

2016 HIGHLIGHTS OF THE MICHELIN GROUP

INNOVATE... TOGETHER



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1. PERFORMANCE

MICHELIN IS NAMED ONE OF THE BEST 10 CORPORATE BRANDS IN EUROPE 02/19/2016

Michelin is delighted to be ranked amongst the top 10 best companies in Europe by the renowned "Best Brands" study after an online survey questioned 5,000 people in Germany, England, France, Italy and Spain.



MICHELIN: A COMPETITIVENESS PLAN OVER FOUR YEARS 06/06/2016

To achieve our goal of savings of €1.2 billion between 2017 and 2020, we are accelerating our efforts in three areas: industrial costs, overhead costs and the costs of materials consumed.



1. PERFORMANCE

A NEW HIGH-END TOURING TIRE PRODUCTION FACTORY IN MEXICO 07/04/2016



To meet our commitment to manufacturing tires as close as possible to where they are sold, we will soon be opening our 21st production site in the Americas. The construction of this plant represents an investment of €450million and it will be in León, central Mexico, in a region where there are 18 other major car manufacturer production facilities.

A STRATEGIC PARTNERSHIP FOR THE MICHELIN AIRCRAFT PRODUCT LINE 07/12/2016

Aviall, a Boeing subsidiary dedicated to the supply of spare parts, and Michelin will join forces to better meet the needs of airlines and airport services operators. Thanks to this agreement, our Aircraft Product Line will now be able to use Aviall's international distribution network.

AVIALL®

A BOEING COMPANY

1. PERFORMANCE

ACQUISITION OF LEVORIN: MICHELIN GAINS STRENGTH IN BRAZIL 08/26/2016

levorin[®]
PNEUS E CÂMARAS

The two-wheel tire market is booming in Brazil. To meet the market's specific requirements, we will be offering a wide, adapted range of tires thanks to the acquisition of Levorin (€135 million in annual turnover and 2,000 employees), a local two-wheel tire specialist.

NEW EMPLOYEE SHARE SCHEME 09/15/2016

From 15th September to 3rd October 2016, Michelin Group employees could subscribe, with preferential conditions, to shares issued by way of a capital increase reserved to them. 52,099 employees subscribed and 657,366 new shares were generated.

**BIB'ACTION
2016**

Plan d'Actionariat pour le Personnel Michelin



1. PERFORMANCE

URBALAD: INNOVATION ACCELERATOR 09/16/2016



In the heart of the Ladoux (France) Technology Center, the new Campus demonstrates our ambition to be the most innovative company in our sector. This 70,000 square-meter space designed to encourage horizontal collaboration between businesses and open innovation will be a lever to stimulate sustainable mobility development, in line with our customer expectations.

SUCCESS FOR A €93 MILLION BOND ISSUE 09/28/2016

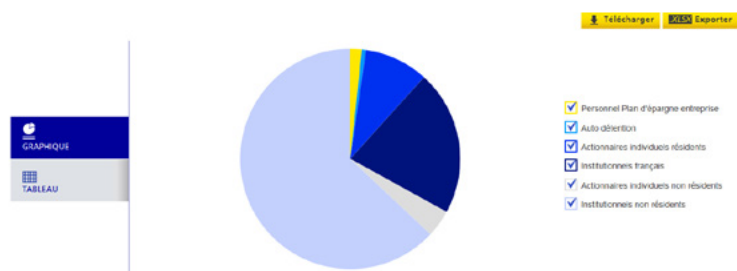
Michelin successfully placed €93 million in bonds maturing in 2045 and with a coupon of 3.25%. This offer's very favorable reception confirms market confidence in our Group's credit.



1. PERFORMANCE

OCÉANES BONDS MATURE 12/01/2016

Océanes bonds, issued March 21, 2007 matured on January 1, 2017. The redemption price per Océanes was €139.57.



CAPITAL REDUCTION AND SHARE BUYBACK 12/15/2016

Compagnie Générale des Etablissements Michelin continued its share buyback program in 2016, with the acquisition of Group shares for €301 million over the year. The 3,347,040 treasury shares, representing 1.8% of the capital, were canceled as of 15th December 2016.



1. PERFORMANCE

ACQUISITION OF RESTAURANTES.COM: EASY TO BOOK A TABLE IN SPAIN 12/20/2016



In January 2016, Michelin had already established its European leadership of online restaurant reservations with the purchase of Bookatable, based in London. Today we are strengthening this position with the acquisition of Restaurantes.com, market leader in Spain: 5,000 restaurants and 700,000 covers reserved in 2015.

SUCCESS FOR THE NON-DILUTIVE CONVERTIBLE BOND ISSUE FROM MICHELIN 01/05/2017

Michelin successfully proceeded with the placement of a non-dilutive convertible bond maturing in 2022 for a nominal sum of USD 500 million. The bonds, only redeemable in cash, will not involve the issue of new shares or the delivery of existing Michelin shares.



2. INNOVATION

MICHELIN PILOT SPORT 4: A NEW TIRE GENERATION

01/12/2016



On the back of analysis collected from 3,000 private vehicles throughout Europe and partnerships with our competition manufacturers, the MICHELIN Pilot Sport 4 has become the new benchmark tire for premium and sports sedans. It is also the first MICHELIN tire available for online purchase directly from Michelin.

PARIS MOTOR SHOW: MICHELIN PILOT SPORT 4 S AND CROSSCLIMATE + 09/29/2016

At the Paris Motor Show, Michelin presented two new tires. MICHELIN CrossClimate + continues to merge the best summer and winter tire technologies whilst offering lasting performance. MICHELIN PILOT SPORT 4 S, the new ultra high performing tire is among the first tires in its category to have the letter A (for the 19 inch model) in braking distance on wet surfaces.



2. INNOVATION

MICHELIN X® WORKSTM: AN OFFER TO BUILD THE FUTURE 04/18/2016

In its offer to manufacturers, Michelin has 3 new MICHELIN X® WORKSTM tires which will help improve productivity. This offer is accompanied by services like retreading and a damage warranty, for more peace of mind.



MICHELIN X® LINE™ ENERGY™: THE AAA-SCORED HEAVY TRUCK TIRE 09/21/2016

Saving fuel has become a priority for long-distance transporters. The MICHELIN X® LINE™ Energy™ range of heavy truck tires, the first to be awarded the AAA score in roll resistance, helps save up to a liter of fuel every 100 kilometers with no compromise on the tire lifespan!



2. INNOVATION

MICHELIN X® GUARD™: THE SUN RISES IN THE EAST 12/21/2016



Asian markets are asking for high performance and solid tires. In one word: premium, but at competitive prices because of the strong local competition. To solve this difficult equation, we are today offering Chinese and Indian carriers the MICHELIN X® GUARD™ tire range for trucks which takes advantage of all the latest technological innovations, like 3D printing.

PNEU MICHELIN XDR3: A MINE OF INNOVATION 10/20/2016

Mines are a particularly hostile environment, especially for tires. The new MICHELIN XDR3 pushes the boundaries of what a tire can withstand thanks to innovations in its structure and tread. It is available in four types of rubber to adapt to the mines operated.



2. INNOVATION

EXOTIC SYSTEMS: MICHELIN INVESTS IN AGRICULTURAL INNOVATION 10/05/2016



Farmers are increasingly using innovations in smart digital technology. To support them in this area, today both Limagrain and Michelin are acquiring a 20% stake in the capital of a start-up called Exotic Systems, specializing in smart objects specifically designed for the farming world.

ADAPTABLE PRESSURE: A GOLD MEDAL 11/24/2016

Farmers need tires that perform as well in the field as they do on the road. Thanks to our 2-in-1 technology, it is now easy to adapt the pressure and therefore the tread of the tire on the ground. An invention rewarded with a gold medal for innovation at the 2017 International Trade Fair for Agricultural Machines, in Paris.



2. INNOVATION

KUBOTA: MICHELIN TIRES FOR THE JAPANESE TRACTOR MANUFACTURER **12/16/2016**



Since 2013, the Japanese manufacturer Kubota has had a factory in northern France capable of producing 3,000 tractors a year. It has just awarded Michelin the title of "supplier of excellence" which highlights the quality of collaboration between our two teams.

MICHELIN POWER RS: COMPETITION QUALITY **AVAILABLE TO ALL BIKERS** **10/20/2016**

Inspired by competition tires, the new MICHELIN Power RS motorbike range is for all bikes, from 300cc to Supersport models. Using a unique combination of rubbers and an innovative casing, this tire is becoming the market benchmark in terms of dry grip, handling and stability.



2. INNOVATION

MICHELIN POWER SQUARES UP 11/28/2016



Launched in spring 2016, the new MICHELIN POWER high performance range for road bikes boasts the latest technological advances. It dazzles with unequalled performance. Since then, it has been joined by a new tire, the MICHELIN POWER All Season, capable of coping with all weather conditions.

MICHELIN NZG RADIAL TECHNOLOGY CHOSEN BY BOEING 02/08/2016

In July 2016, MICHELIN became the sole tire supplier for the main landing gear for several Boeing 777 models. The B777-300ER long-haul plane is now equipped with the latest generation MICHELIN tires with NZG radial technology.



2. INNOVATION

BOMBARDIER CHOOSES MICHELIN FOR ITS NEW AIRCRAFT 07/18/2016



Our NZG radial technology continues to delight aircraft manufacturers. After Boeing and Airbus, Bombardier has exclusively selected Michelin tires for its new model, the CS100. This aircraft is the first to obtain the ISO 14025 standard, the highest environmental certification.

TENNIS: MICHELIN CREATES A UNIQUE SOLE FOR BABOLAT 03/08/2016

The new Babolat JET tennis shoes have an exclusive MICHELIN sole adapted to the quick changes in direction so specific to this sport, are long-lasting and have excellent grip. With its innovative sole, the Babolat JET tennis shoe is one of the lightest on the market.



2. INNOVATION

NEW FOR THE 2017 MICHELIN GUIDES 07/21/2016



Singapore
新加坡

For the 1st edition of Singapore's MICHELIN guide, our inspectors tirelessly walked the streets, giving star billing to typical street food. They found 29 Michelin-starred restaurants and one "three-star" restaurant.

Near Lake Michigan, the new edition of the Chicago MICHELIN guide awarded 6 new stars, including 2 "two-star" restaurants.

3. SUSTAINABLE DEVELOPMENT

THE PSA GROUP GIVES MICHELIN ITS FIRST "SOCIAL AND ENVIRONMENTAL RESPONSIBILITY" AWARD 06/02/2016



On 24th May, the PSA Group gave Michelin the Social and Environmental Trophy at its 12th Supplier Trophy ceremony. This award recognizes environmental and safety performance in MICHELIN products and services and strengthens the connections between our two groups in our commitment to sustainable mobility.



ENGIE JOINS MICHELIN AS SYBMIO FCELL SHAREHOLDERS 09/19/2016

By joining Michelin as a shareholder of Symbio FCell, European specialist in fuel cells, ENGIE is providing its expertise in hydrogen production and distribution. This technology, used to improve battery life of electric vehicles, is one of the future's sustainable mobility solutions.



3. SUSTAINABLE DEVELOPMENT

MICHELIN RECOGNIZED FOR ITS CLIMATE ACTIONS 10/25/2016



Every year CDP, a non-profit organization, assesses the environmental performance of thousands of companies, noting the best performances in the reduction of CO₂ emissions, and the management of risks and opportunities associated with climate change. For the first time, tire manufacturers appeared on the "Climate A List" in 2016: Michelin and Yokohama.

COP22: MICHELIN'S DETERMINATION 11/07/2016

A pioneer of sustainable mobility with the creation of the first low-consumption tire in 1992, Michelin has already contributed a great deal to Paris' COP21 transport commitment. COP22 in Marrakesh was for us an opportunity to reaffirm our motivation for more efficient and eco-friendly mobility and our determination to translate this into concrete actions today.



3. SUSTAINABLE DEVELOPMENT

CIRCULAR ECONOMY: PERFECT CIRCLES FOR MICHELIN

12/06/2016



The principle of the circular economy feeds our strategy for sustainable growth. This is what we call the 4R approach: Reduce, Reuse, Recycle and Renew, which applies to all our products and services. This approach was recognized by the ADEME (the French Agency for the Environment and Energy Management) with the Grand Prize in Circular Economy.

MICHELIN CHALLENGE BIBENDUM: FROM AMBITION TO ACTION!

12/13/2016

In twenty years and twelve editions, Michelin Challenge Bibendum has become the world summit for sustainable mobility, celebrated as such by the entire transport sector. For its 13th edition, it is becoming Movin'on and will be held from June 13-15, 2017 in Montreal, the great Canadian metropolis, a pioneer in sustainable urban mobility, host city and partner to the event.



4. COMPETITION

THE 24 HOURS OF LE MANS: AN EXTREME SPORT LABORATORY 06/16/2016



The 84th edition of the 24 Hours of Le Mans race took place on June 18 and 19, 2016. This unique and legendary race pushes drivers and their teams to their very limits. A philosophy which every year turns this endurance race into a genuine laboratory for future automobile innovations.

FORMULA-E: MICHELIN'S PILOT SPORT EV TIRE AT THE FIRST E-PRIX IN PARIS 04/22/2016

The first Paris e-Prix was held on April 24, a race which combines Michelin's passion for driving sports and the importance of alternative energies; it was a very special moment for all of the Formula E teams. In cool and dry weather, the MICHELIN Pilot Sport EV tires certainly rose to the occasion.



4. COMPETITION

WRC: 300TH VICTORY 10/20/2016



With their Spanish rally win, Sébastien Ogier and Julien Ingrassia could celebrate their title as 2016 World Champions. Michelin also had something to celebrate. At this 555th rally in the history of this championship launched in 1973, our teams won their 300th victory!

MOTOGP™: THE COMEBACK! 12/08/2016

After 7 years away, an eternity at this level of competition, Michelin made its MotoGP™ comeback in 2016. Our teams worked their socks off to provide drivers with an ultra high performance tire and win back their confidence. This great human adventure had a fantastic outcome on the 1st Grand Prix of the season in Losail (Qatar) with a new record race lap.

