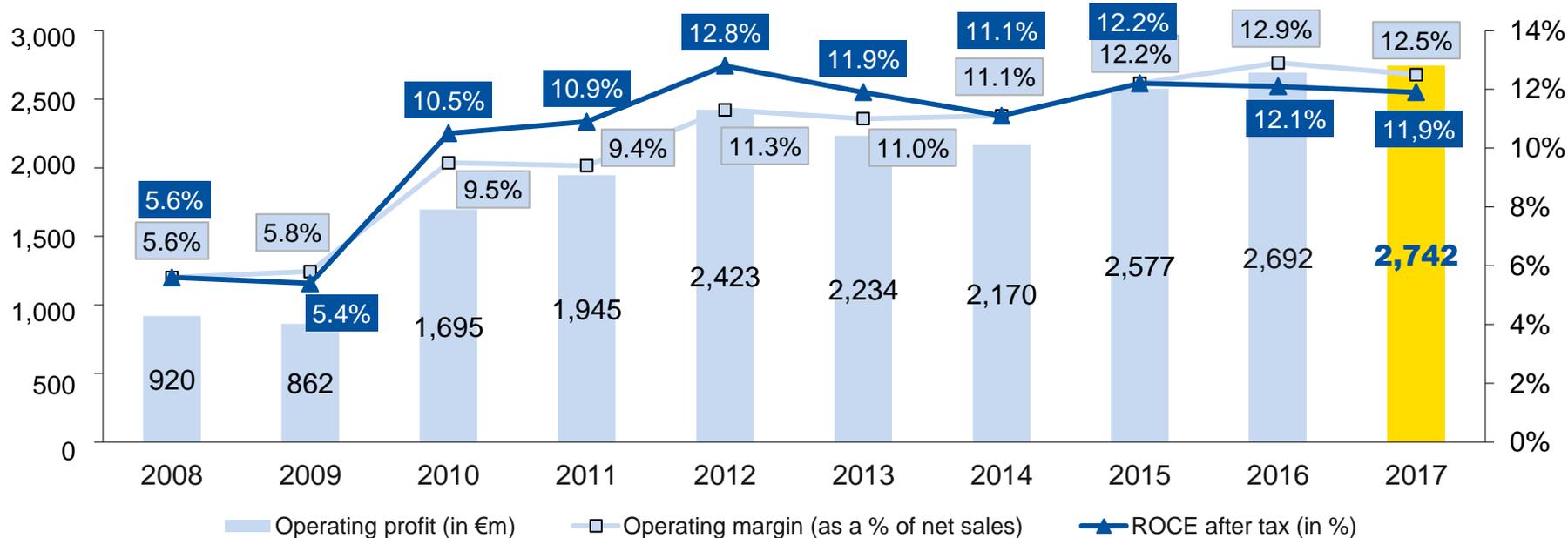
Source : IHS

# Outstanding bond issues (as of April 23, 2018)

Issuer	MICHELIN Luxembourg	Compagnie Générale des Etablissements MICHELIN	MICHELIN Luxembourg	Compagnie Générale des Etablissements MICHELIN	MICHELIN Luxembourg	MICHELIN Luxembourg
<b>Issue Type</b>	Senior Note Bond	Senior Note Convertible	Senior Note Bond	Senior Note Convertible	Senior Note Bond	Senior Note Bond
<b>Principal Amount</b>	€ 400 mn	\$ 500 mn + TAP \$100 mn	€ 300 mn	\$ 600 mn	€ 300 mn	€ 302 mn
<b>Offering price</b>	99,912%	100% & 103,85%	99,967%	95,50%	99,081%	98,926%
<b>Rating corporation at Issuance date</b>	BBB+ (S&P) Baa1 (Moody's)	A- (S&P) A3 (Moody's)	A- (S&P) A3 (Moody's)	A- (S&P) A3 (Moody's)	A- (S&P) A3 (Moody's)	A- (S&P) A3 (Moody's)
<b>Current coporation rating</b>	A- (S&P) ; A3 (Moody's) ; unsolicited A- (Fitch)					
<b>Coupon</b>	2,75% p.a	ZERO Conv premium 128%	1,125% p.a	ZERO Conv premium 130%	1,75% p.a	3,25% p.a
<b>Issue Date</b>	11-juin-12	05/jan/2017 & 25/apr/2017	19-mai-15	05/jan/2018	19-mai-15	21/sep/2015 & 27/sep/2016
<b>Maturity</b>	20-juin-19	10-janv.-22	28-mai-22	10-nov.-23	28-mai-27	30-sept.-45
<b>Interest payment</b>	Annual June 20	N/A	Annual May 28	N/A	Annual May 28	Annual Sept 30
<b>ISIN</b>	XS0794392588	FR0013230745	XS1233732194	FR0013309184	XS1233734562	XS1298728707
<b>Denomination</b>	€ 1'000 with min. tradable amount € 1'000	\$ 200'000 with min. tradable amount \$ 200'000	€ 1'000 with min. tradable amount € 1'000	\$ 200'000 with min. tradable amount \$ 200'000	€ 1'000 with min. tradable amount € 1'000	€ 1'000 with min. tradable amount € 1'000

# 2017: another year in line with our 2020 roadmap

## ▲ Group operating income and margin\* & ROCE



\*from recurring activities

# Investor calendar

- **Coming events:**

- **July 23, 2018 (after close of trading):** First-half 2018 results
- **October 22, 2018 (after close of trading):** Third-quarter 2018 net sales

- **Dividend dates:**

- **May 22, 2018:** Ex-dividend date
- **May 23, 2018:** Record date
- **May 24, 2018:** Payment date

# 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 <http://www.michelin.com/eng/> website.

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