



**London**

Natixis Conference

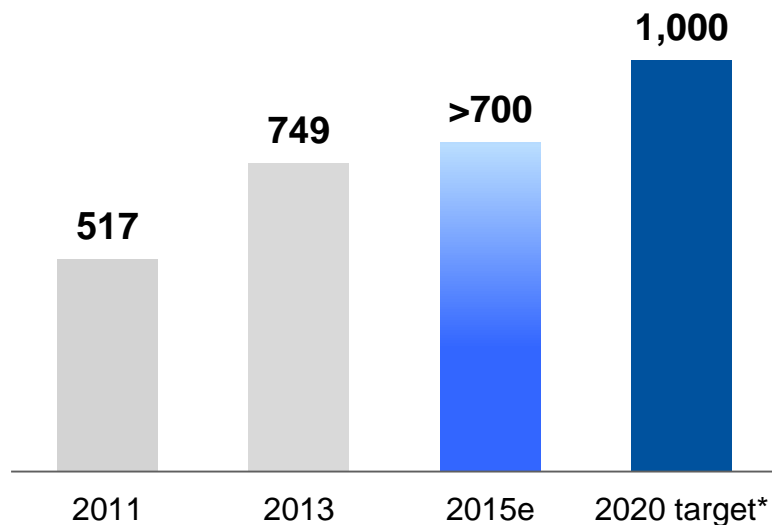
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December 9, 2015

# An ambitious value creation target

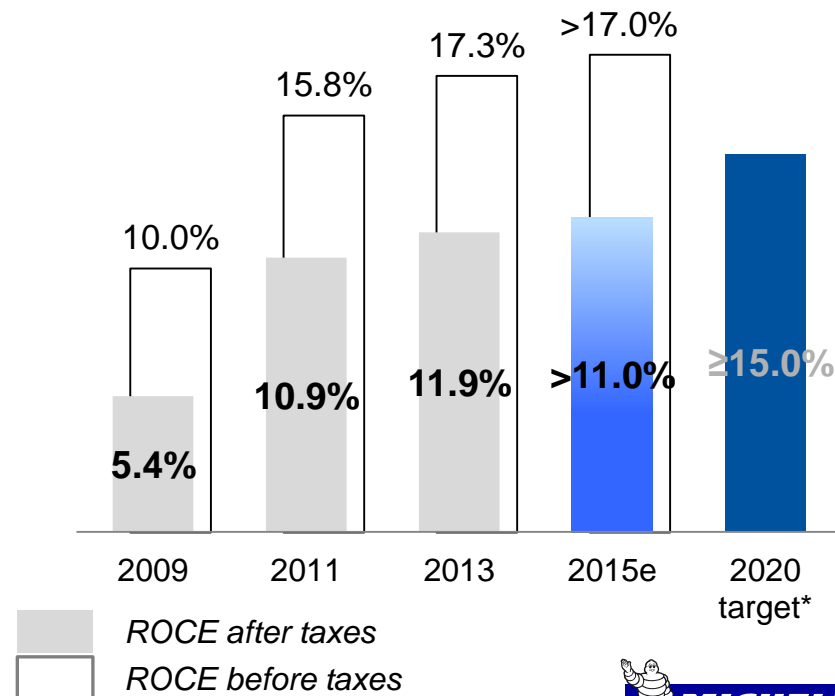
- Deliver a structural €1billion Free Cash Flow from 2020\*

(in millions €)



\* At constant scope of consolidation

- Deliver a ROCE (after taxes)  $\geq 15\%$  from 2020\*



# Activating 4 pillars to grow value creation

- 1 **Innovation:**  
innovate to drive differentiation and loyalty
- 2 **Growth:**  
drive faster growth
- 3 **Competitiveness:**  
continuously become more competitive
- 4 **People**  
increasingly committed and focused employees



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- 1 **Activating Group Levers**
  - Innovation, the Michelin's DNA
  - Capturing Growth
  - Competitiveness Plan
  - People
- 2 **Guidance confirmed**
- 3 **Shareholders Commitment**

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### Activating Group Levers

- Innovation, the Michelin's DNA



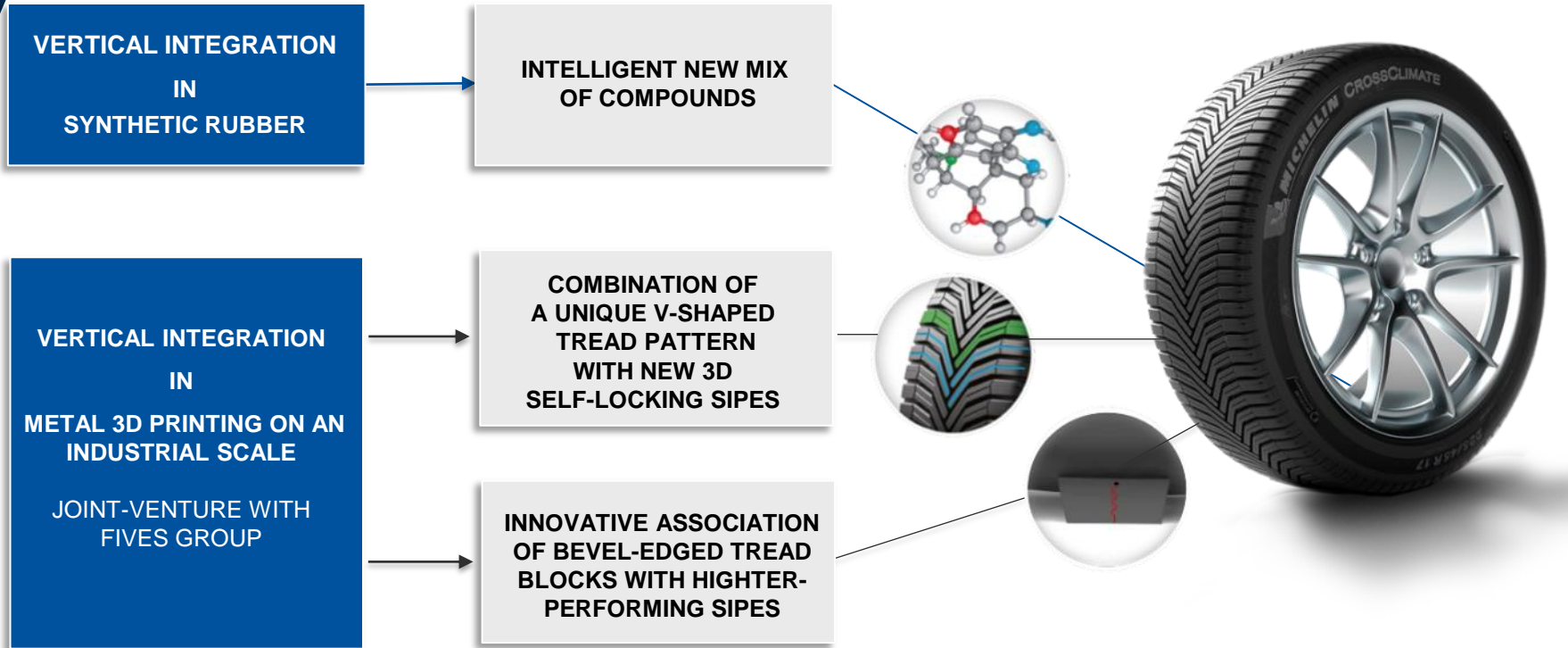
# A Continuing Focus on Innovation through Michelin Innovation Ecosystem

## Corporate Innovation Board

- Mission:
  - Define Group's innovation strategy to serve its growth
  - Govern the innovation dynamics in line with the strategy
- Achievements:
  - Speeding up innovation at Michelin Brand
  - Advanced marketing teams to ensure profitable go to market
- Mobility initiatives :
  - Tweel: successful incubator project resulting in a contract with an OEM and a dedicated plant
  - Michelin Truck tyre care

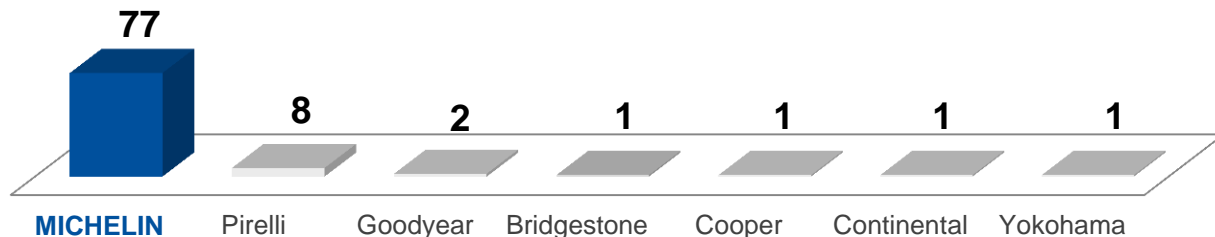


# CrossClimate incorporates all latest technology and process innovations



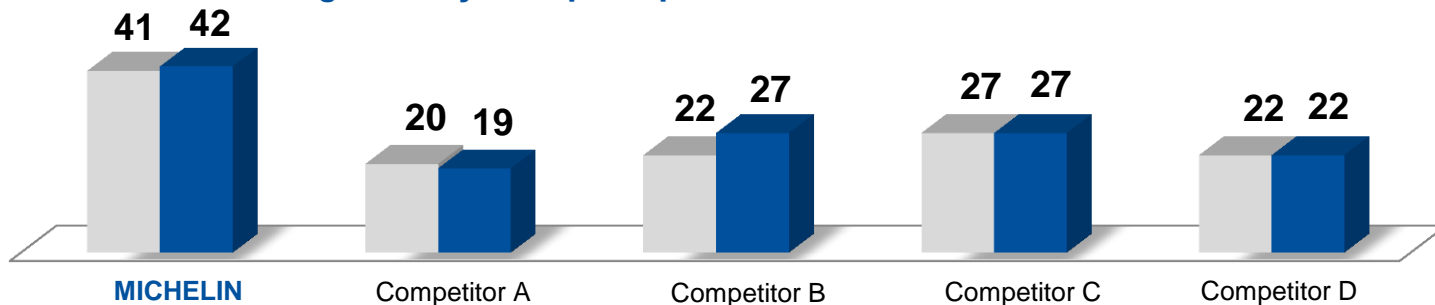
# Michelin ranks 1st in North America and in Europe in passenger car customer surveys

- **77 “J.D. Power awards” for MICHELIN, more than five times the awards received by all competitors together**



Source: JD Power & Associates Awards, consumer satisfaction survey 1989-2014

- **Performance recognized by European premium tire consumers**

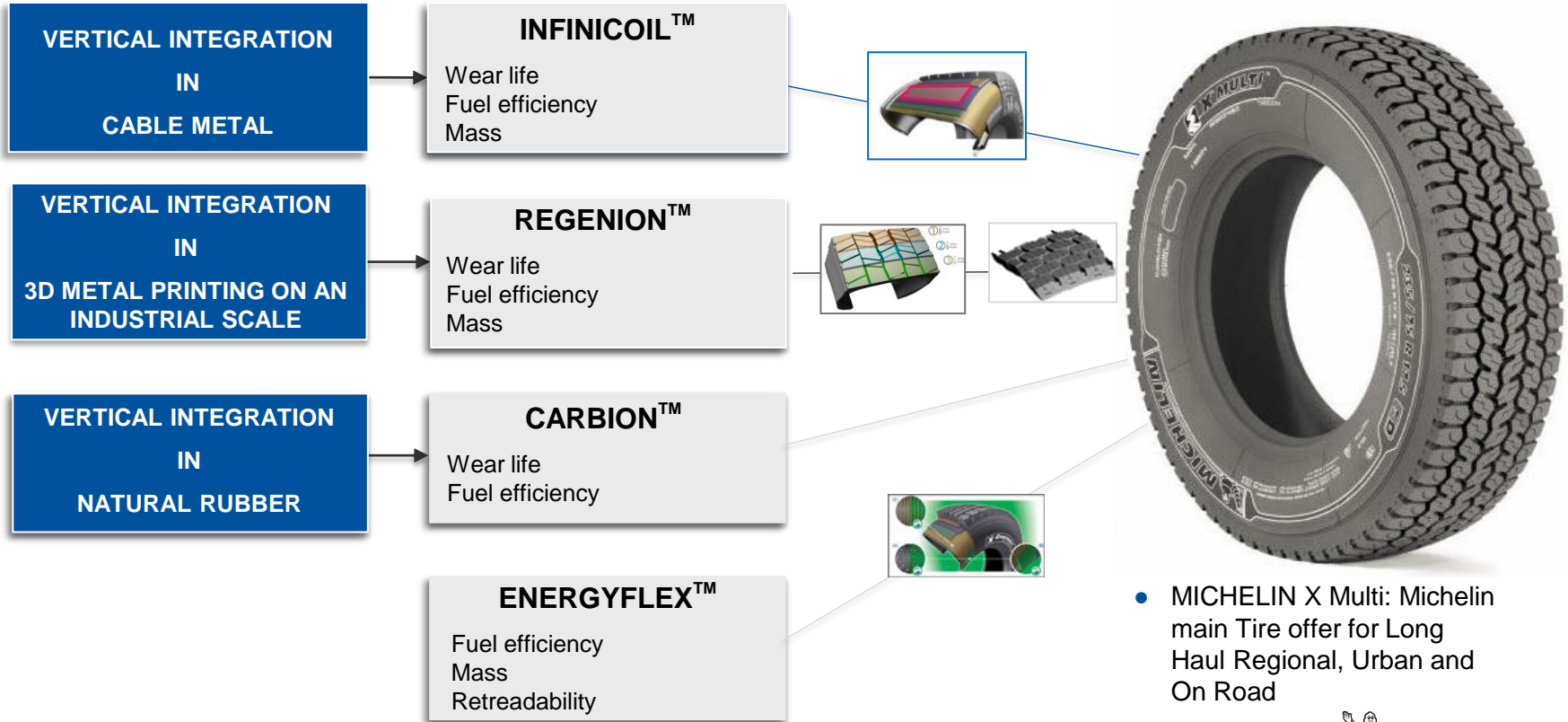


NPS (Net Promoter Score): panel of consumers that purchased tires in the last six months  
Source GfK study – Consumer Behavior Monitoring – Scope: FR, IT, SP, DE, UK, TR





# T&B: Innovation matching customer expectations (wear life and fuel efficiency)



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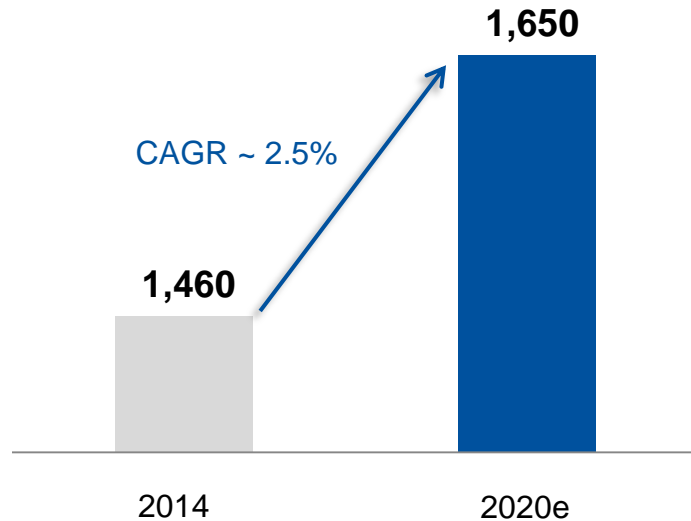
### Activating Group Levers

- Capturing Growth

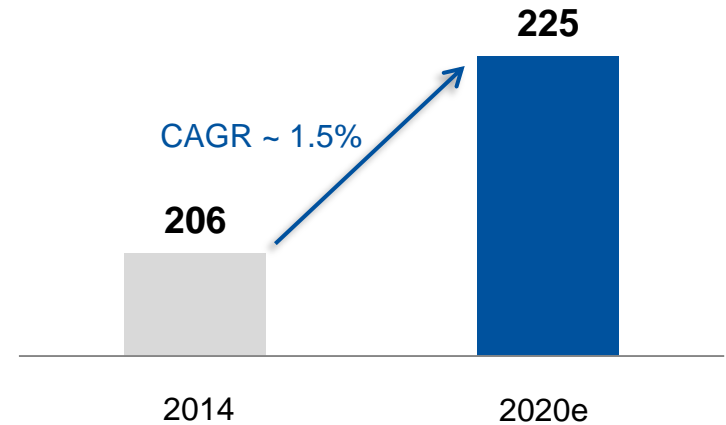


# Sustained long term market projections

## ► PC OE&RT market projection 2014-2020 *(in millions units)*



## ► TB OE&RT market projection 2014-2020 *Radial & Bias (in millions units)*

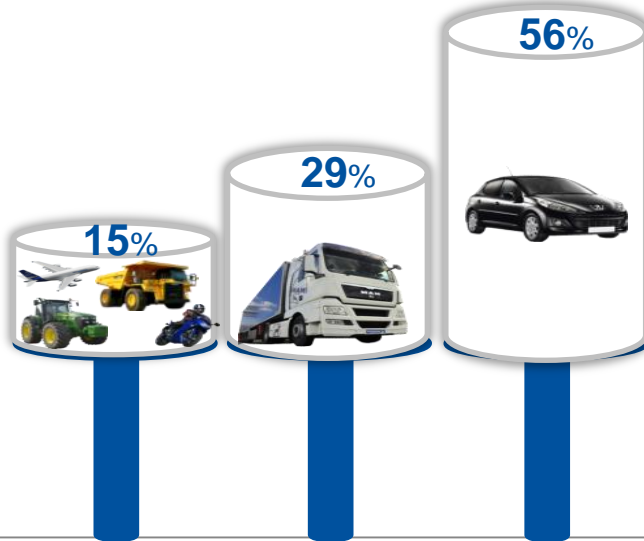


Source: Michelin

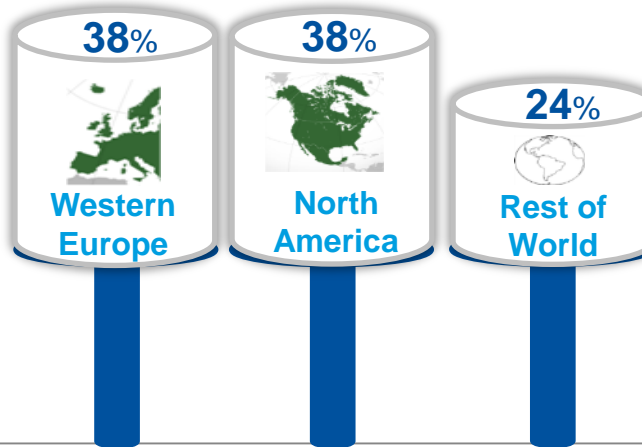
# Natural hedging through a balanced geographic and product mix

## ► Breakdown of Group net sales

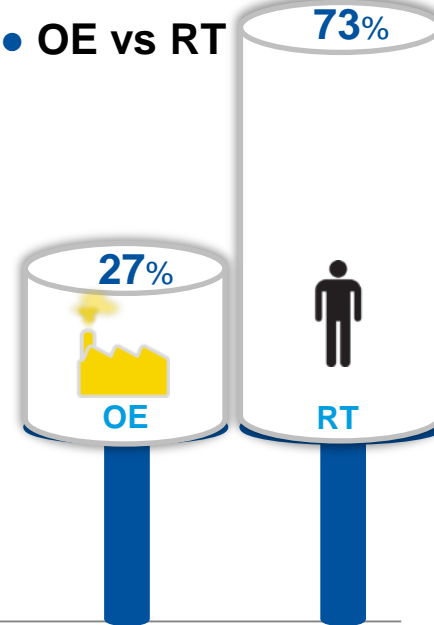
### • Segment reports



### • Geographical regions



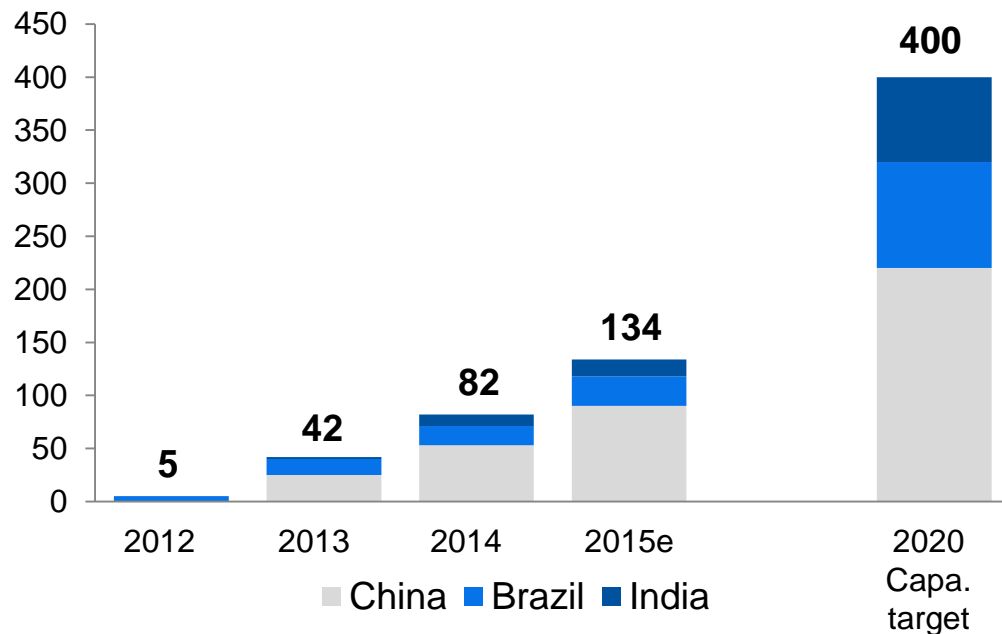
### • OE vs RT



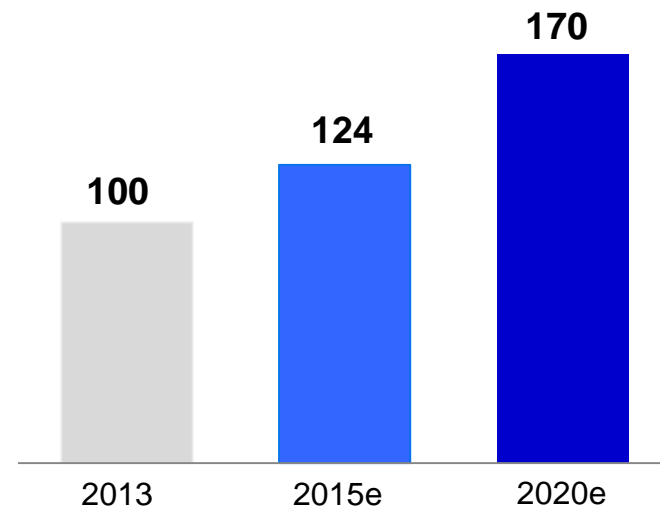
Percentage contribution of each segment/region to total H1 2015 consolidated net sales

# Production ramp up on schedule to foster volume growth

## ► Ramp up in new greenfield plants (in kt)

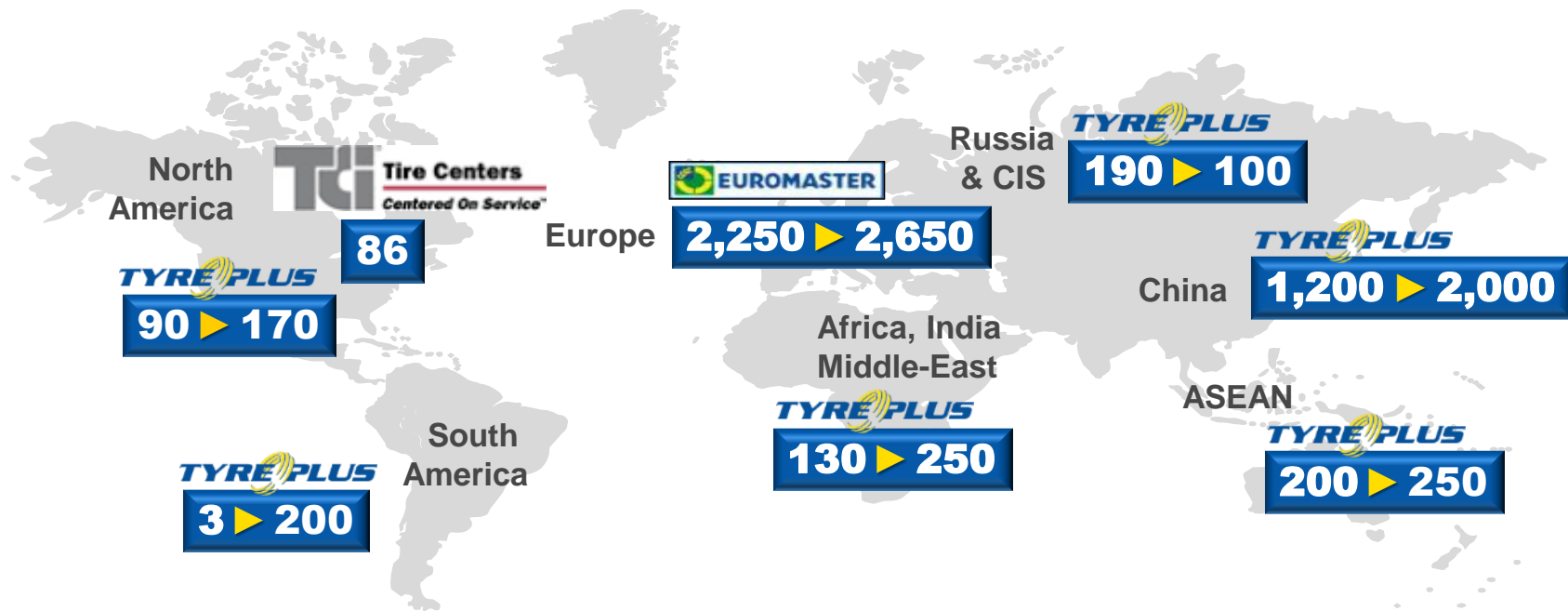


## ► Group > 17" capacity (base 100, in million of tires, MICHELIN brand)



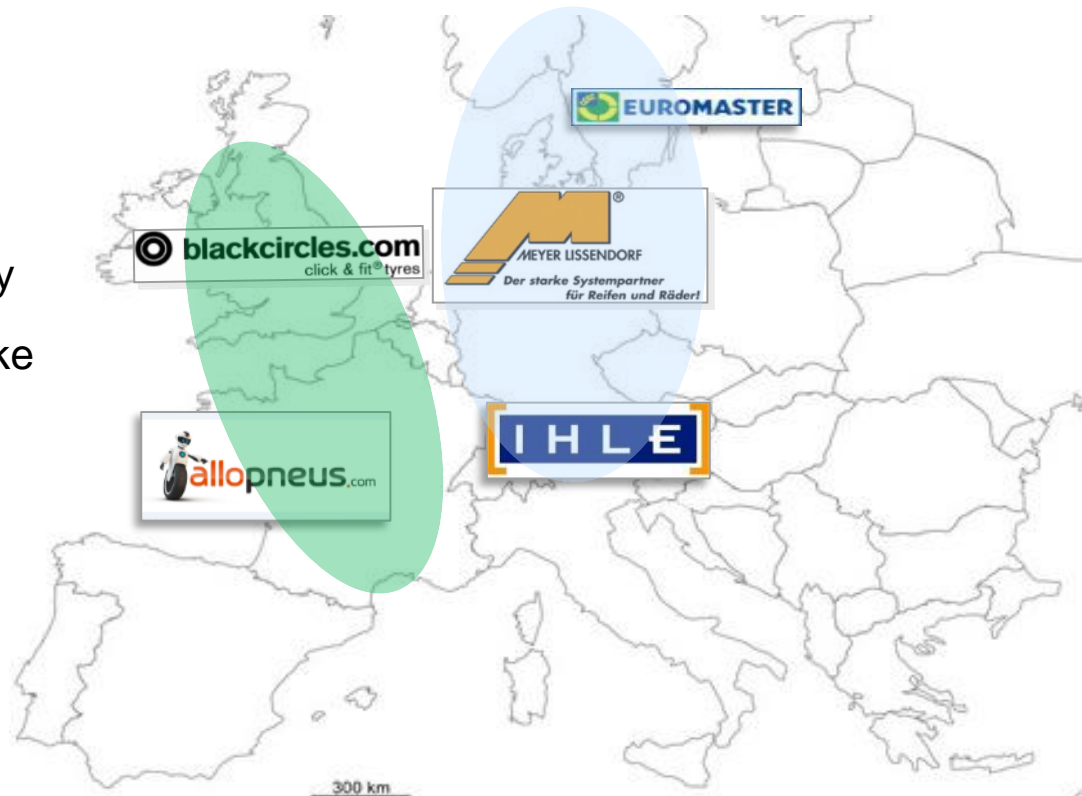
# A Vast Network of Integrated and Franchised Dealers

Our objective : to exceed 5,000 outlets in 2020



# Strengthening our market access in Europe by developing new distribution channels

- **Wholesale:** recent acquisition of Meyer Lissendorf and Ihle in Germany to guarantee quality of service for small retailers that have insufficient storage capacity
- **Online sales:** purchase of a stake in Allopneus in France and acquisition of Blackcircles in the UK



# Products, distribution and services matching customer needs to capture growth opportunities

## Services

- Offering innovative services to improve mobility *by*



## Distribution

- Reinforcing our market access through a vast worldwide dealer network and new distribution channels



## Product offer

- Developing profitable Tier 2 / Tier 3 brands to better serve Distribution



## Innovation

- Strengthening the MICHELIN brand technological leadership



CROSSCLIMATE

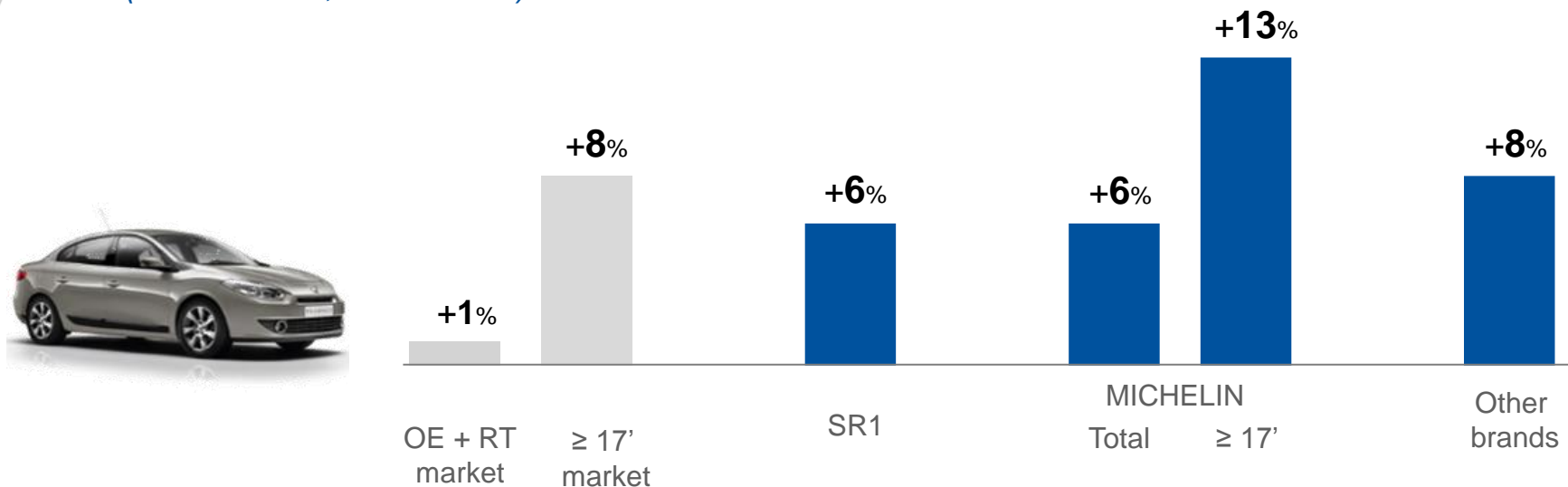


TWEEL



# PC tires 9m 2015: strong volume growth, steady mix improvement for the MICHELIN brand, sharp upturn in sales volumes for other brands

## ► Passenger car and Light truck volume growth vs market (9-month YoY, in '000 tons)



Source: Michelin

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### Activating Group Levers

- Competitiveness



# The competitiveness plan will reach the 2015-2016 target of €500m offsetting annual inflation

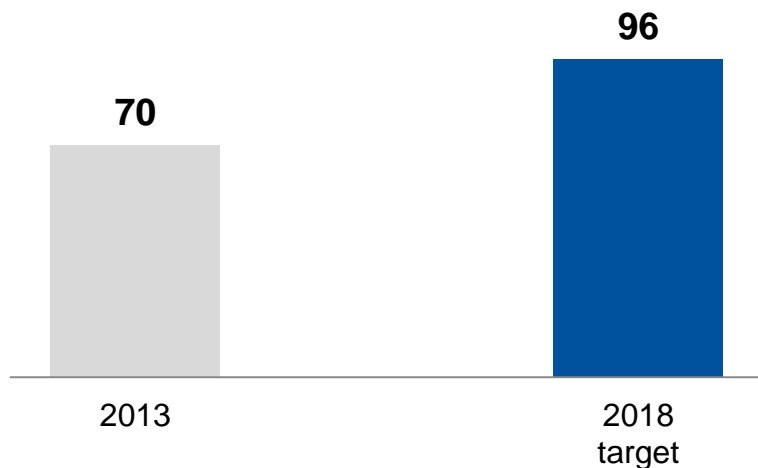
	SG&A	Materials	Manufacturing & Transports	Total
<b>2012-2016 Objective*</b>	-€300m / -€400m	-€200m / -€300m	-€600m / -€700m	-€1,200m
Achieved**	-€381m	-€127m	-€362m	-€870m
Enablers	<ul style="list-style-type: none"> <li>• Efficiency program</li> <li>• OPE</li> <li>• Shared Service Centers</li> <li>• Simplification</li> </ul>	<ul style="list-style-type: none"> <li>• New lines</li> <li>• New materials</li> <li>• Scrap process materials</li> </ul>	<ul style="list-style-type: none"> <li>• Best practices (MMW)</li> <li>• Standardization</li> <li>• Flexibility</li> <li>• Footprint optimization</li> </ul>	

\* Before inflation and including avoided costs

\*\* At September 2015

# Competitiveness: Improve our Manufacturing Efficiency

## ► Average Plant size *(in '000 of tons)*



## ► Plant capacity utilization *(in % of maximum available capacity)*

	2013	H1 2015	Target 2018
PC / LT	85%	87%	≥ 90%
Truck	76%	83%	
Specialty	90%	69%	

## November 3 announcement : Reorganization of Truck and Earthmover tire production base

- Unfavorable market trends in Truck tires Europe and Earthmover OE & Infrastructure
- Truck industrial footprint optimization in UK, Italy and Germany
  - Closure of the Ballymena Truck tire plant, the Fossano cable plant and the Oranienburg and Alessandria retreading plants
  - 1,508 jobs at stake
  - €265m investment in the UK, Italy and Germany over the next 5 years
  - Non-recurring restructuring charge of €280m in 2015
  - €140m in projected annual productivity gains
- Impairment on India OE/Infra Earthmover assets: non-recurring charge of €75m

# The industrial reorganization projects will eventually deliver more than €140m in productivity gains a year

	2015	2016	2017	2018	2019	
						<b>Total non-recurring expense</b>
Non-recurring cost	(280)	0	0	0	0	(280)
						<b>Following Years</b>
Productivity		+13	+41	+89	+130	+140

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### Activating Group Levers

- People



# Increasingly committed and focused employees: engagement rate 5 pts above benchmark

## ► Positive work environment



## ► New impetus to social dialogue



## ► Committed and incentivized on growth, efficiency and financial targets

- Increasingly committed employees, with an engagement rate of **74%** vs. 72% in 2013 (2014 Moving Forward Together Survey, IBM-Kenexa)
  - IBM-Kenexa global benchmark: 69% in 2014



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Guidance confirmed



## Guidance confirmed

	2015 unchanged
Volumes	Growth above markets
EBIT before non recurring	Up beyond currency effect
Structural FCF	Above €700m
ROCE	More than 11%

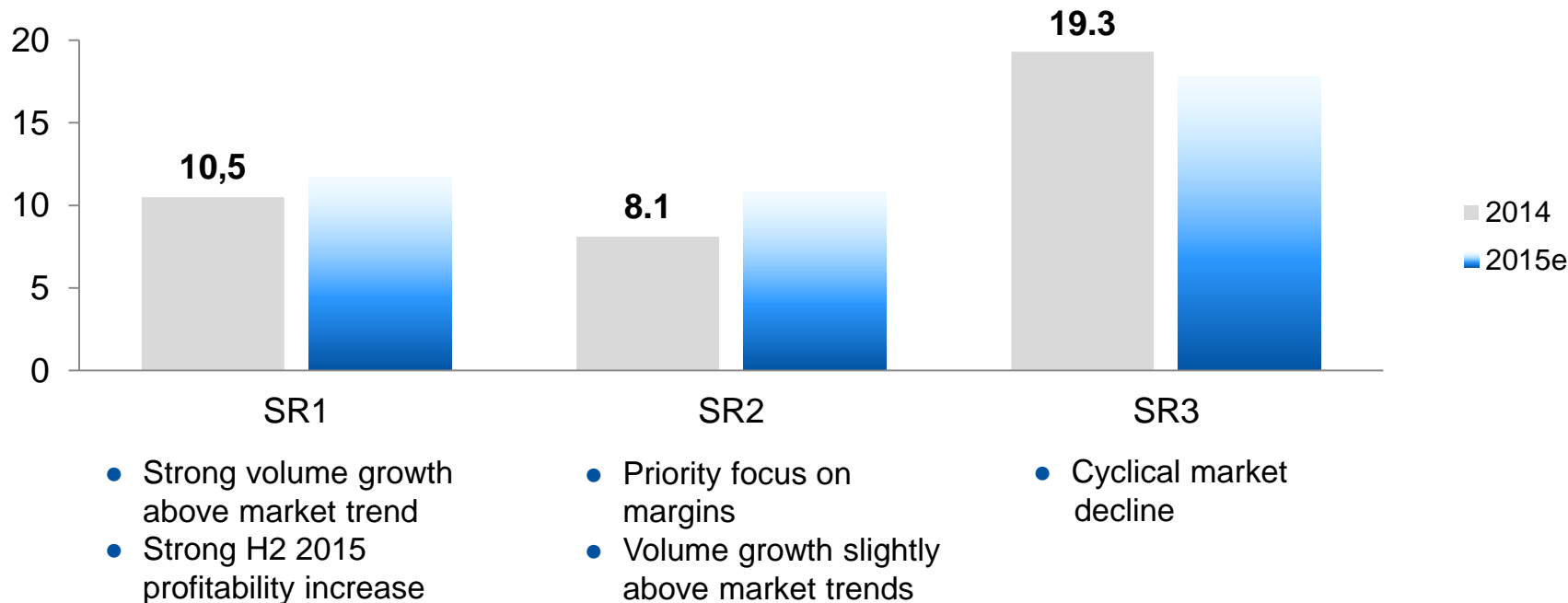
## 2015 scenario

	2015	2015 old
Impact of raw materials*	Around €550m tailwind	Around €600m tailwind
Price-mix / Raw materials	<div> Indexed business: negative  Non indexed business: neutral </div> } <b>Around -€100m</b>	Indexed business: negative Non indexed : neutral
Competitiveness / cost inflation	Neutral over the year	Neutral over the year
Currency effect on EBIT*	Around €400m	Above €350m
Capital expenditure	Around €1,800m	Around €1,800m

\* Based on September 2015 assumptions

# 2015 Group EBIT\* margin increase driven by Passenger car and Truck

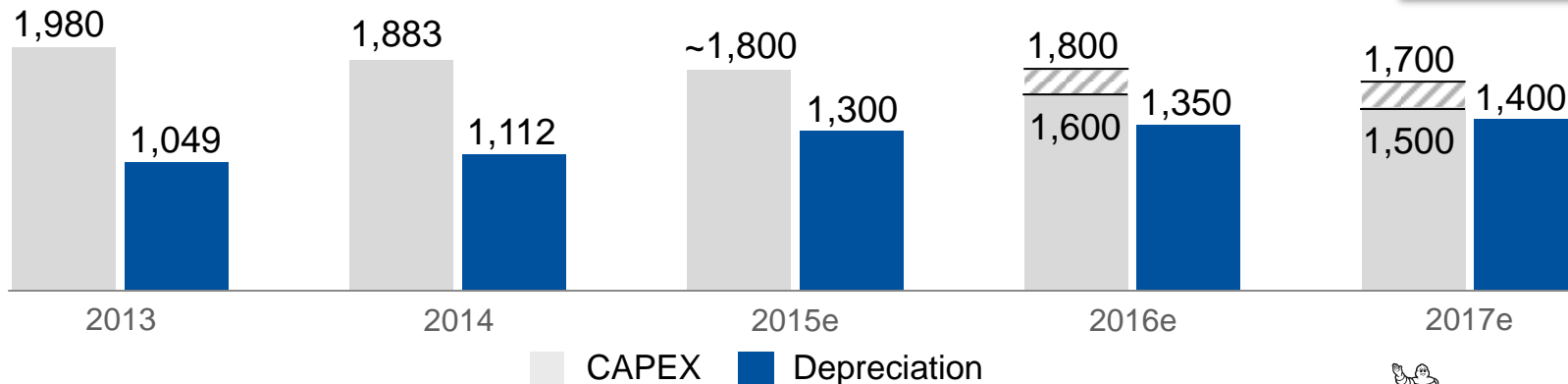
## ► EBIT\* margin by segment of reporting in %



\* Before non recurring items

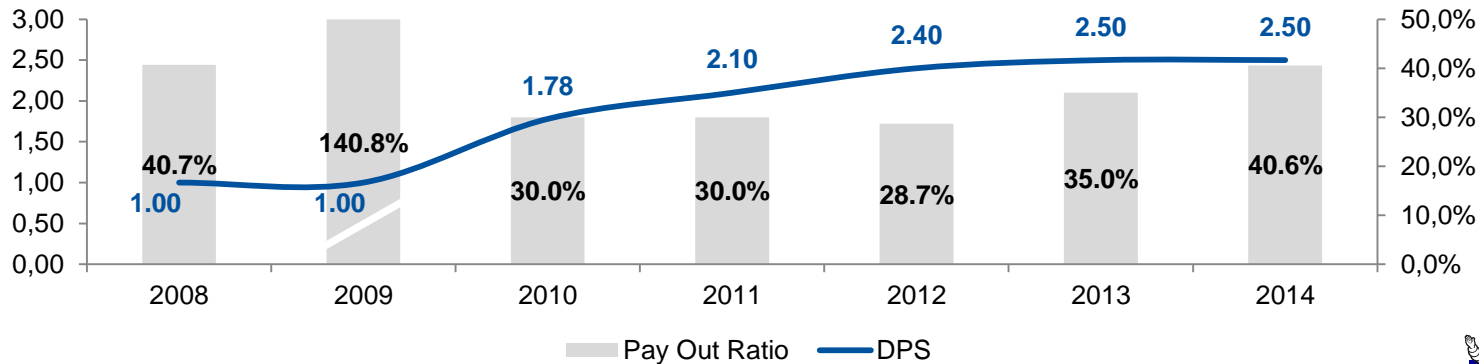
# Invest to create value

- ▶ **Succeed in our priority Capex and M&A investment to capture growth**
  - In the supply chain, to improve customer services (IS, logistics centers)
  - In growing markets: PC premium tires, North America, Asia
  - In Digital services
  - In raw materials and semi-finished products
- ▶ **Reducing the gap between capital expenditure and depreciation** (*In € millions*)



## A strategy committed to shareholders

- First tranche of €250m completed as of July 31
- Second tranche of €200m to be completed at December-end 2015
- Number of shares repurchased : 4,223,944 as of November 20, 2015
  - Purchase cost: €383m
  - Weighted average price: €90.78
- Pay-out target: at least 35% of Group Net Income (**excluding non recurring costs**)



# 2016 market outlook: 2015 trends continuing into 2016

## MATURE MARKETS



### North America strong momentum

- PC: H1'16 to benefit from low basis of comparison due to fewer Chinese importers on the back of US duties
- Truck : OE cycle plateauing

### Europe benefitting from bottoming out macro economics

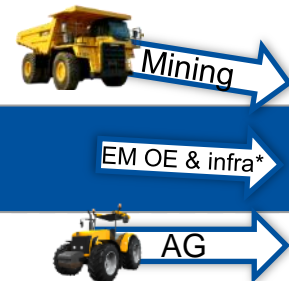
## NEW MARKETS



### Most markets impacted by economics linked to commodity prices except China

- PC OE: all markets at low level except China
- PC RT: negative trend except steady growth in China
- Truck OE & RT: continuing negative trends except in India

## SPECIALTY MARKETS



### Earthmover and AG markets impacted by commodity prices

- Mining: still weaker demand linked to last year of destocking
- OE Earthmover: negative trend
- OE AG: flat at low level

*\* in Europe & North America*

INTRODUCING THE  
**MICHELIN® PREMIER® TIRE**



It's a new standard in safety: A tire whose tread, instead of simply wearing down, evolves with its rain grooves expanding and new grooves emerging for extra water evacuation and a high-traction compound for increased wet grip. Even when half worn, the MICHELIN® Premier® A/S tire is still safe—thanks to EverGrip™ wet-braking technology. The MICHELIN® Premier® A/S tire still stops shorter on wet roads than leading competitors' brand-new tires.\* Bringing multiple performances together with innovative technologies to deliver the total performance all drivers need—that's MICHELIN® Total Performance™. Learn more at [michelinman.com/premier](http://michelinman.com/premier).

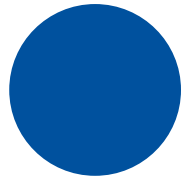


\*All tires eventually wear out and should be replaced. Half worn Premier tires are safe because of EverGrip™ Technology which combines an evolving tread with a high-traction compound for enhanced stopping capabilities. Based on lateral wet braking test results from all-terrain tires versus Goodyear® Assurance® UltraGrip® A/S tires in size 225/50R17 (200), and Pirelli® P1 C15/60R16 (200), Bridgestone® Potenza® S-Plus in size 215/60R16 (200). Using MICHELIN® Premier® A/S tires in size 225/50R17 (200) and 215/60R16 (200), inflated to 32 PSI† of tread. Actual on-road results may vary. ©2015 Michelin North America, Inc. All rights reserved. The Michelin Man is a registered trademark owned by Michelin North America, Inc.



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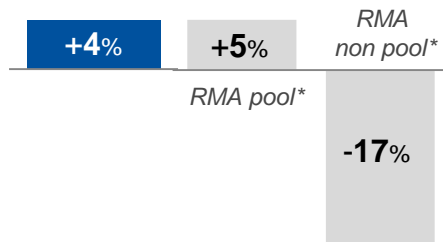
## Appendices

# PC tires: strength in mature market demand, declining Winter segment in Europe, steady replacement market growth in China

## ► Passenger car markets 9-month 2015/2014

% change year-on-year (in number of tires)

### North America



\* RMA pool : Rubber Manufacturers Association members

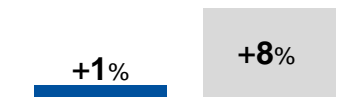
### Europe excluding Russia & CIS



### New markets excluding China



### China



### GLOBAL MARKET



Source : Michelin

■ OE

■ RT



# Truck tires: global market down, with growth in mature regions and negative trend in new markets

## ► Markets 9-month 2015/2014

*% change year-on-year (in number of tires)*

North America



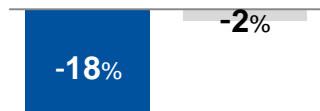
Europe excluding  
Russia & CIS



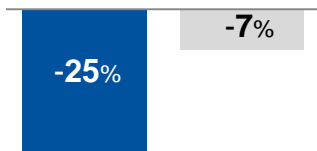
Africa India & Middle East



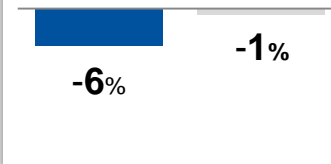
China



New markets excluding  
China & AIM



GLOBAL MARKET



Source : Michelin

■ OE

■ RT

# Passenger car tire market

- Continuing strength in mature market demand with a favorable basis for comparison for summer and winter tires in Europe excluding Russia & CIS and one fewer day of sales in North America. Steady replacement market growth in China and car incentives leveraging OE demand.

## October 2015 / 2014

Market	Europe including Russia&CIS *	Europe excluding Russia&CIS *	North America	Brazil	China
Original equipment tires	▲ +1%	▲ +4%	▼ -1%	▼ -28%	▲ +7%
Replacement tires	▲ +5%	▲ +10%	▼ -3%	▲ +2%	▲ +8%

## YTD (October 2015)

Market	Europe including Russia&CIS *	Europe excluding Russia&CIS *	North America	Brazil	China
Original equipment tires	▲ +3%	▲ +6%	▲ +4%	▼ -18%	▲ +1%
Replacement tires	▲ +2%	▲ +4%	▼ -0%	▲ +3%	▲ +8%

\* Turkey included

# Truck tire market

- Continuing strength in mature market demand with a counter effect of early purchases in Europe excluding Russia & CIS and one fewer day of sales in North America. Negative trend in new markets.

October 2015 / 2014

Market (Radial + Bias)	Europe including Russia&CIS *	Europe excluding Russia&CIS *	North America	Brazil
Original equipment tires	▲ +9%	▲ +11%	▼ -3%	▼ -62%
Replacement tires	▼ -6%	▼ -1%	▲ +1%	▲ +2%

YTD (October 2015)

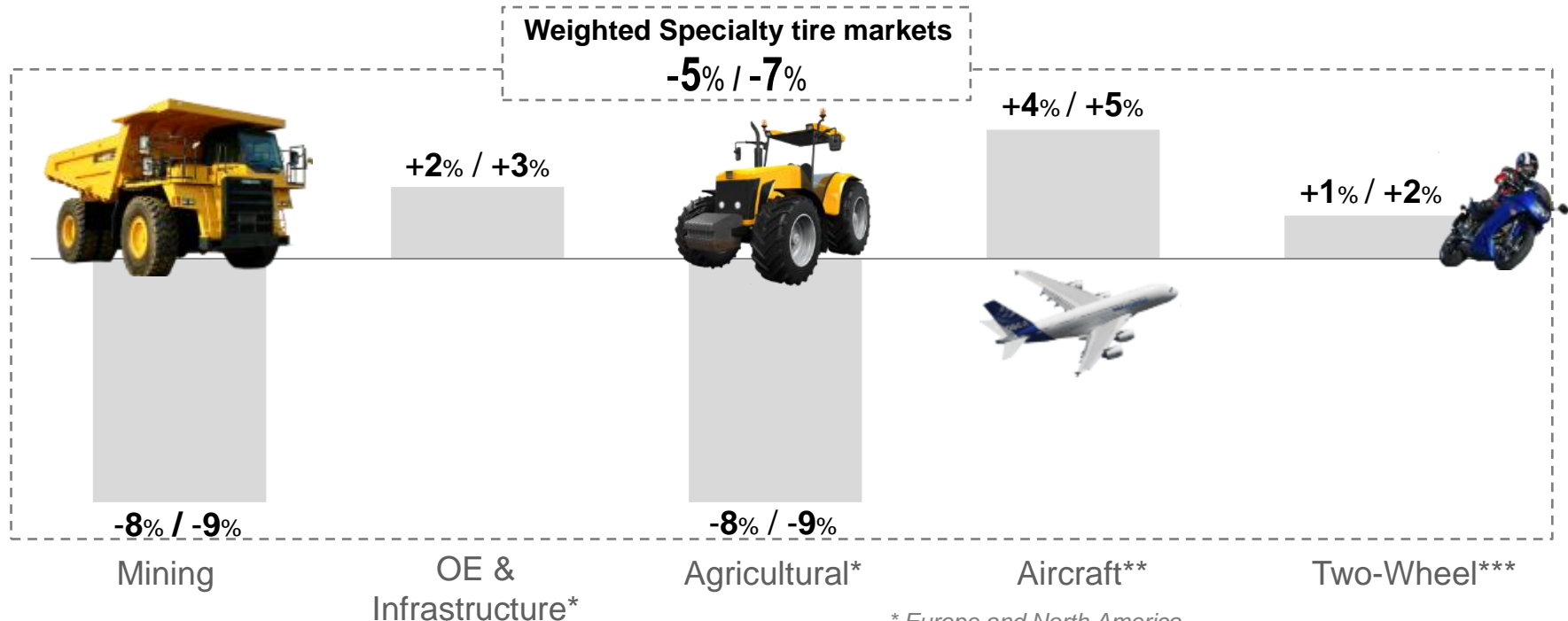
Market (Radial + Bias)	Europe including Russia&CIS *	Europe excluding Russia&CIS *	North America	Brazil
Original equipment tires	▲ +6%	▲ +10%	▲ +10%	▼ -50%
Replacement tires	▼ -2%	▲ +6%	▲ +4%	▼ -7%

\* Turkey included



# Specialty markets: 2015 outlook on the low end of the range in the Mining and Agricultural markets, with slight growth expected in other segments

## ► FY 2015e / FY 2014 in tons



Source : Michelin

\* Europe and North America

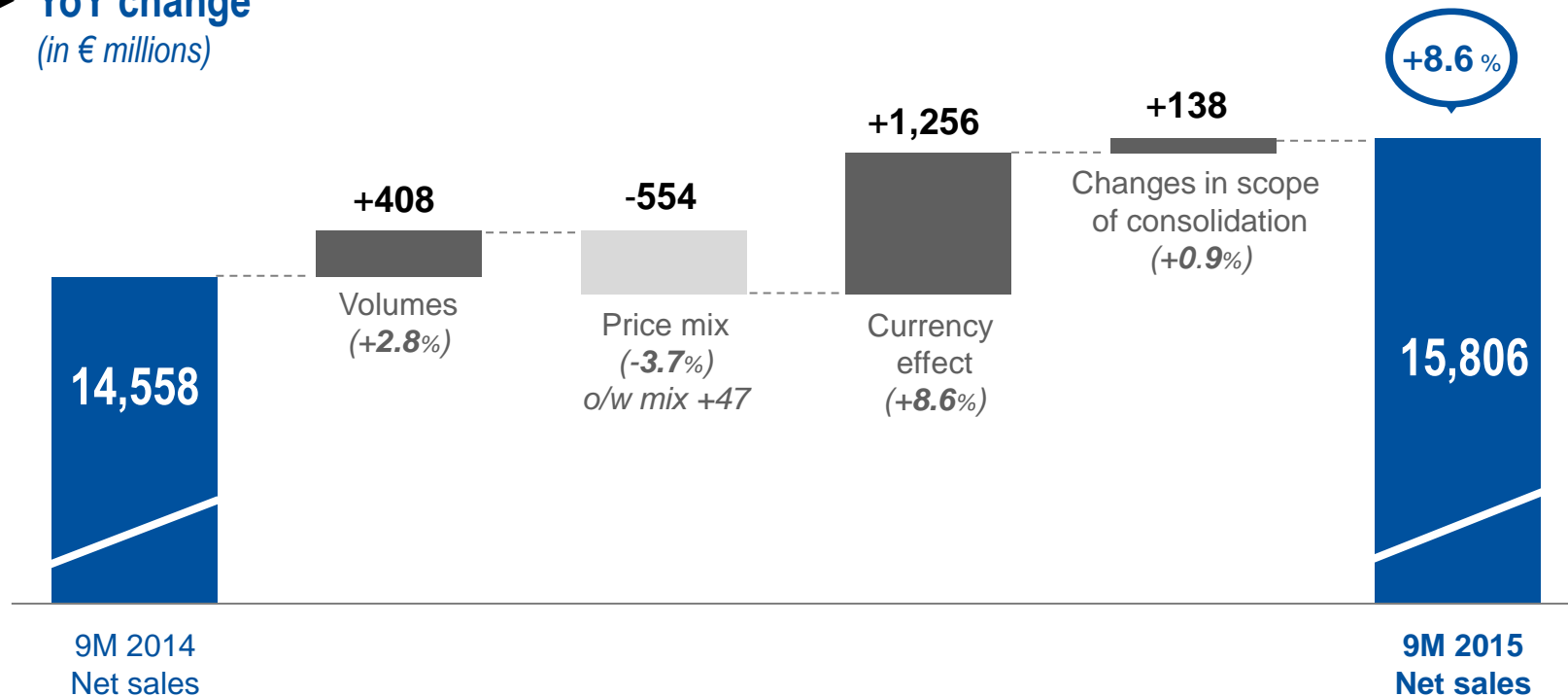
\*\* Commercial aircraft

\*\*\* Motorcycle Europe, USA, Japan



# 9-month Net sales up 8.6%, of which 2.8% due to higher volumes

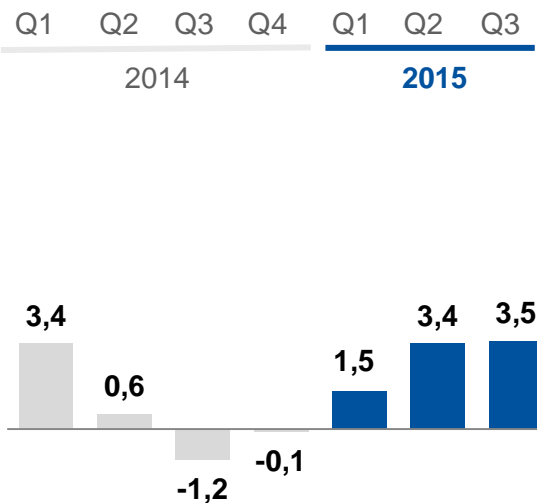
## ► YoY change (in € millions)



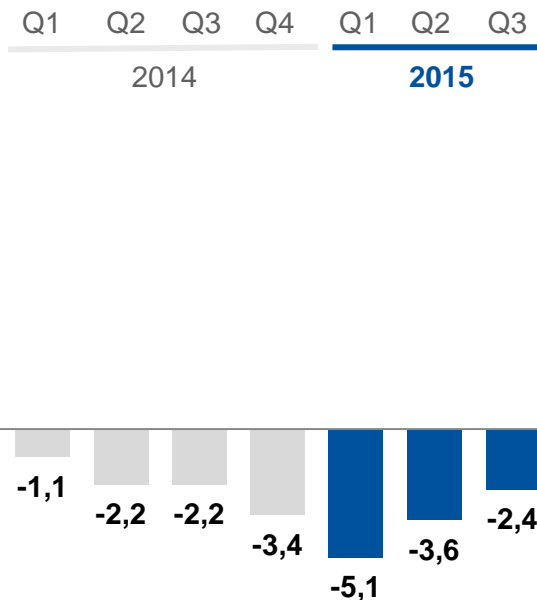
# As expected, volumes and the price mix improved quarter to quarter

## ► YoY change in %

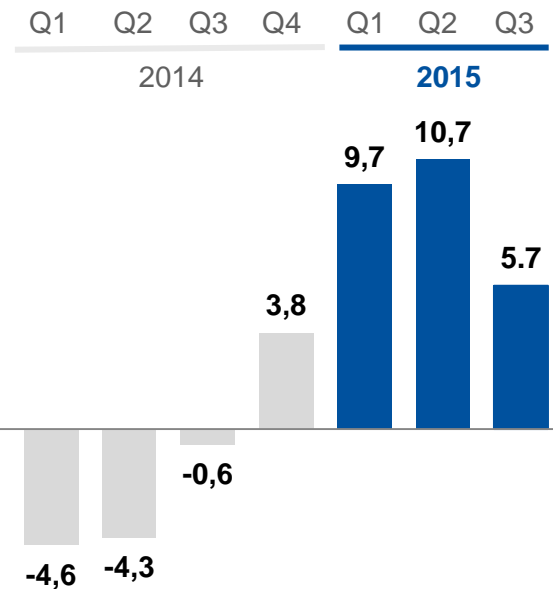
### ► Volumes



### ► Price-mix









### ► Currency effect





# Net sales supported by above market growth

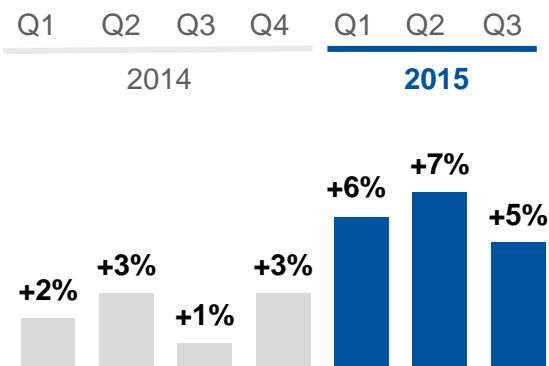
	9m 2015	9m 2014	% change
 <b>SR1 Net sales (€m)</b> <i>Volume growth</i> <i>Market growth</i>	<b>8,838</b> +6% +1%	7,759	+13.9%
 <b>SR2 Net sales (€m)</b> <i>Volume growth</i> <i>Market growth</i>	<b>4,675</b> -0% -2%	4,503	+3.8%
    <b>SR3 Net sales (€m)</b> <i>Volume growth</i> <i>Market growth</i>	<b>2,294</b> -4% -5% to -7%*	2,296	-0.1%

\*Full year market expectation

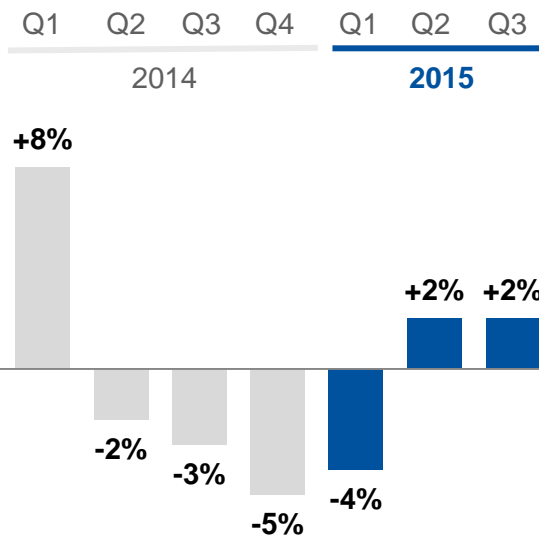
# Passenger car and Truck tire sales outpaced the market Specialty businesses volumes in line with their markets

## ► YoY change in tons

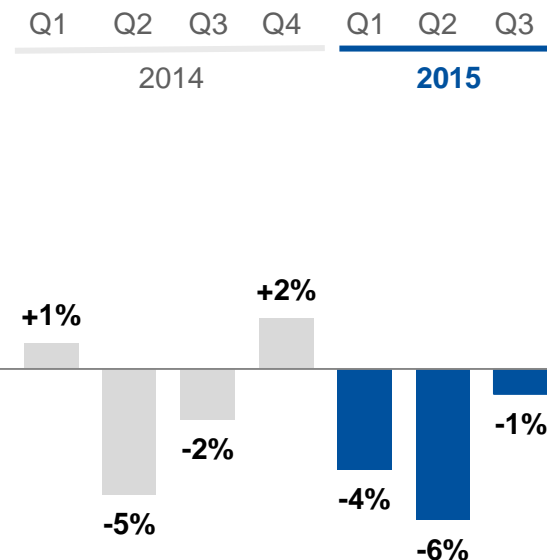
### Passenger car and Light truck tires & related distribution



### Truck tires & related distribution

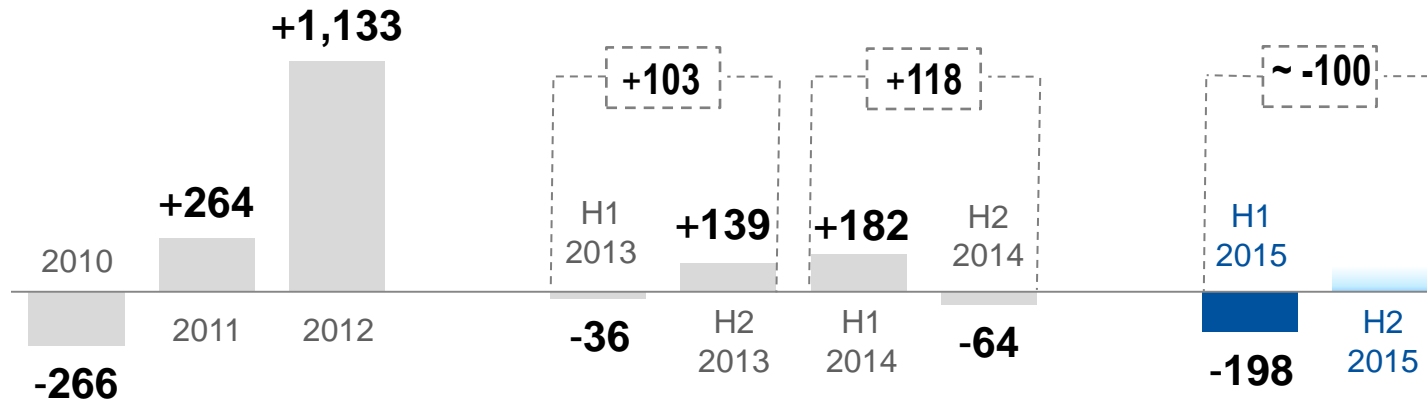


### Specialty businesses



## Effective management of pricing policy over time: aggregated net positive impact of more than €1,100m since 2010

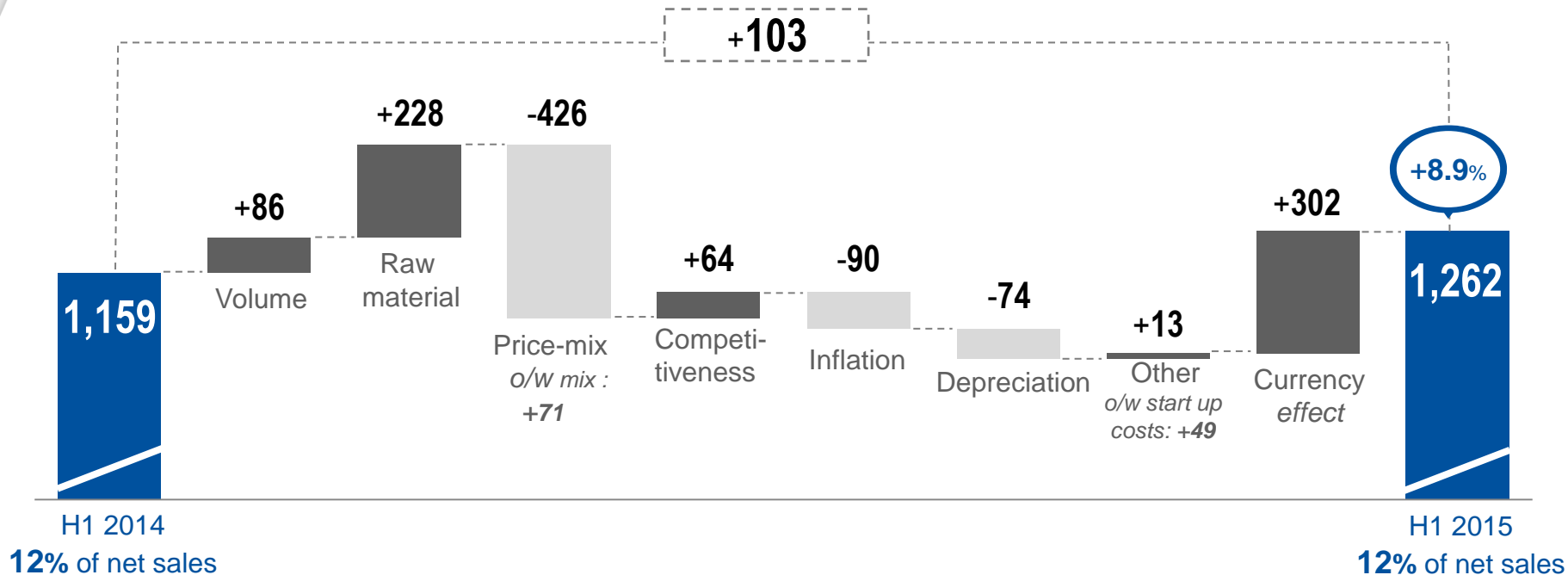
### ► Net effect of price mix and raw materials prices (in € millions)



- Indexation clauses represented a third of the price effect in H1 2015
- Positive raw material price impact of €550m expected over full-year 2015 based on past price trends, after €228m in the first half
- Price increases in Europe in H2 2015

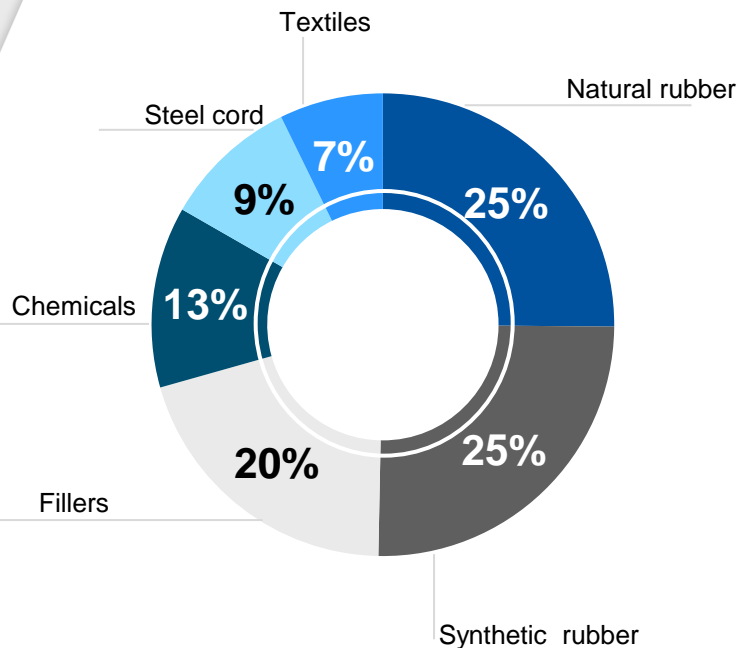
# Operating income before non-recurring items up 9% or €103m

## ► Change vs. H1 2014 (in € millions)



# Raw materials and price trends in 9-month 2015

## ► Raw material purchases in H1 2015 (€2,414m)

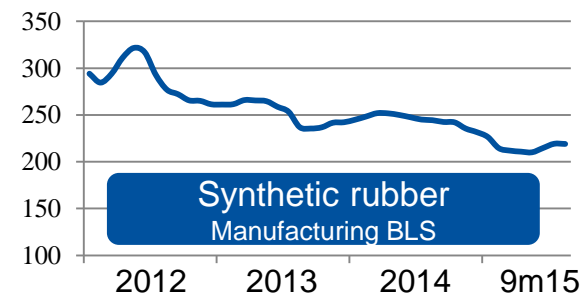
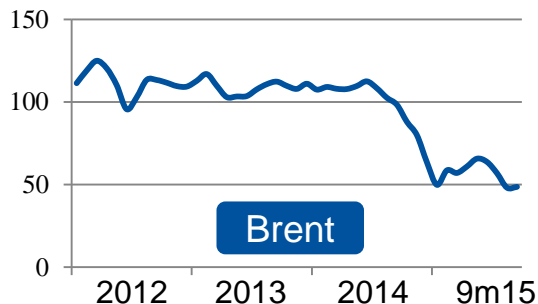
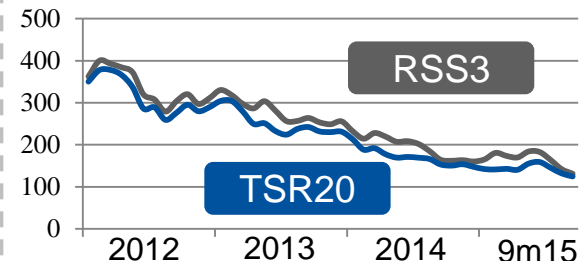


### Exchange rate €/€ :

Average 9m'14 : **1.36**

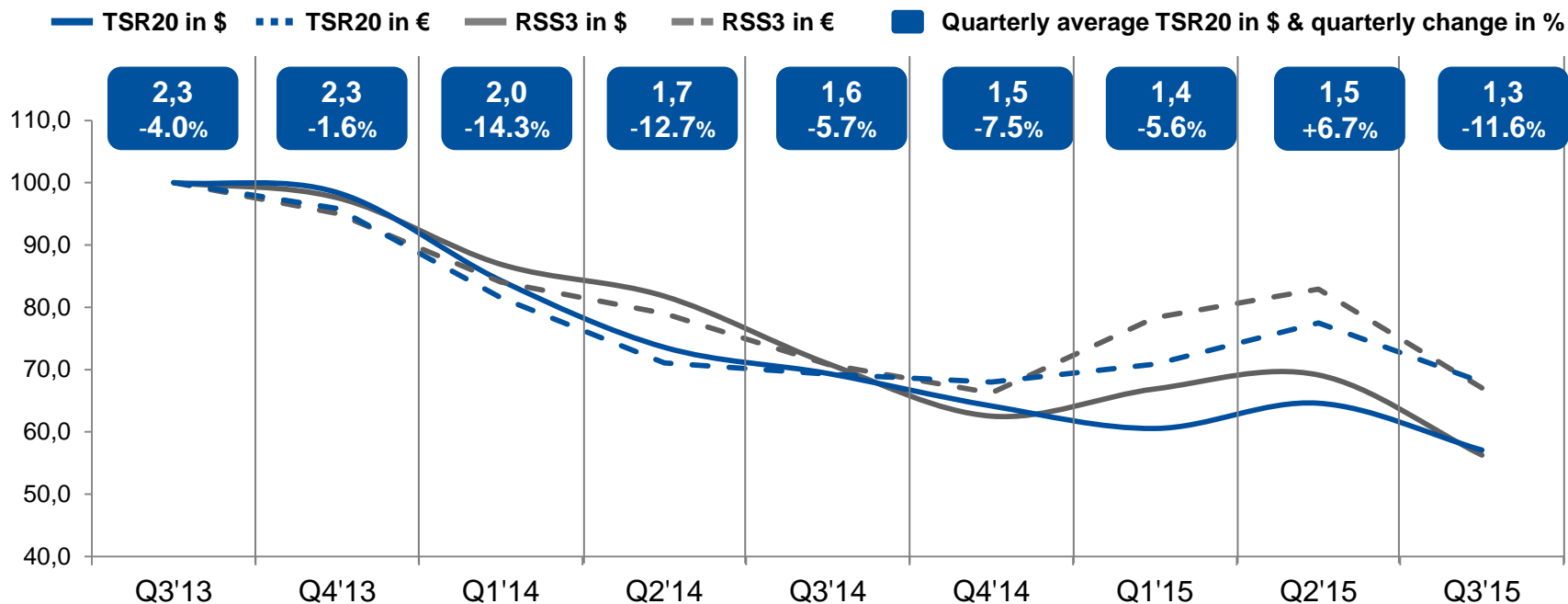
**-18%**

Average 9m'15 : **1.12**



# Natural Rubber price change reflecting into Group P&L with around 6-month time lag

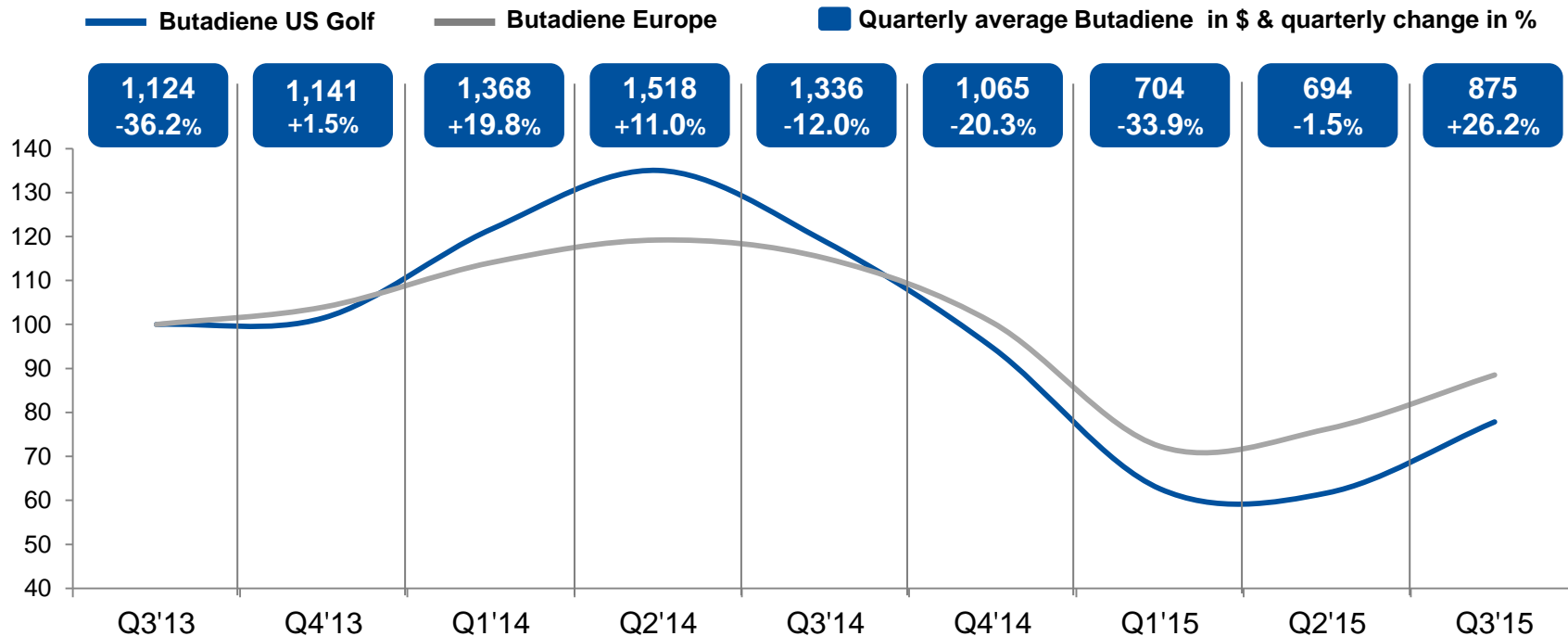
## ► Natural Rubber Price Evolution in \$/kg and €/kg (base 100 in Q3'13) at end of September 2015



Source : SICOM

# Butadiene Price change reflecting into Group P&L with around 4-month time lag

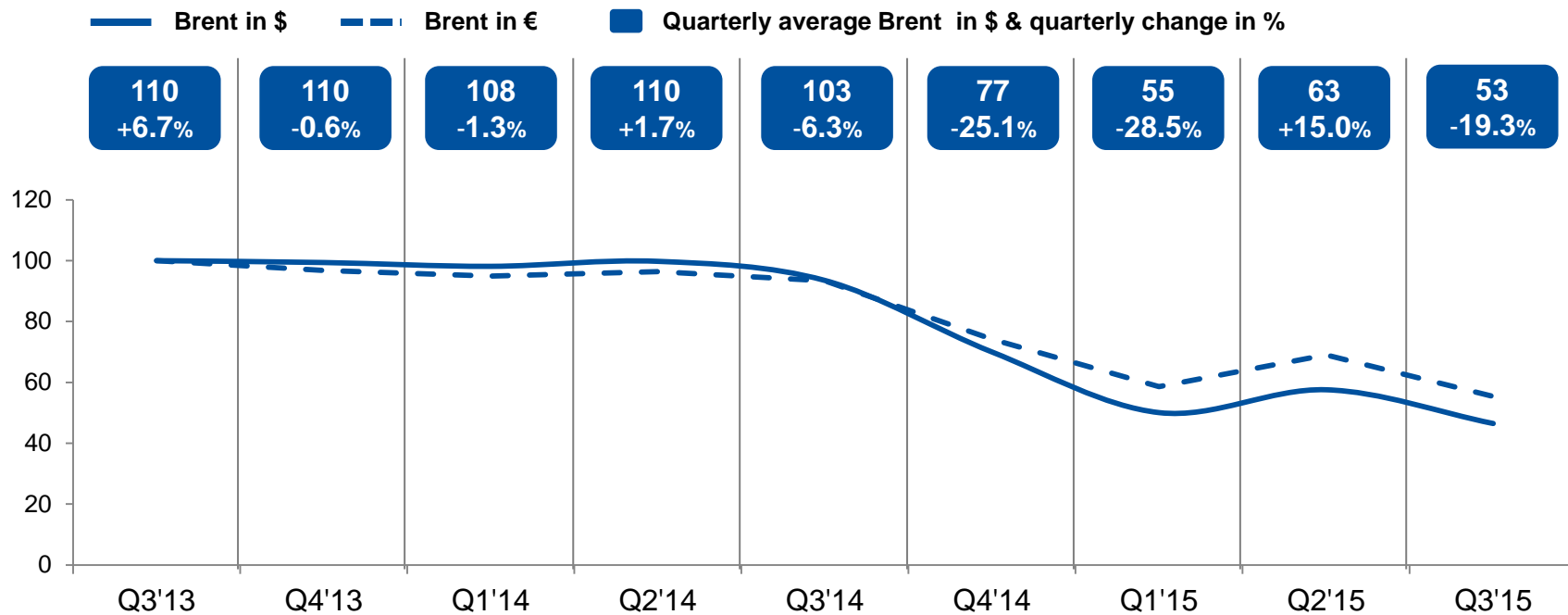
## ► Butadiene Price Evolution (base 100 in Q3'13) at end of September 2015



Source : IHS

# Brent Price in USD/barrel (base 100 in Q3'13)

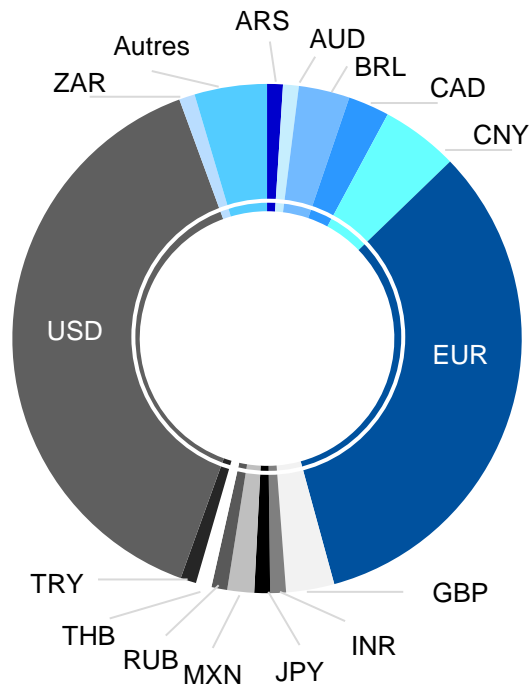
► At end of September 2015





# Estimated positive currency FY effect of around €400m on EBIT

## ► Breakdown of H1 2015 net sales by currency



% of net sales	
ARS	1%
AUD	1%
BRL	3%
CAD	3%
CNY	5%
EUR	33%
GBP	3%
INR	1%
JPY	1%
MXN	2%
RUB	1%
THB	1%
TRY	1%
USD	39%
ZAR	1%
Others	5%

## Sensitivity of EBIT to the €/€ exchange rate

**rate:** one cent change in the annual average €/€ exchange rate would result in a €15m-€20m change in full-year EBIT.

Rate Euro / USD – 12/2011 – 09/2015

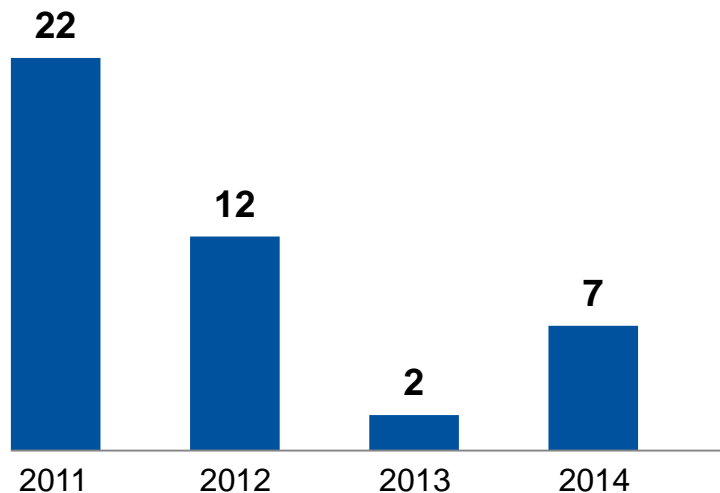


Source : Thomson One

# Financial structure still robust after acquisitions

## ► Gearing – Net debt/Equity

(as a %)

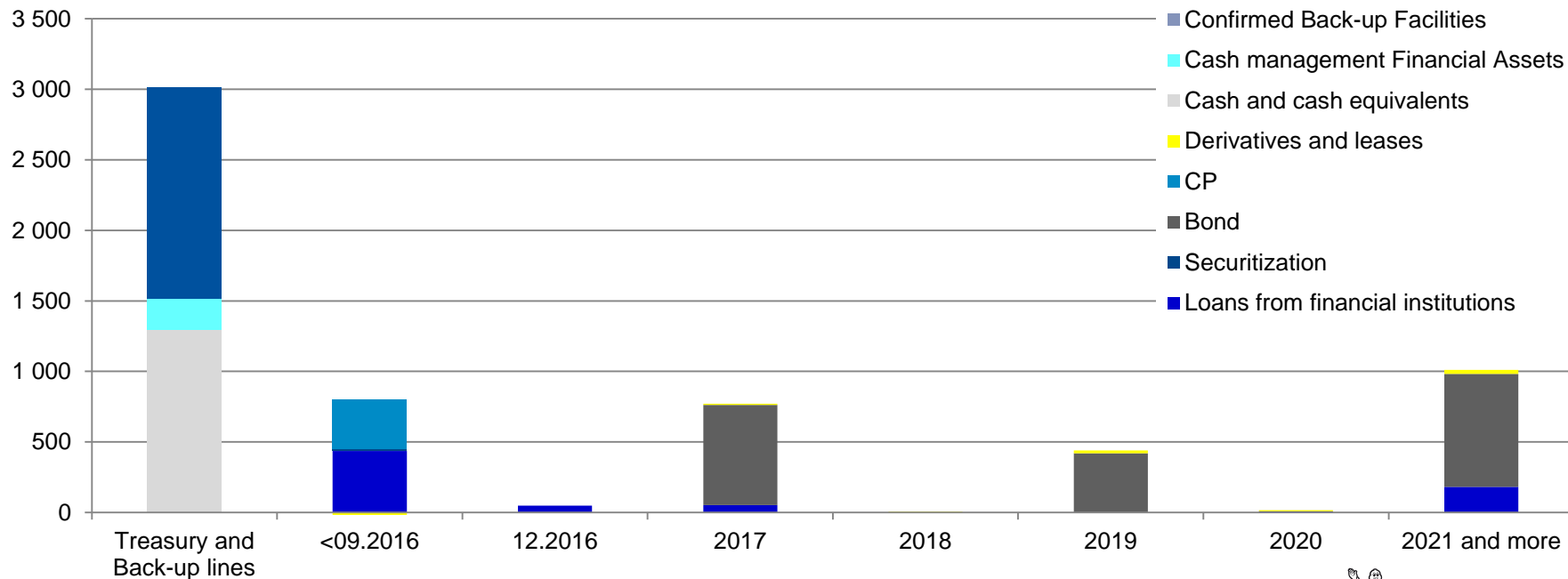


## ► Debt rating

		CGEM	CFM
Short term	S&P Moody's	A-2 P-2	A-2 P-2
Long term	S&P Moody's	BBB+ A3	BBB+ A3
Outlook	S&P Moody's	Stable Stable	Stable Stable

# A comfortable cash position

## ► Debt maturities at Sept. 30, 2015 (Nominal value, in € millions)



# 2016 Agenda

- **February 16, 2016:** 2015 Results
- **April 20, 2016:** First-quarter 2016 Net Sales
- **May 13, 2016:** Annual General Meeting
- **July 26, 2016:** First-half 2016 Results
- **October 19, 2016 :** Third-quarter 2016 Net Sales

## 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.*

*This presentation may contain a number of forward-looking statements. Although the Company believes that these statements are based on reasonable assumptions at the time of the publication of this document, they are by nature subject to risks and contingencies liable to translate into a difference between actual data and the forecasts made or induced by these statements."*

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