



Deutsche Bank
September 12, 2017

Frankfurt, IAA Cars Conference






















- 1 / Levers for Growth**
- 2 / Levers for Competitiveness**
- 3 / Ambition for Profitability**



1 / Levers for Growth

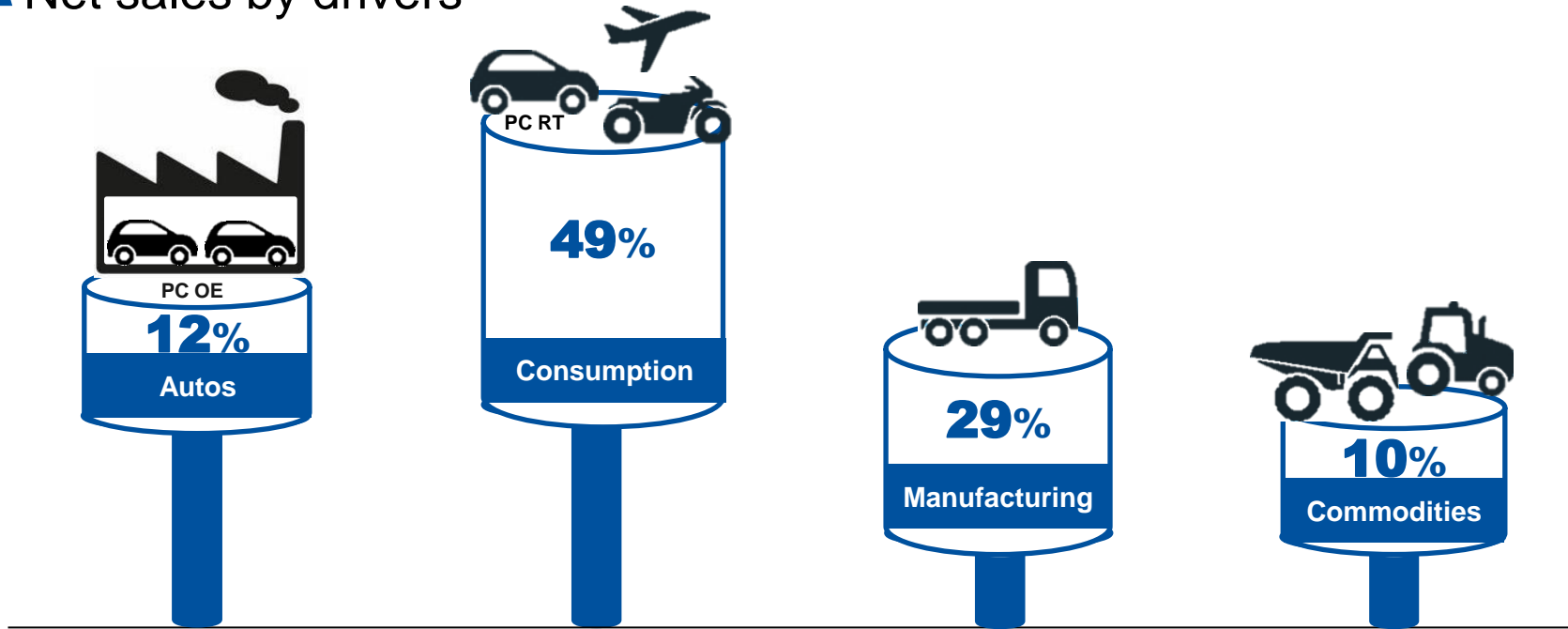
Four domains of growth

	Tires	Services	Experience	Materials
2015-2020 ambition	Net sales +20%	Net sales x 2	Net sales x 3	Capitalize on our leadership
Action plan and first steps	         	  	     	      

CUSTOMER – INNOVATION – GROWTH – COMPETITIVENESS

A business model strongly linked to consumption

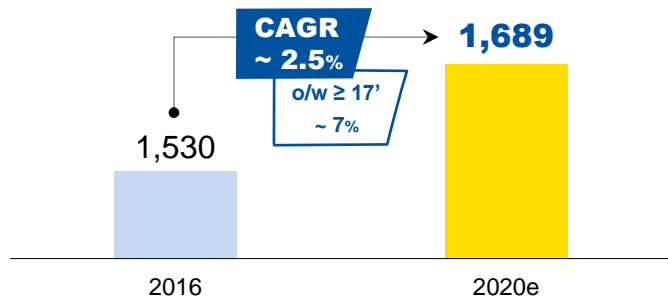
▲ Net sales by drivers



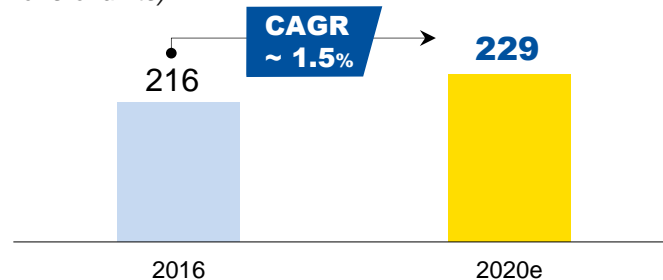
2016 net sales by sector

2016-2020 projections: growing worldwide demand

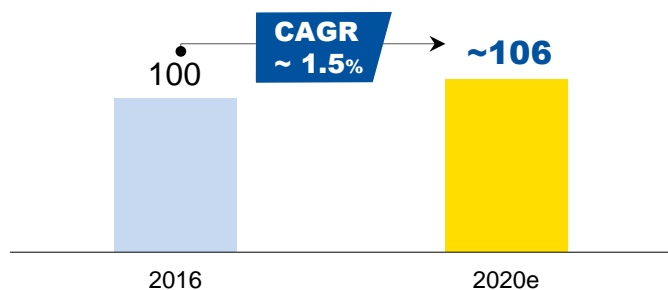
- PC OE&RT market projection (in millions of units)



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

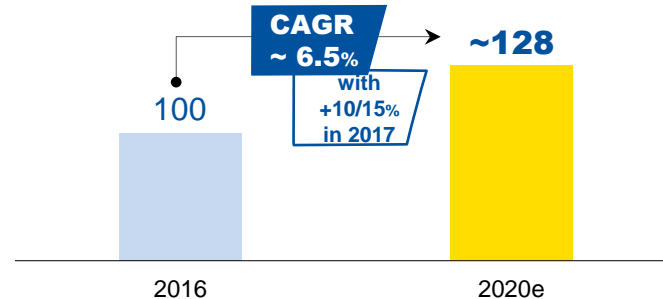


- Agricultural tires* (base 100 in 2016, in tonnes)



* OE & RT in Europe and North America

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



Product launches driving volume and market share gains

Passenger Car

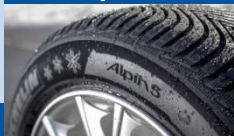
MICHELIN
CrossClimate +



MICHELIN Pilot
Sport 4 S



MICHELIN
Alpin 5



BFGoodrich
All Terrain T/A K02



MICHELIN
Premier LTX



Truck

MICHELIN
X-One Urban Bus



MICHELIN
X®Guard



Convoy
TripleA



MICHELIN
XWorks



MICHELIN
X Line Energy Z



Specialty



MICHELIN
Power RS



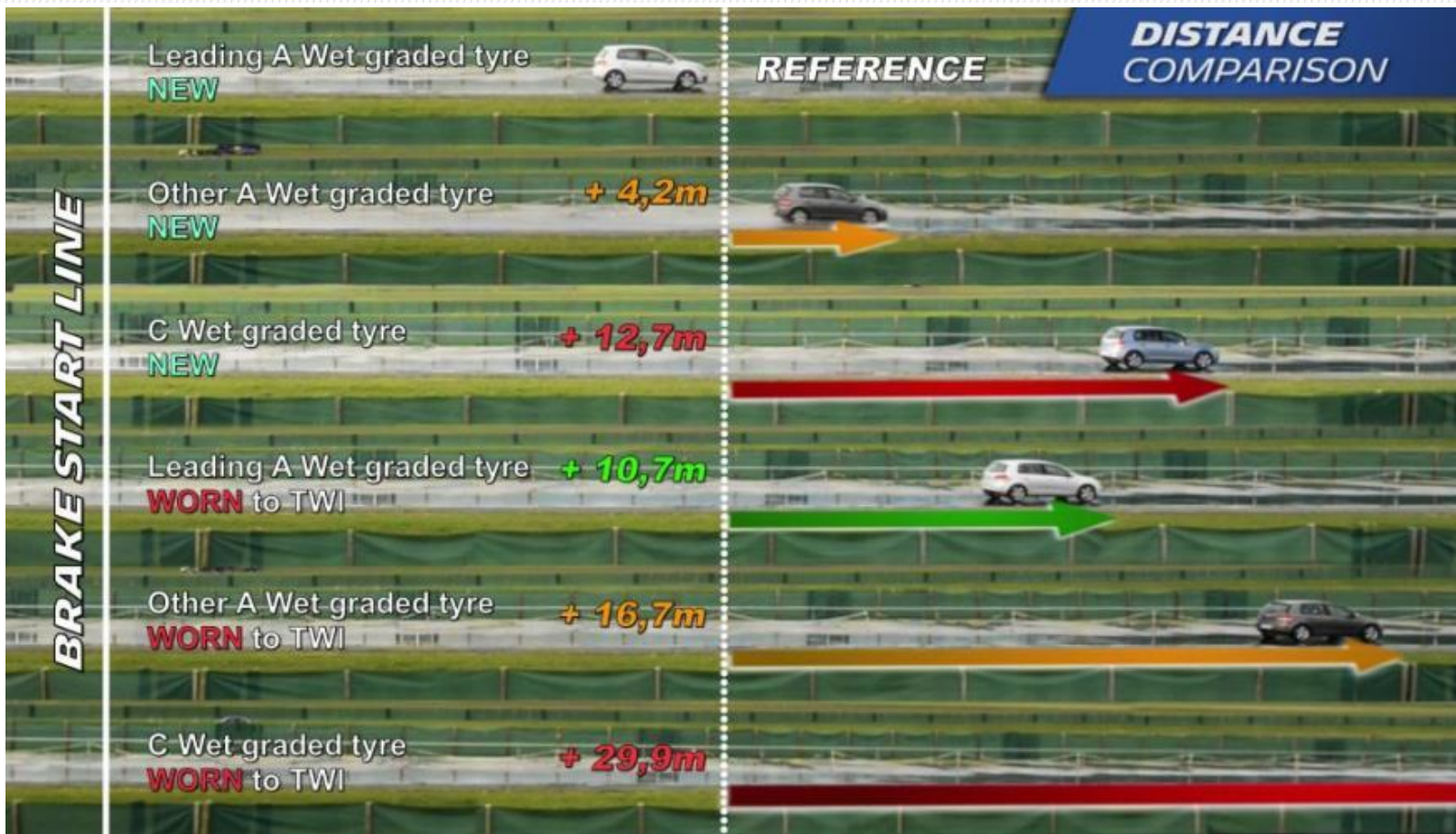
MICHELIN
XDR3



2 tires in 1
technology



MICHELIN tire – Highest performance new and worn out



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

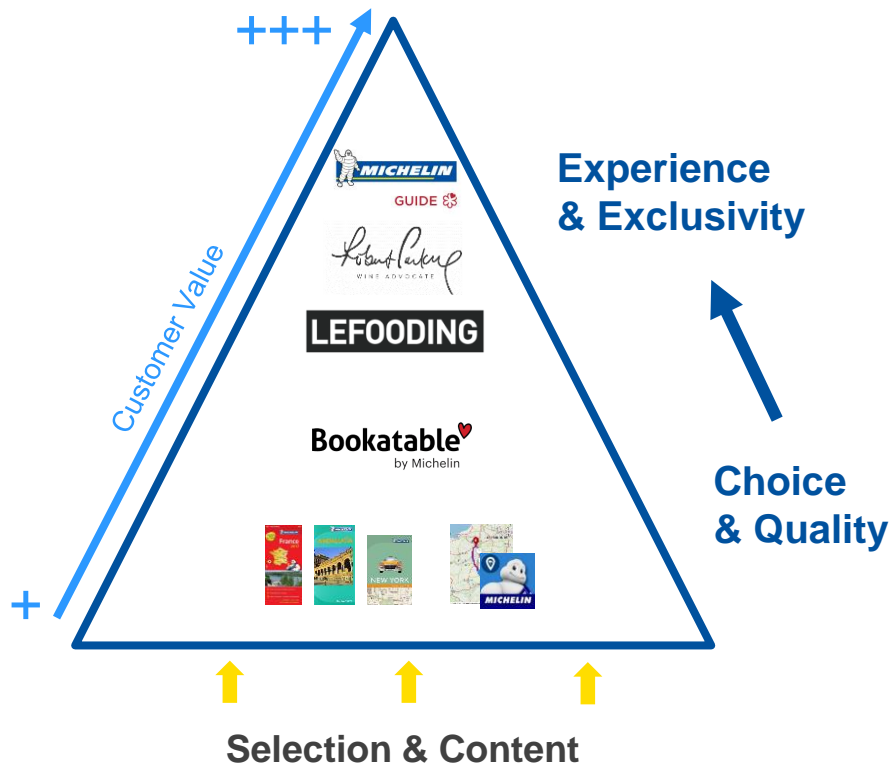


- Leader in SaaS fleet management for small-to medium-size businesses (Class 3-5 fleets ranging from 2 to 50 vehicles)
- NexTraq helps customers with driver behavior, scheduling, route optimization, vehicle trip history, fuel card integration, vehicle maintenance, and data integration enhancing fleet 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

Michelin Experiences: Become the global “Selection” benchmark in the world of gourmet dining and travel services



- Capitalize on the **MICHELIN Guide**'s worldwide reputation in the field of fine dining
- Expand the **geographic and segment footprint** with **aligned brands/solutions** for our customers
 - Destinations
 - Professionals (chefs, winemakers, hoteliers, etc.)
 - Advertisers
 - High-income consumers
- Create and engage a broad, qualified, committed audience in the **digital** world to benefit all of our businesses



2 / Levers for Competitiveness

H1 savings in line with 2017-2020 competitiveness plan

<i>In € millions</i>	H1 2017	2017-2020 plan
SG&A	64	500/550
Manufacturing - Logistics	60	450/500
Materials	22	150/200
Total	146	~1,200

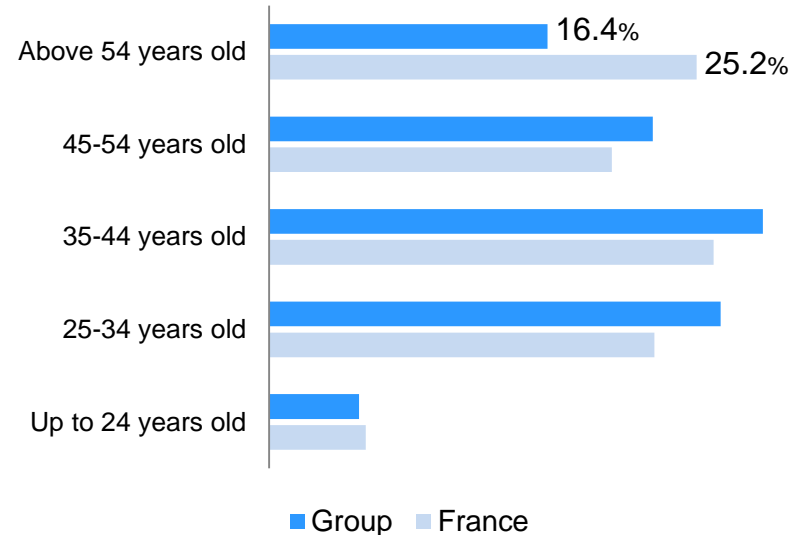
The reorganization project announced in June will enable corporate positions to be reduced by 1,420 worldwide

▲ 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

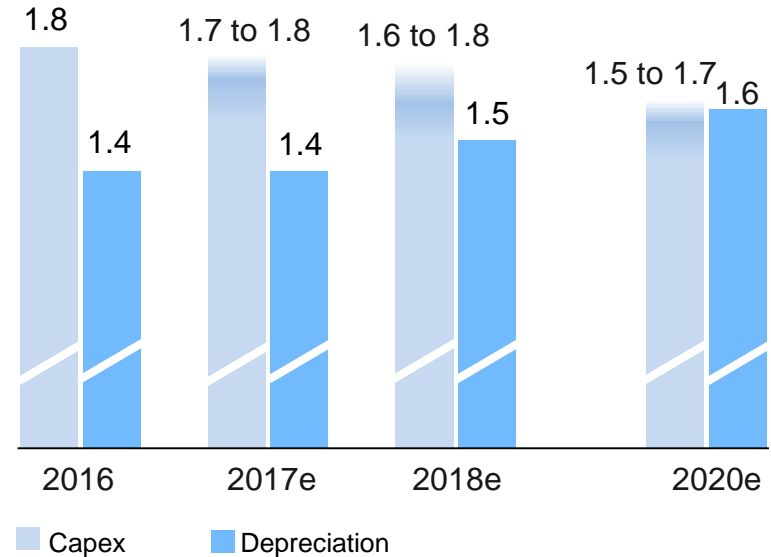
▲ Successfully carry out our priority Capex and M&A projects to drive expansion:

- In growing markets: Premium PC, North America and Asia
- In the supply chain to improve customer service (information systems, logistics)
- In digital services
- In raw materials and semi-finished products



▲ Closing the gap between Capex and depreciation:

(in € billions, at current exchange rates)



Optimizing Working Capital Requirements

- Inventory:

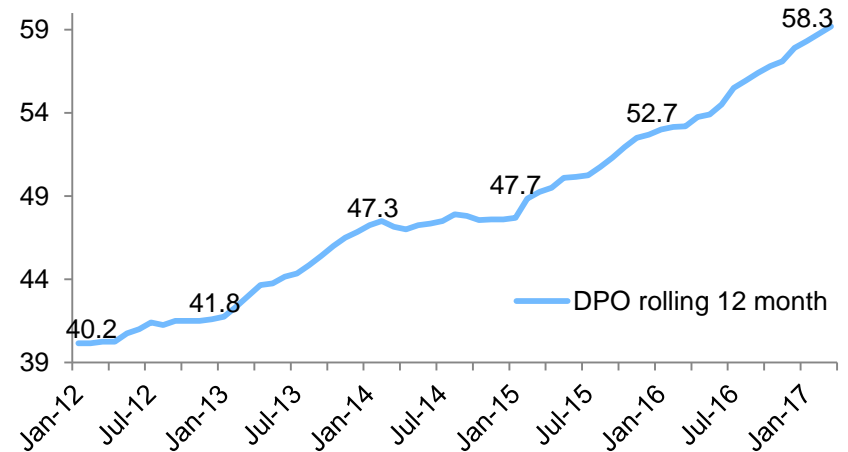
- At least a €250m reduction expected from OPE by 2020 from 2016

- Receivables:

- Benchmark position around 13% of net sales

- Payables:

- Further improvement through TOP and reverse factoring

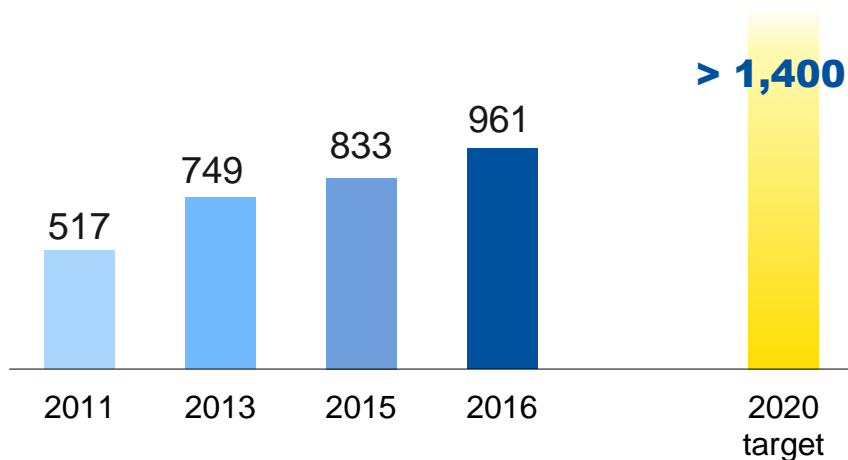




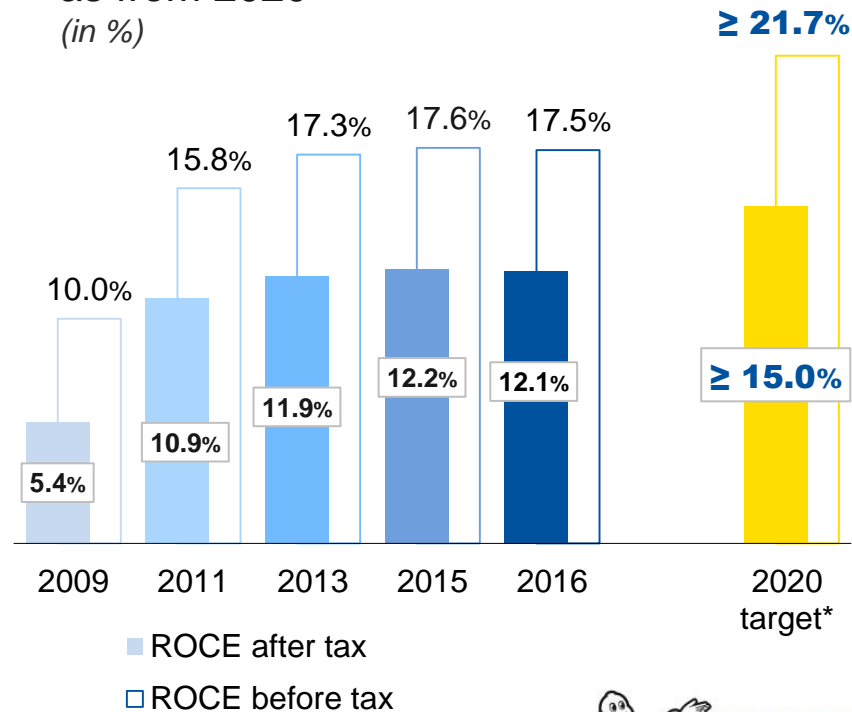
3 / Ambition for Profitability

2016 performance in line with 2020 objectives

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

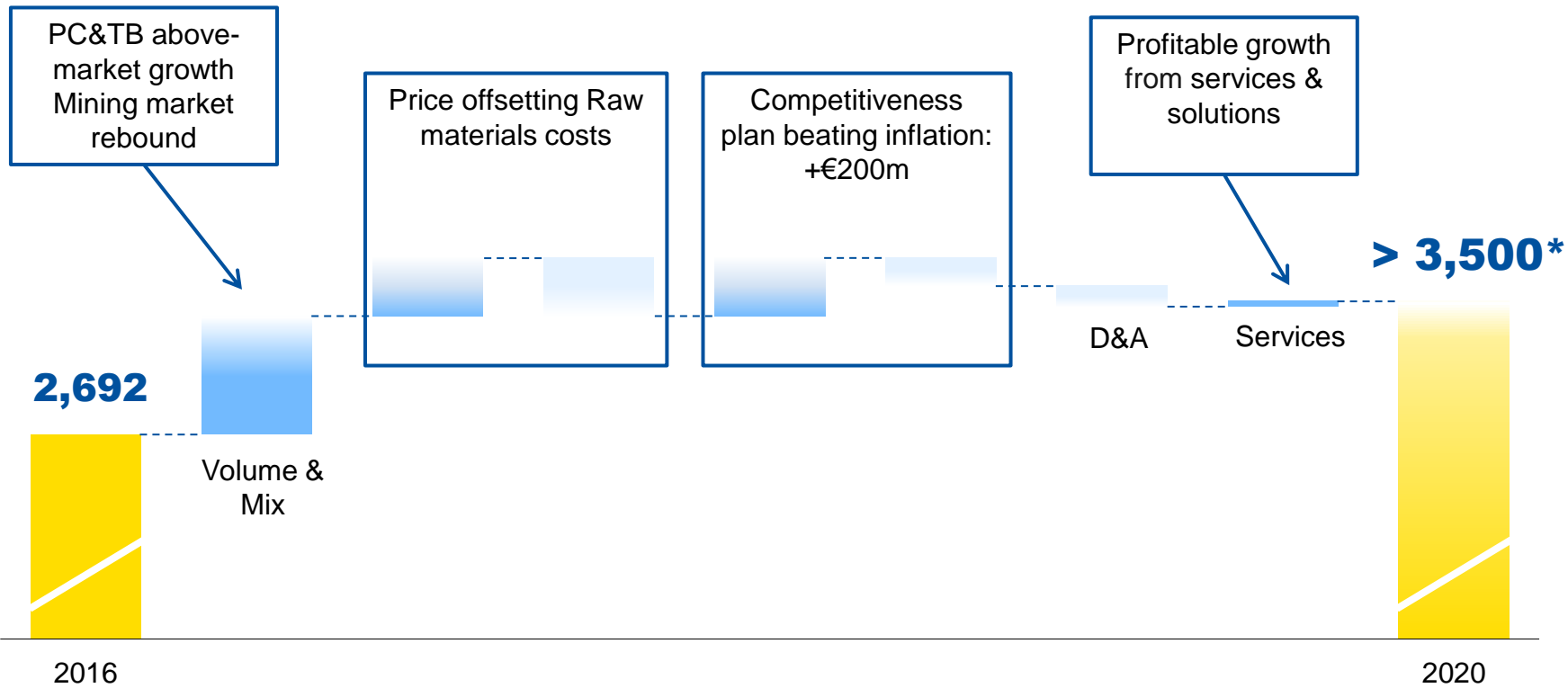


▲ Deliver an after-tax ROCE* ≥ 15%
as from 2020
(in %)



* At constant scope of consolidation excluding goodwill

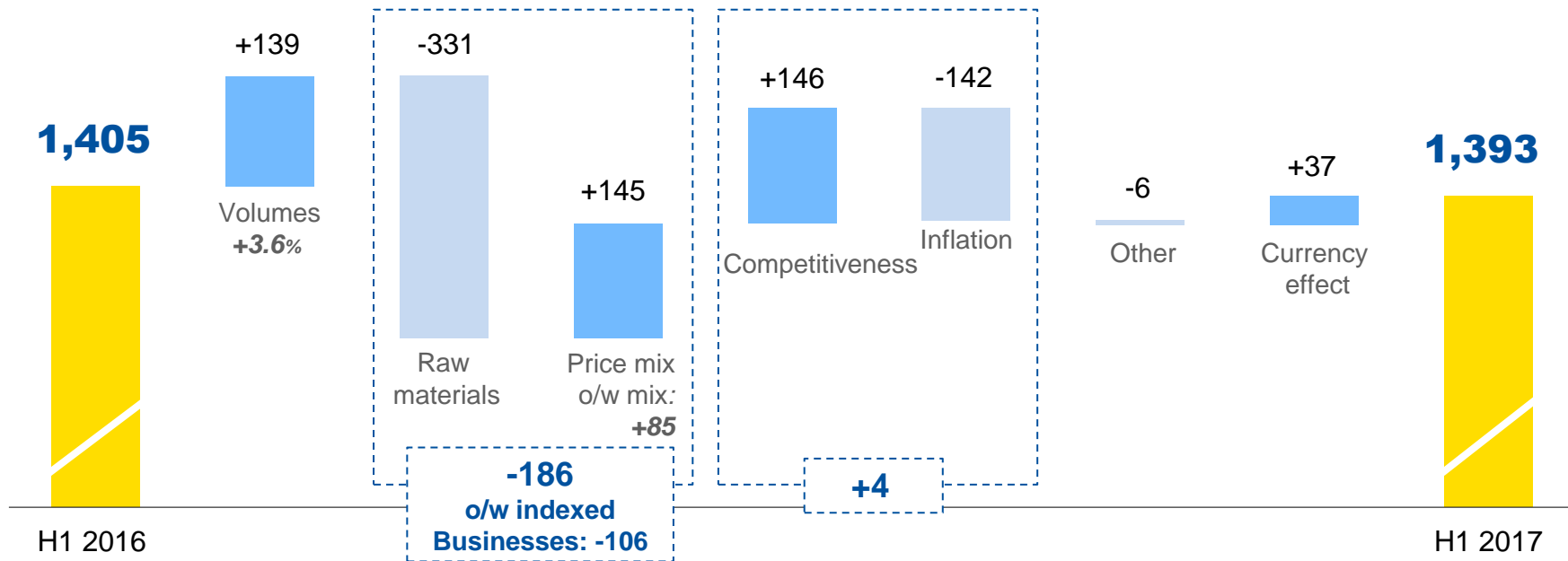
2016-2020 organic scenario: profitability levers



* At 2016 exchange rates

H1 2017 Operating income from recurring activities of €1.4 billion, stable and in line with the Group's roadmap

▲ YoY change in operating income from recurring activities (in € millions)



2017 guidance confirmed: on the road to our 2020 objectives

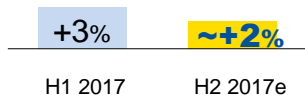
	2017
Volumes	Growth in line with the markets
Operating income from recurring activities at constant exchange rates	> 2016
Net price-mix/raw materials effect	Non-indexed businesses: neutral
Structural FCF*	> €900m

* Adjusted for the payment in January 2017 of the €193m capitalized interest on OCEANE bonds

2017 market scenario: agile management in a highly volatile environment



PASSENGER CAR: +2%/+3%



Growth in line with long-term trends

- H2 slightly better than Q2, which saw a fall-off in demand after the Q1 buying surge



TRUCK: +0%/+2%

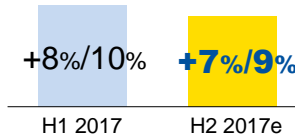


Growth in line with long-term trends

- H2 down due to H1 pre-buy



SPECIALTY: +8%/+10%



- Of which Mining tires: +10%/+15%
- Of which Agricultural tires: rebound in OE in Q2; slight increase in RT over the year
- Expanding markets in the other businesses

Source: Michelin

2017 scenario: agile management in a highly volatile environment

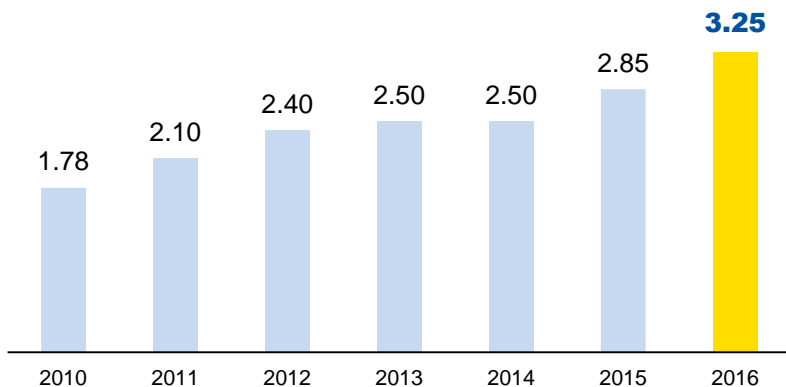
	H1 2017 as reported	H2 2017	2017
Impact of raw materials costs	-€331m	Around €450m headwind	Around €800m headwind
Currency effect	+€37m	€120 to €150m headwind	€85m to €115m headwind*
Net price-mix/ raw materials effect	Indexed -€106m Non-indexed -€80m	Positive	Indexed businesses: negative Non-indexed: neutral
Competitiveness plan gains vs. inflation	+€4m	Neutral	Slightly positive

* Based on August average exchange rates extended to December 2017, with 2013-2016 droptrough ranging from 30% to 48%

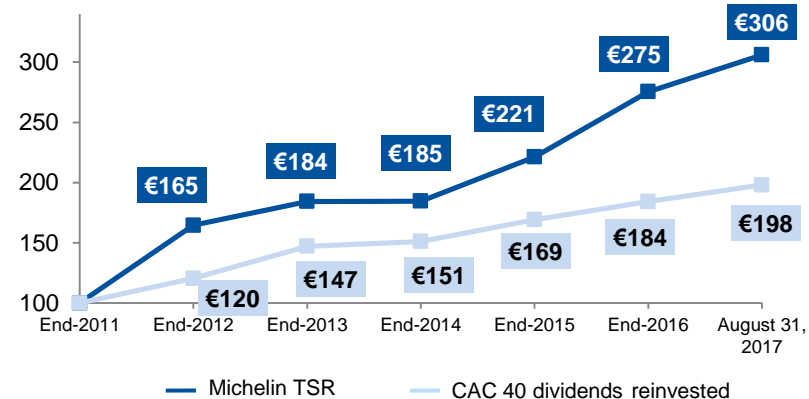
Sustained shareholder return policy: dividends and share buybacks

- 2016 dividend: €3.25 per share, representing a payout ratio of 36.5%
- Share buyback programs
 - €750m committed in 2015-2016 and cancellation of 4.5% of outstanding shares
 - 2017: €69m delivered out of a €100m program to offset the dilution from share-based compensation

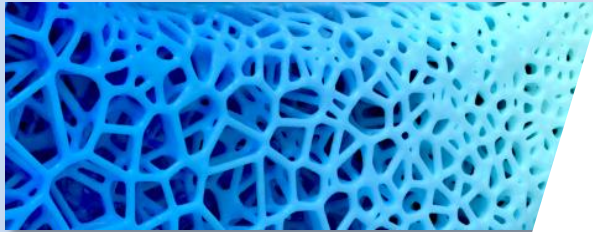
● Dividend per share (in €)



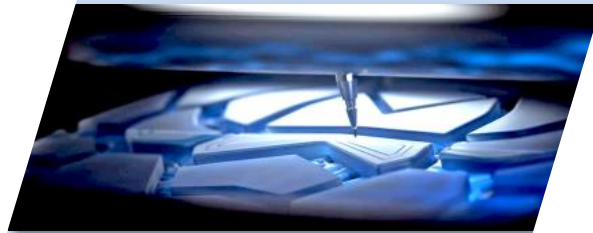
● Total Shareholder Return



Michelin unveiled a concept tire that illustrates its vision of the mobility of the future in a combination of groundbreaking technologies and services.



An airless wheel



A tread which you can top up,
with a 3D printer



Connected tire

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Appendices

PC Tire Market: Good momentum in OE markets except in North America where vehicle sales are declining. Replacement demand shaped by high dealer inventories in Europe, North America and sustained market in China.

▲ July 2017/2016

% YoY change in number of tires	Europe including Russia & CIS*	Europe excluding Russia & CIS*	North America	Brazil	China
Original equipment	▲ +4%	▲ +5%	▼ -2%	▲ +3%	▲ +6%
Replacement	▲ +2%	▼ -1%	▼ -2%	▲ +0%	▲ +6%

▲ YTD July 2017

% YoY change in number of tires	Europe including Russia & CIS*	Europe excluding Russia & CIS*	North America	Brazil	China
Original equipment	▲ +1%	▲ +1%	▼ -0%	▲ +11%	▲ +4%
Replacement	▲ +4%	▲ +2%	▼ -0%	▲ +7%	▲ +7%

* Turkey included

TB Tire Market : Flat replacement demand in Europe and strong growth in all other zones/segments helped by the comparison basis and a favorable economic environment.

▲ July 2017/2016

% YoY change in number of tires (Radial + Bias)	Europe including Russia & CIS*	Europe excluding Russia & CIS*	North America	Brazil
Original equipment	▲ +7%	▲ +7%	▲ +27%	▲ +40%
Replacement	▲ +2%	▲ +0%	▲ +25%	▲ +17%

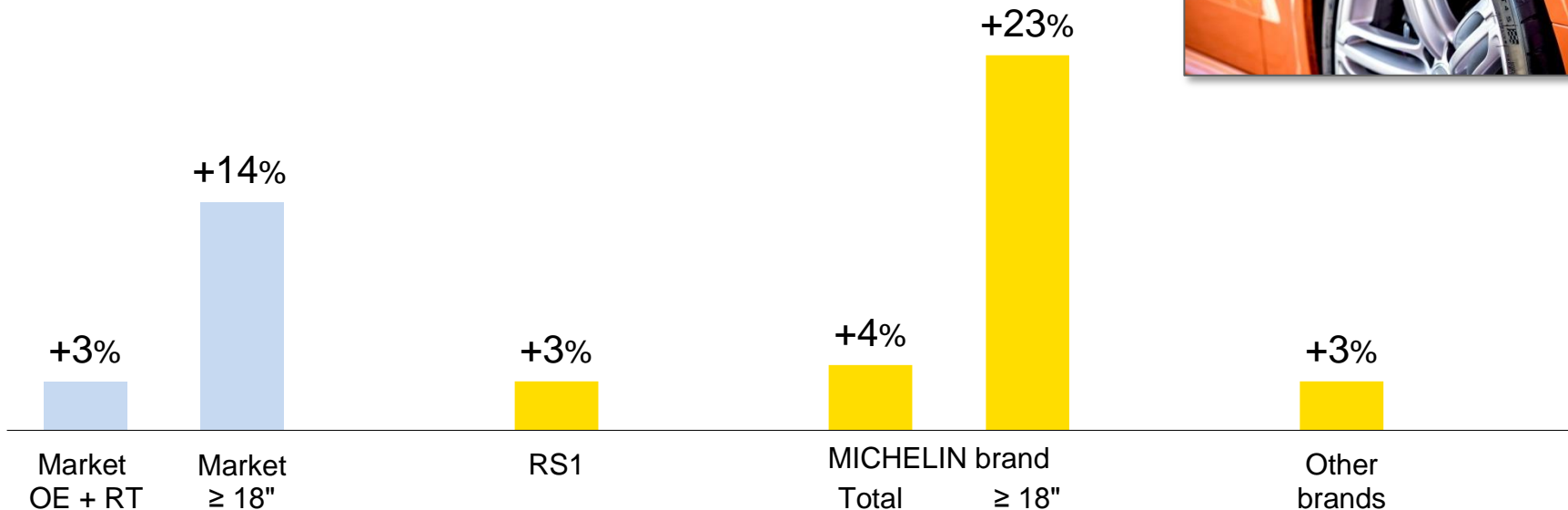
▲ YTD July 2017

% YoY change in number of tires (Radial + Bias)	Europe including Russia & CIS*	Europe excluding Russia & CIS*	North America	Brazil
Original equipment	▲ +7%	▲ +6%	▲ +7%	▲ +8%
Replacement	▲ +7%	▲ +5%	▲ +1%	▲ +12%

* Turkey included

PC: still a robust product mix momentum

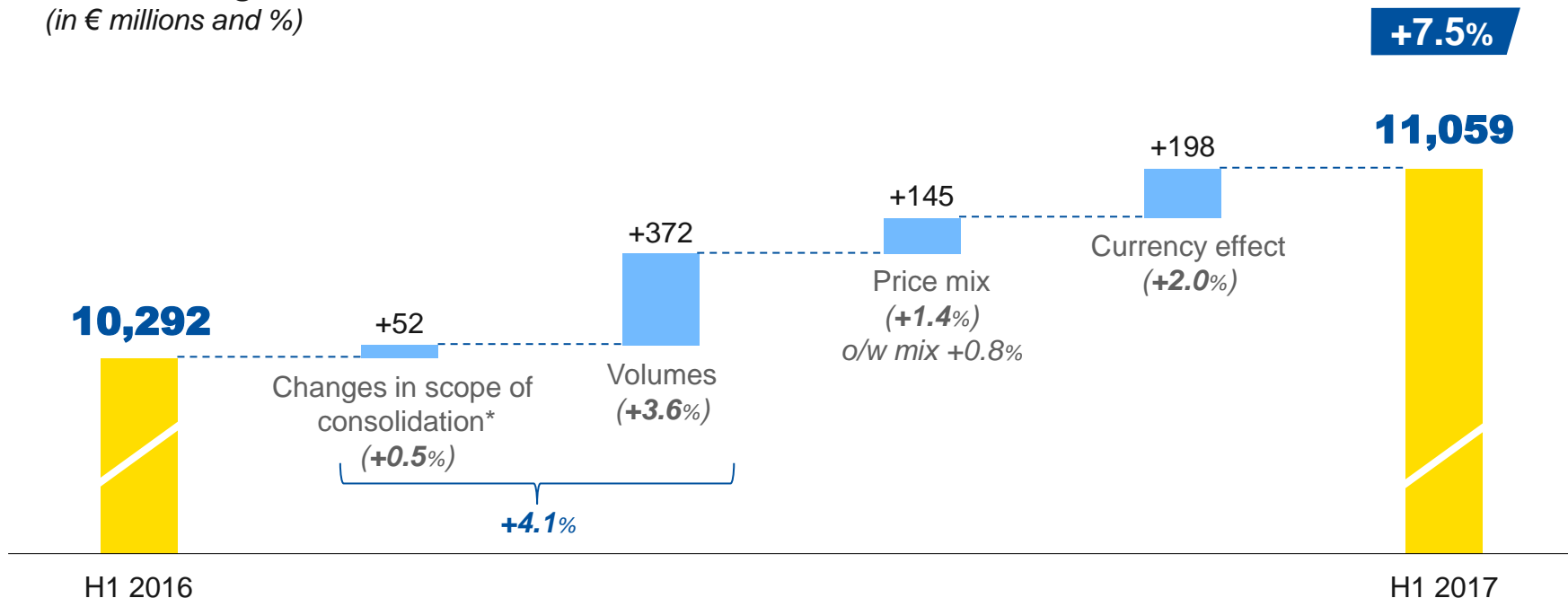
▲ Passenger car growth (YoY, markets in units and sales in kt)



Source: Michelin

H1 2017 Net sales supported by growth in volumes and price increases

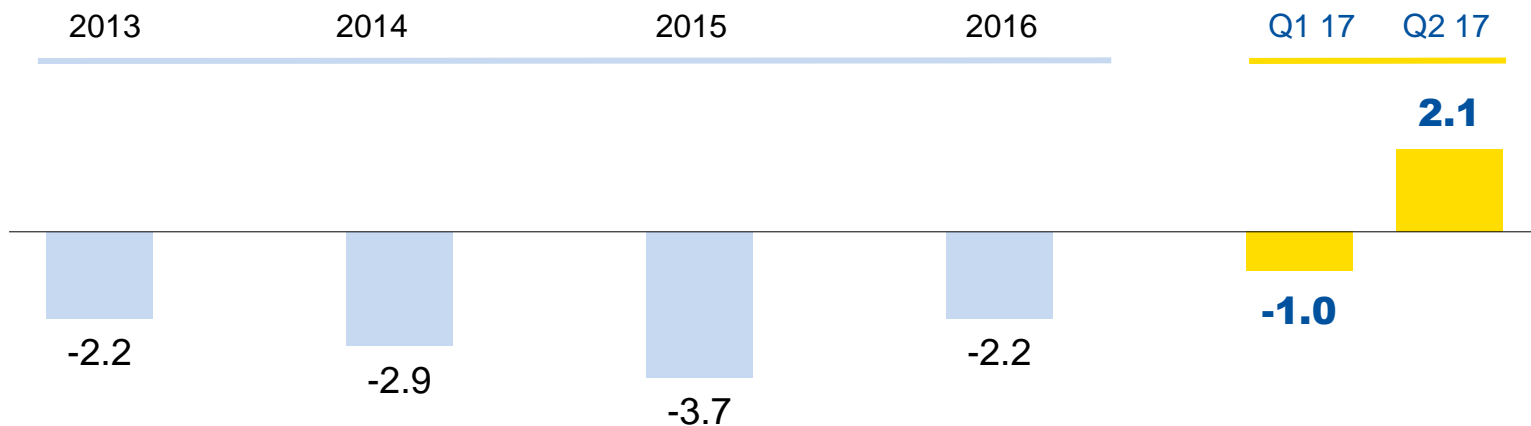
▲ YoY change:
(in € millions and %)



* Levorin

Q2 2017 price effect: first quarter of increase after more than four years of decline linked to raw materials price trend

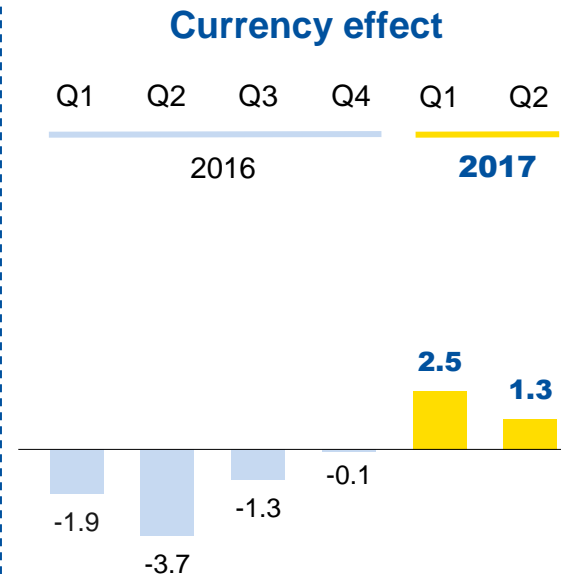
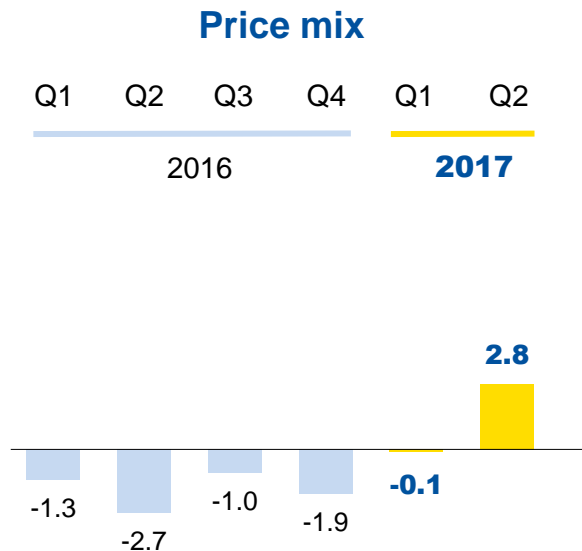
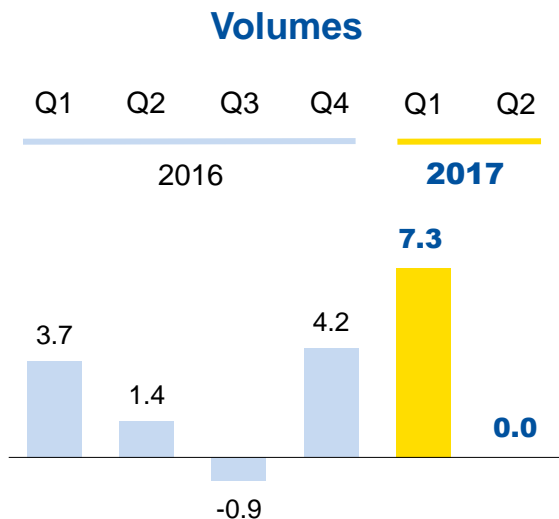
▲ (in %)



- Q2 2017: initial impact of the price increases ahead of their full impact in H2

Q2 2017: volumes stable given the Q1 surge in early buying; initial impact of higher prices

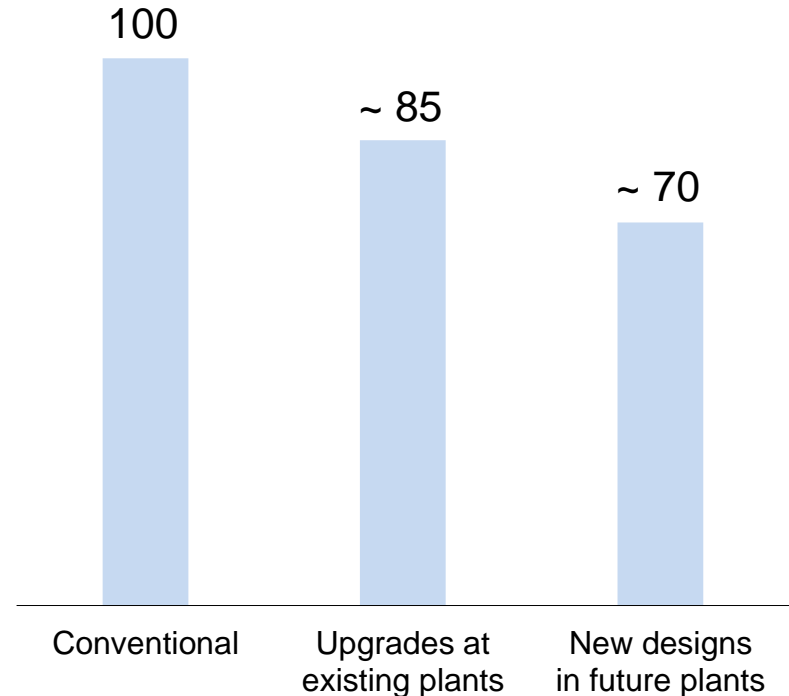
▲ YoY quarterly change
(in %)



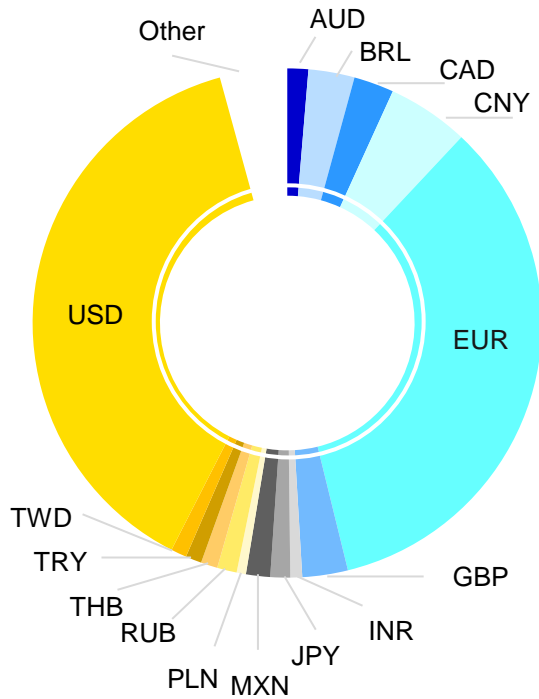
New drivers: decreasing capital expense costs

- **Future plants** will cost 30% less per tonne of passenger car tire than previous projects, thanks to:
 - The purchase of less customized machinery
 - Streamlined flows
 - More flexible building blocks
 - Co-designing products and processes
 - Optimized engineering processes
- The selected solutions will be aligned with the upgrades at **existing plants**, with the goal of reducing unit capex cost by 15%
- Differentiation of our products will remain unchanged

▲ CAPEX/tonne 100-indexed
(Passenger Car)



2016 net sales by currency



% of net sales	
AUD	1%
BRL	3%
CAD	3%
CNY	5%
EUR	34%
GBP	3%
INR	1%
JPY	1%
MXN	2%
PLN	1%
RUB	1%
THB	1%
TRY	1%
TWD	1%
USD	38%
Other	4%

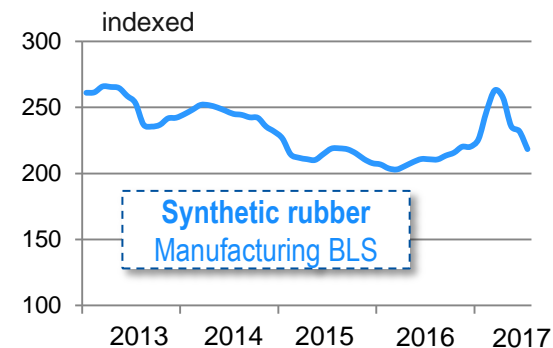
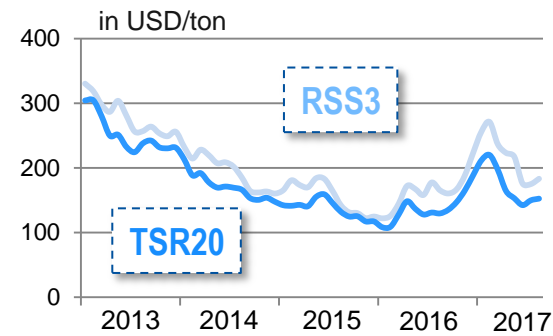
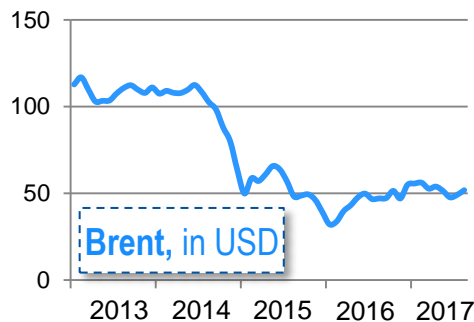
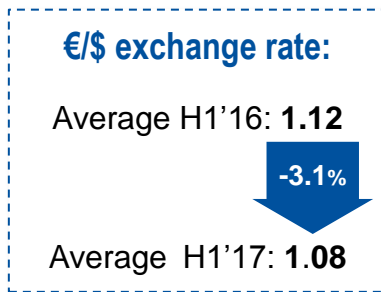
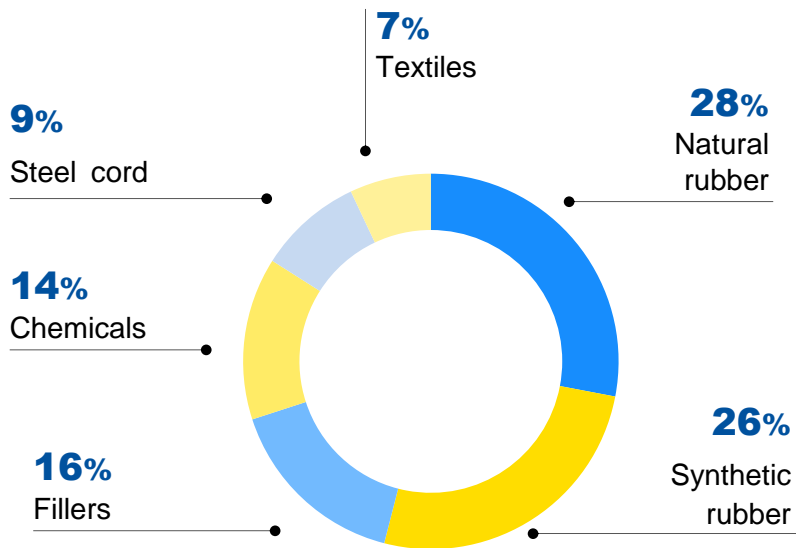
- EBIT sensitivity to €/€ exchange rate:

A one cent change in the average annual €/€ exchange rate would lead to a € 15-20 million change in EBIT for the year.

- Reminder: annual Net sales to EBIT droptthrough ranging from 30% to 48% over 2013-2016

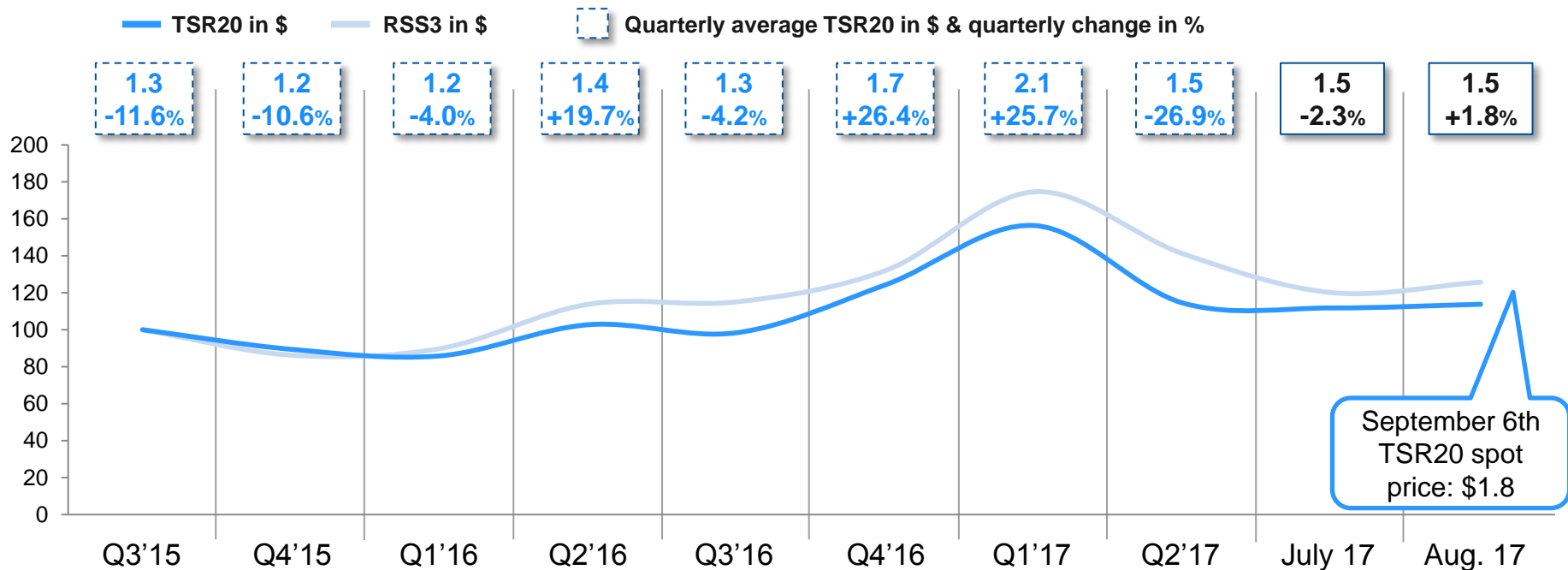
Raw materials in H1 2017

▲ Raw material purchases in H1 2017 (€2.6bn)



Natural rubber price trend

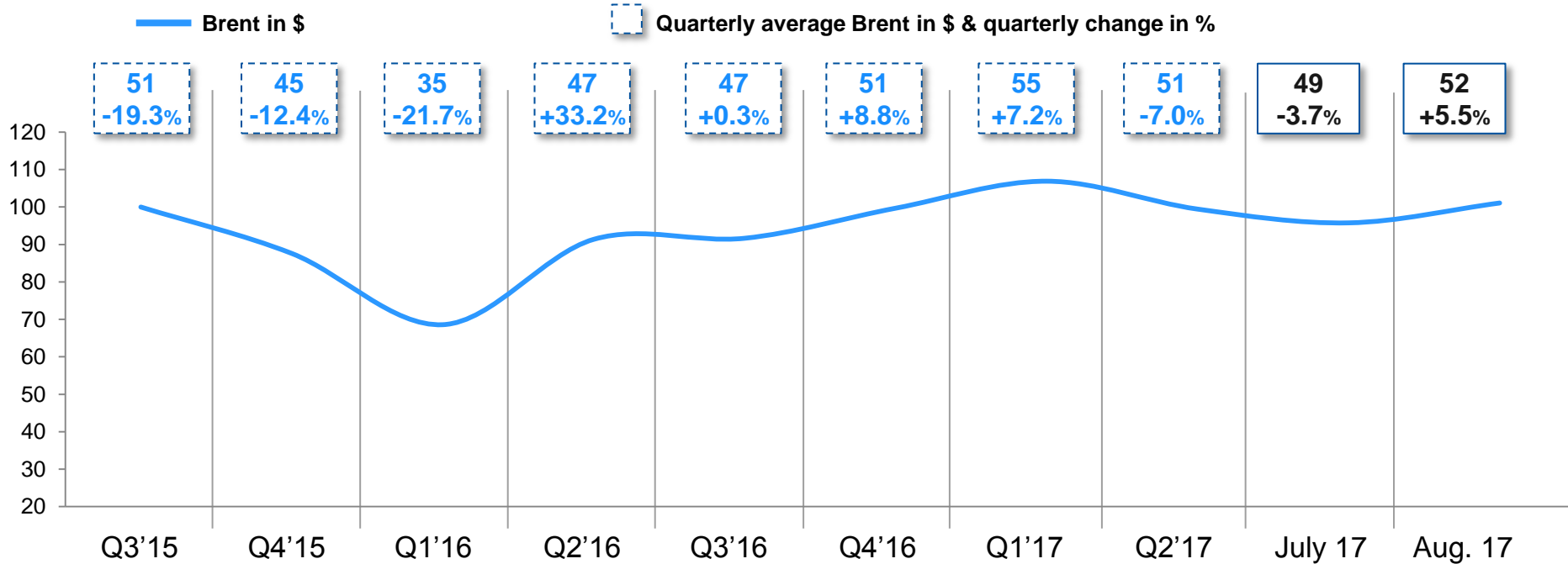
▲ At end-August 2017 (per kg, base 100 in Q3'15)



Source: SICOM

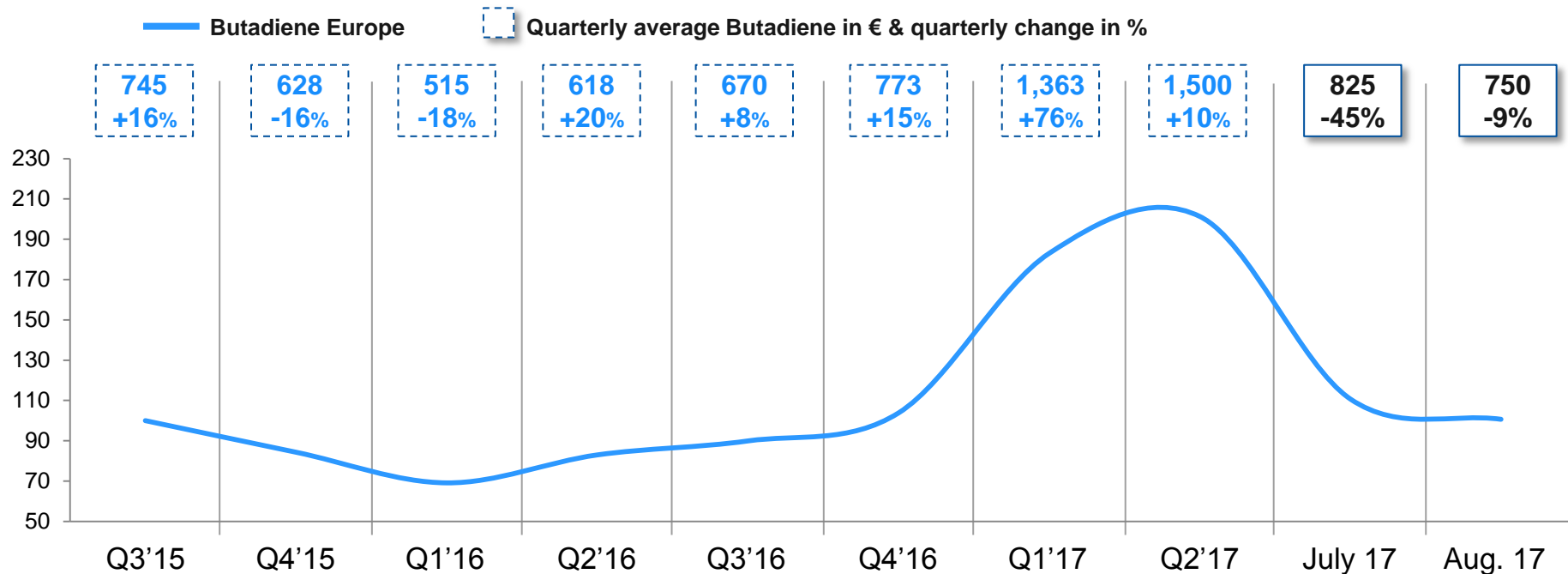
Brent price trend

▲ At end-August 2017 (per barrel, base 100 in Q3'15)



Butadiene price trend

▲ At end-August 2017 (per ton, base 100 in Q3'15)

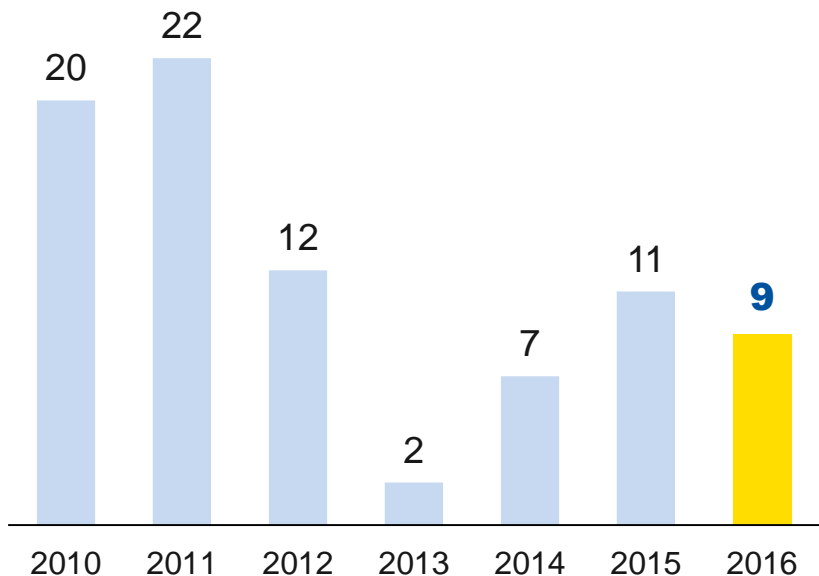


Source: IHS

A robust balance sheet after the share buybacks, confirmed by the rating agencies

▲ Gearing

Net debt/equity, in %

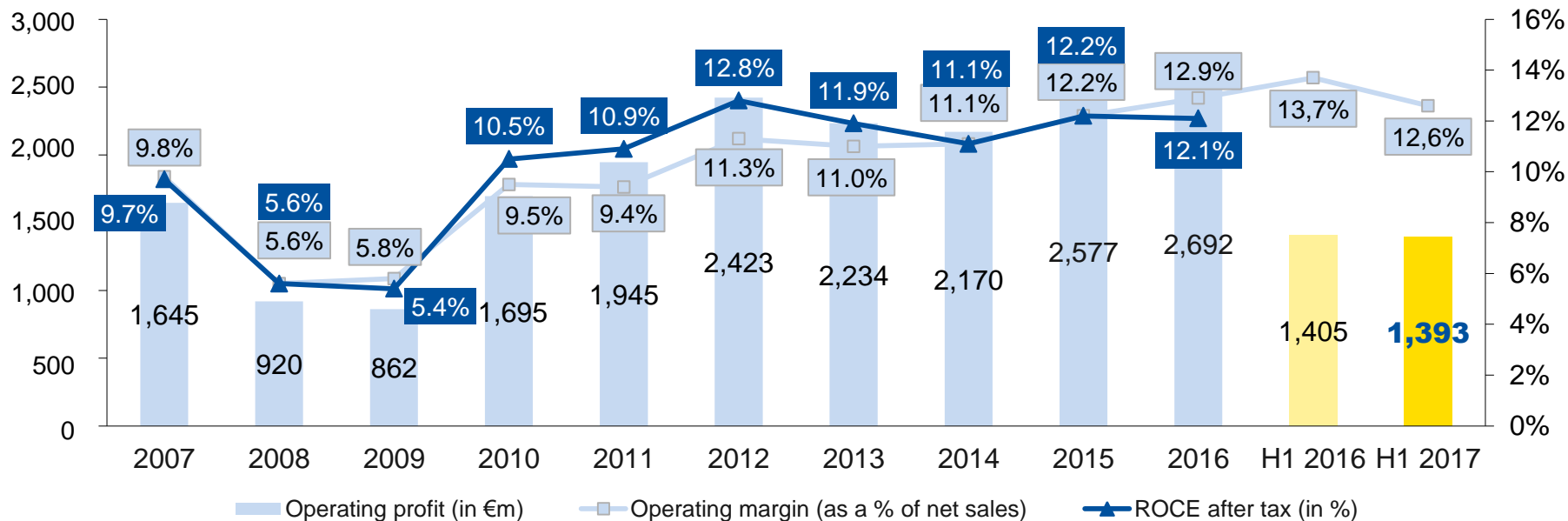


▲ Solid long-term ratings

Short term	S&P Moody's	A-2 P-2
Long term	S&P Moody's	A- A3
Outlook	S&P Moody's	Stable Stable

2016: a year of progress, in line with our 2020 roadmap

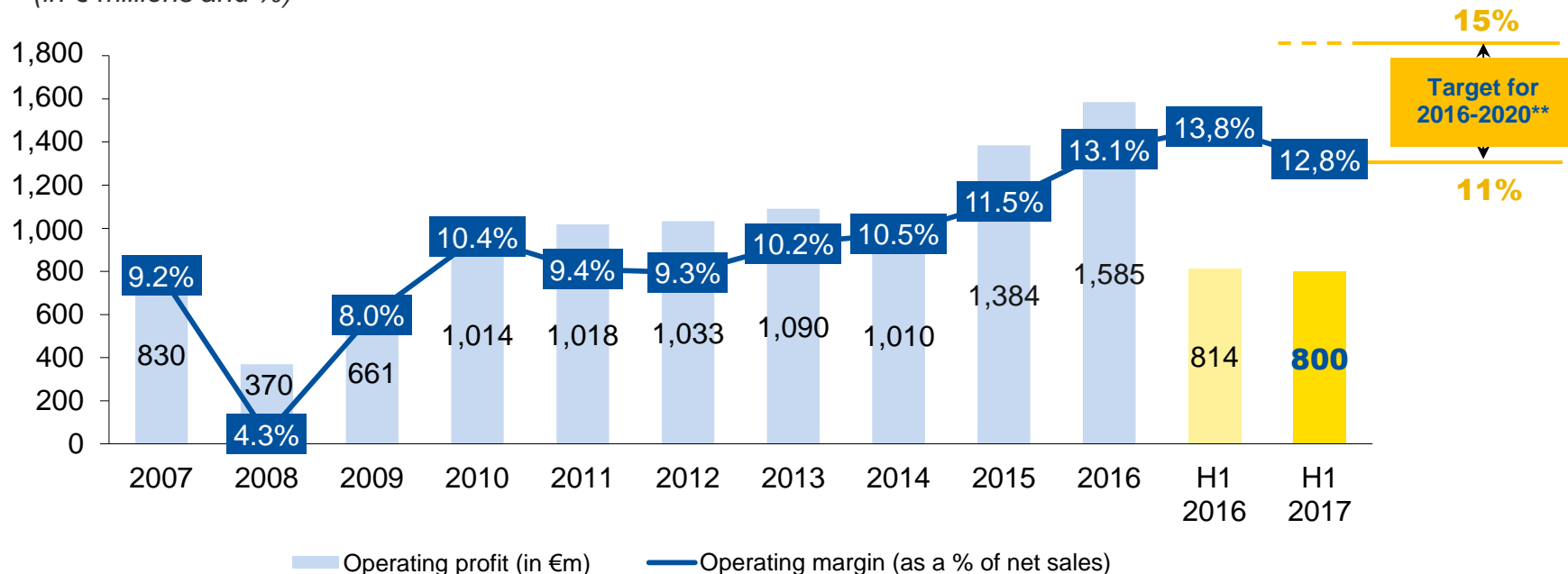
▲ Group operating income and margin* & ROCE



* On recurring activities.

Improving PC margins: product innovation, contribution from the 17" and over strategy, better customer service

▲ RS1 operating income and margin* (in € millions and %)

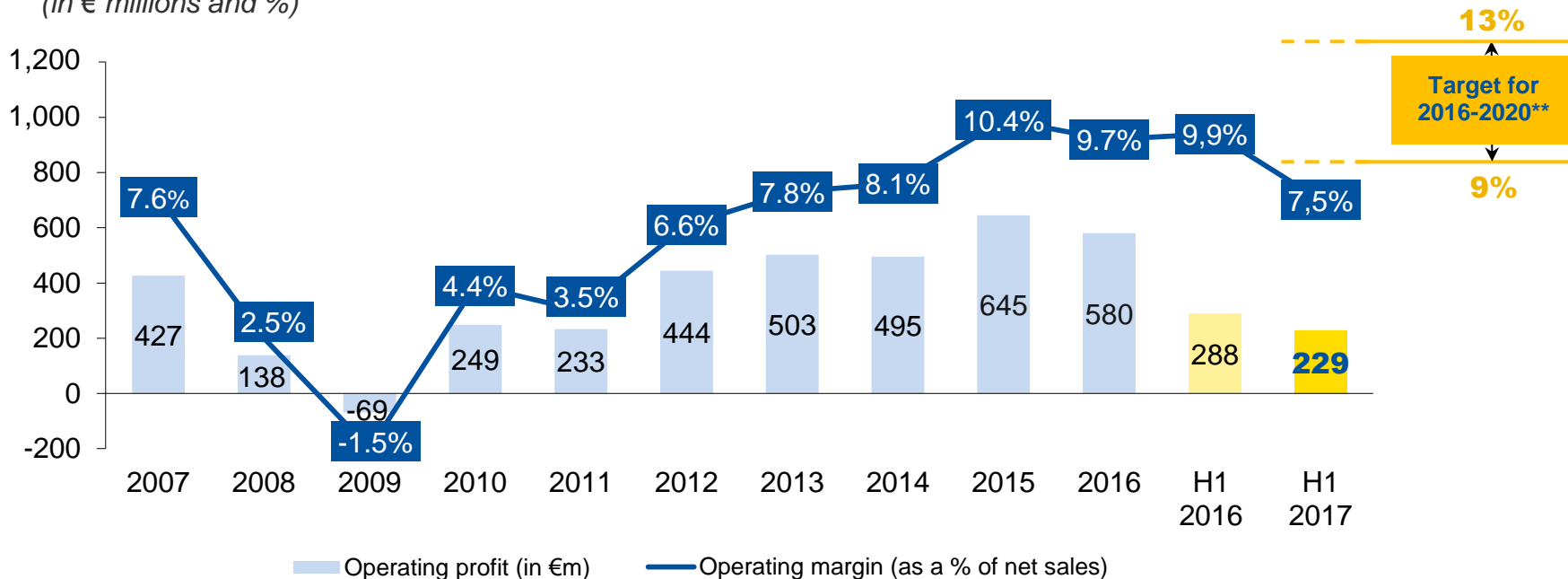


* On recurring activities.

** At constant scope of consolidation and raw materials prices, and with markets expanding at a 2.5% CAGR

Consolidation in TB margin led by competitiveness, product innovation and customer satisfaction

▲ RS2 operating income and margin* (in € millions and %)



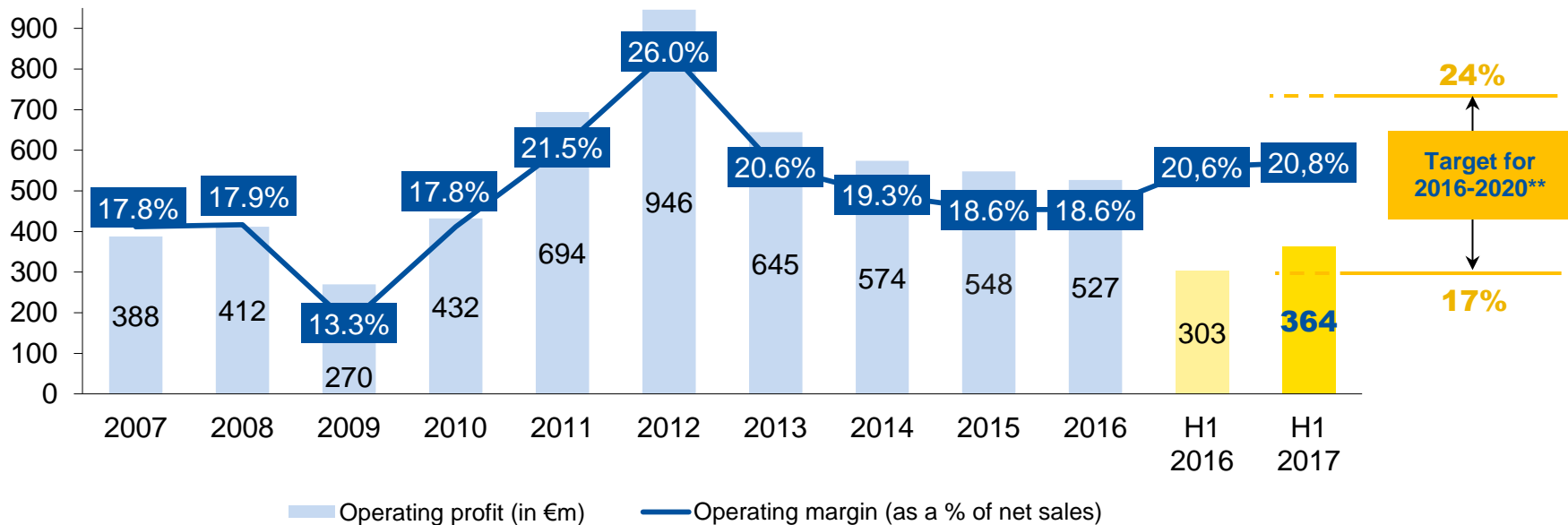
* On recurring activities.

** At constant scope of consolidation and raw materials prices, and with markets expanding at a 1.5% CAGR

Specialty businesses: solid margin resistance in challenging markets

▲ RS3 operating income and margin*

(in € millions and %)



* On recurring activities.

** At constant scope of consolidation and raw materials prices, and with markets expanding

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