

**NOV 21, 2018**

**FRANKFURT**



# Germany Michelin Footprint

## Distribution



More than 350 sales point

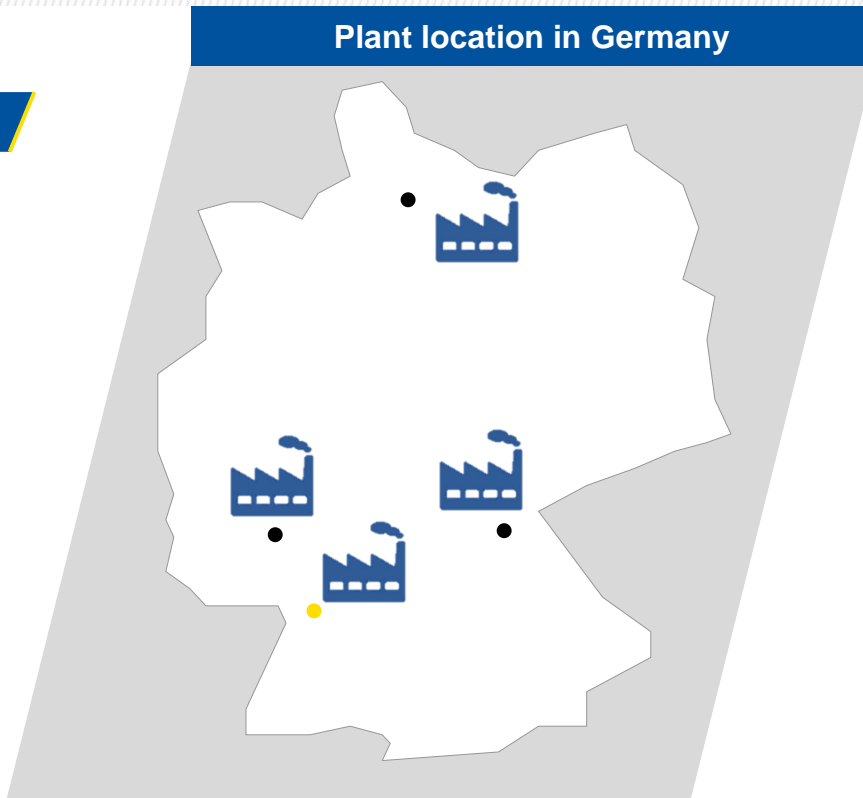


600 auto centers



Strong Wholesale footprint

## Plant location in Germany



## Key figures



4000 manufacturing employees



4 plants  
290 kT max capacity



Northern Europe  
Sales HQ in Karlsruhe

**November 21, 2018**  
**FRANKFURT**

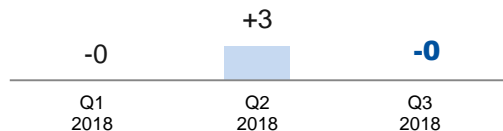


# 1 / **2018 & 2019 outlook**

# 2018 market scenario: significant slowdown in Passenger car and Truck tires in H2; sustained growth in Specialties



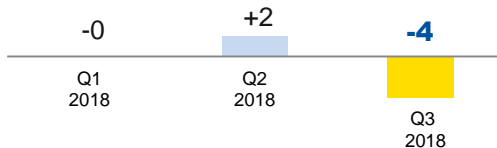
PC/LT 2018: +0,5% / +0,7%



- OE: sharp slowdown in the global market
- RT: cooling demand in ≤16" tires, sustained growth in ≥18" tires
- China: Slowdown in OE market and RT impacted by inventory drawdown
- Impact on markets of currency depreciation in emerging countries



TRUCK 2018: -1,5% / -2%



- OE and RT markets dampened by slowing demand in Asia, particularly in China
- Slight growth in markets excluding China
- Impact on markets of currency depreciation in emerging countries



SPECIALTIES 2018 : +6% / +7%

- Mining tires: sustained strong demand (~ +10%), led by growth in the global economy and the end of destocking
- Off-road: strong growth in OE Construction; OE Ag slowing down in H2, RT Ag stable
- Growth in the Two-wheel, Commuting and Aircraft segments

# 2018 scenario

	H1 actual	H2 2018	2018
Net impact of price-mix and raw materials prices	+ €264m	<b>Stable</b>	<b>Positive</b>
Including impact from raw materials costs	- €67m	around - €50m	around - €120m *
Competitiveness plan gains vs. inflation	- €42m	<b>around + €40m</b>	<b>neutral</b>
Currency effect	- €218m	<b>around - €60m **</b>	<b>around - €280m **</b>
Standard effective tax rate 2018			<b>ETR of 28%</b>

\*2018 average prices: Natural rubber: \$1.45/kg; butadiene (US, Europe and Asia): \$1346/t; Brent: \$74/bbl

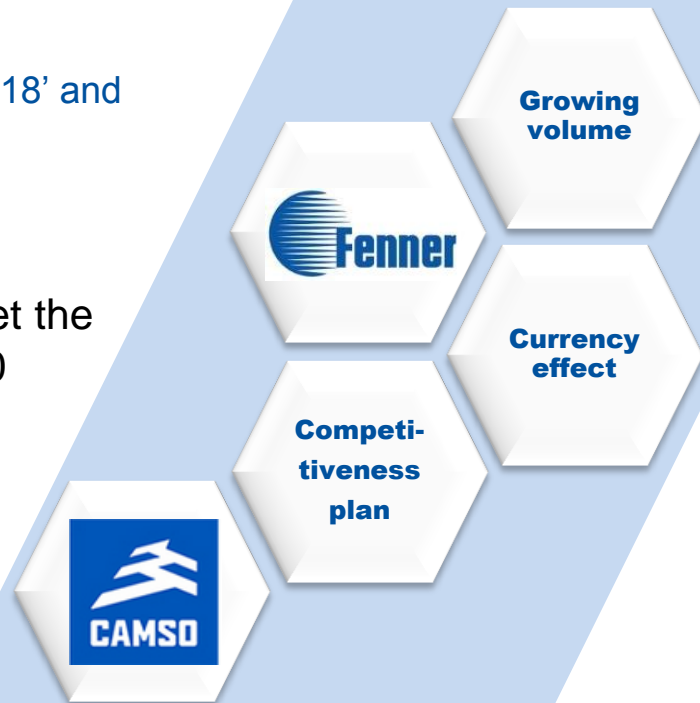
\*\* with 2018 October currency effect with an average €/€ at 1.15

# 2018 guidance reminder

	2018
Volumes	Growth in line with the markets
Operating income from recurring activities at constant exchange rates	> €200m vs. 2017
Structural FCF	> €1,100m

# Preliminary 2019 scenario

- Market trends
  - Passenger car & Light truck: ~+1.5% of which ~+10% in ≥18' and slight upturn in the Chinese market
  - Truck: ~0%
  - Specialties: from +4% to +5%
- Faster deployment of the competitiveness plan to meet the target of saving more than €600m over the 2019-2020 period
- Around €150m in additional EBIT vs. 2018 from the Fenner and Camso\* acquisitions including synergies
- Currency effect expected to be slightly favorable\*\*



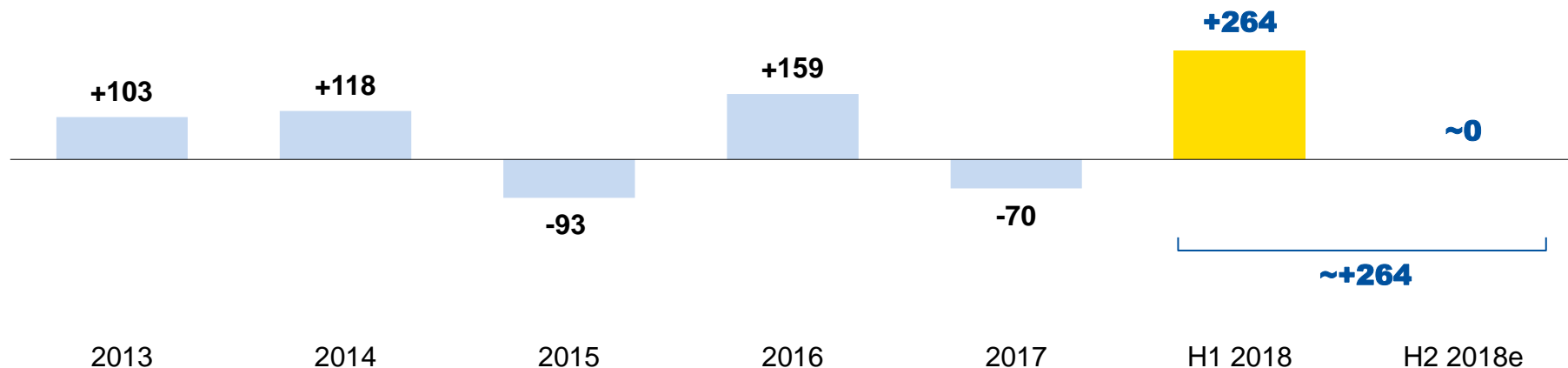
\* Pending the regulatory approvals expected to be obtained in December 2018

\*\* Based on average exchange rates of October 2018 (o/w €/€ at 1.15)



# An assertive pricing policy

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



- Steady pricing policy offsetting raw materials changes
- Recent price increases announced in North America for 2019 in PC and TB

\* from recurring activities



November 14, 2018

**UBS 2018 European conference**

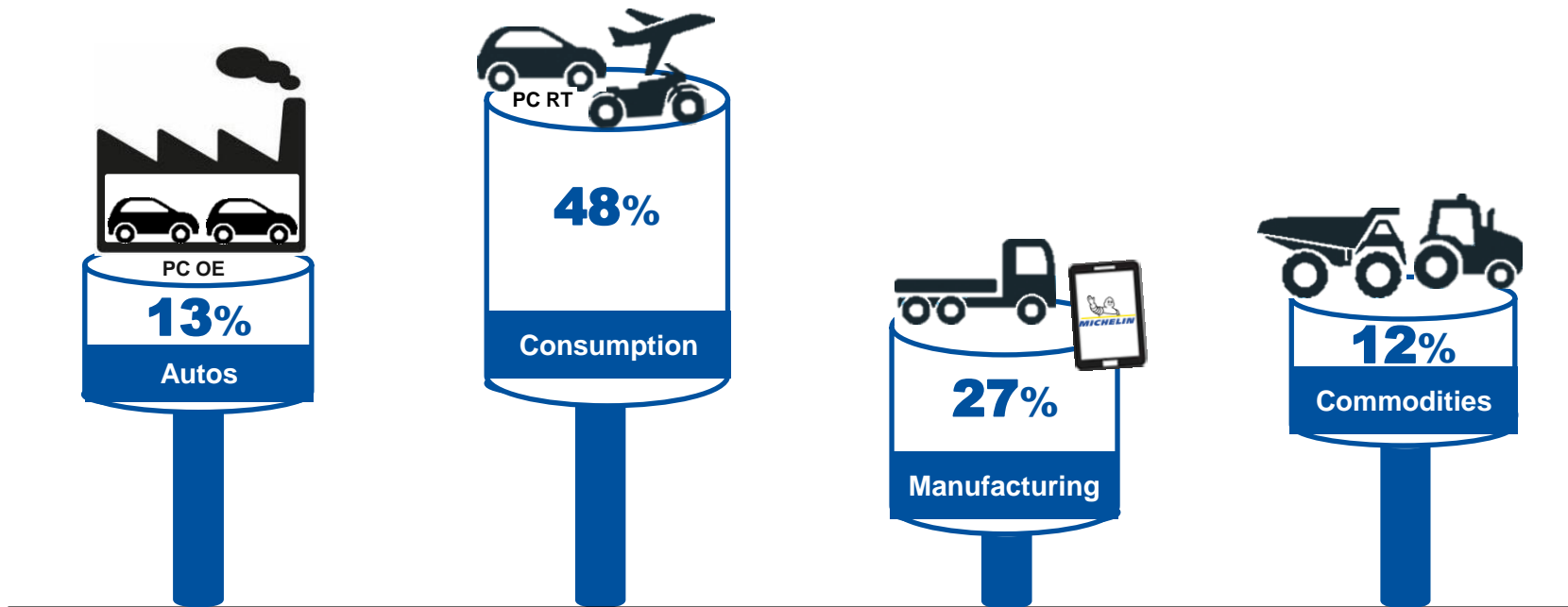


**2**

**Levers for Growth**

# A business model strongly linked to consumption

## ▲ Net sales by drivers\*

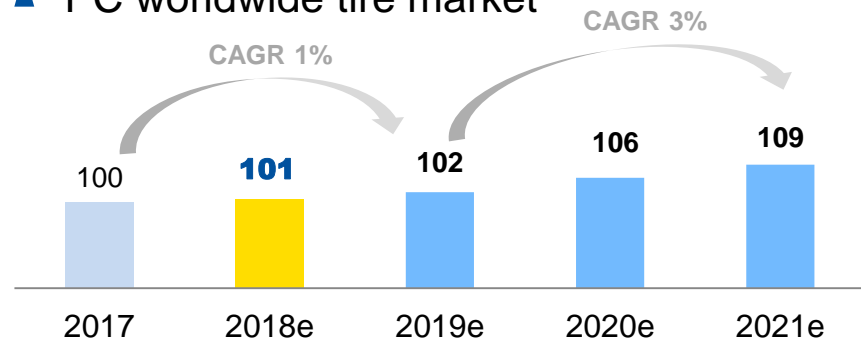


\*2017 net sales by sector

# 2017-2021 projections: structurally sustained worldwide demand driven by a strong growth in $\geq 18'$



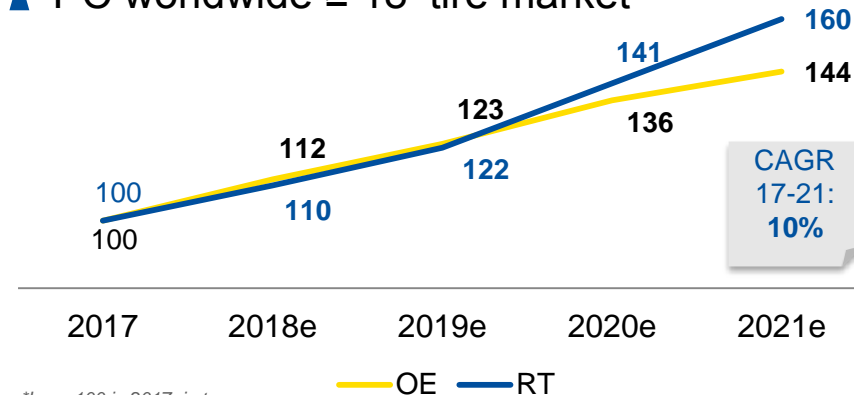
## ▲ PC worldwide tire market\*



\*base 100 in 2017, in tonnes



## ▲ PC worldwide $\geq 18'$ tire market\*



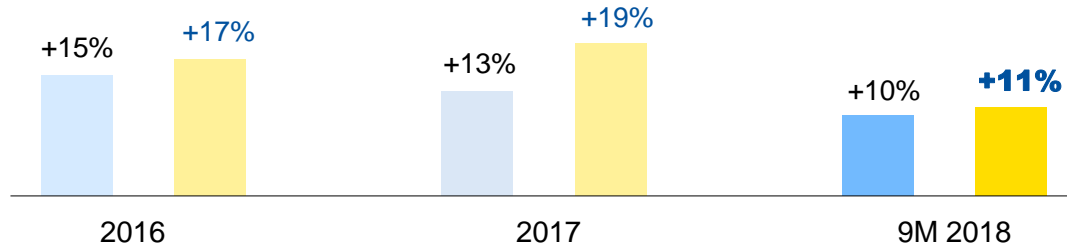
\*base 100 in 2017, in tonnes

## ▲ Growth in $\geq 18'$ tire sales\*\*

Worldwide market



MICHELIN

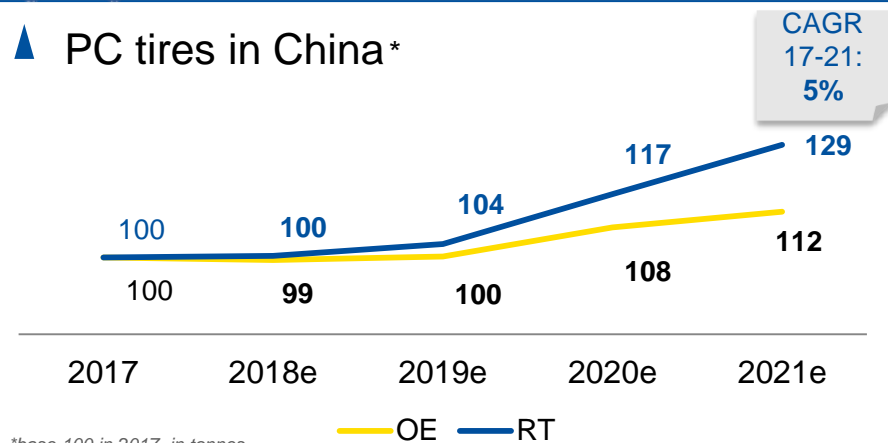


\*\* YoY change, markets in units and sales in kt

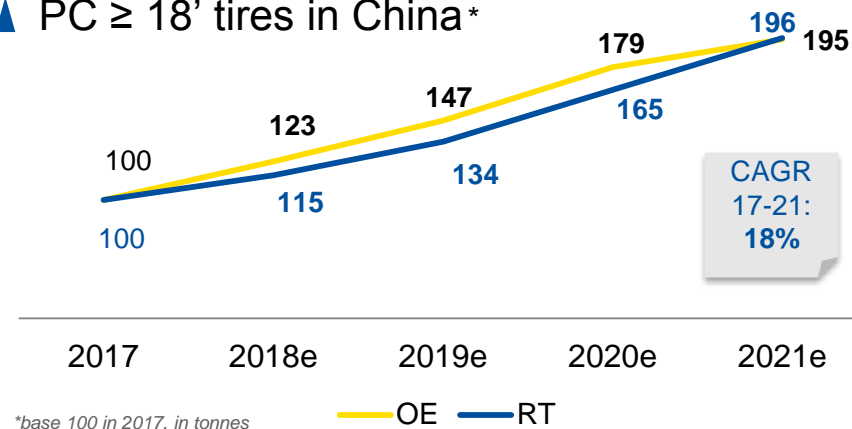
# China: Michelin brand leadership on a structurally growing market driven by $\geq 18'$ demand



## ▲ PC tires in China\*

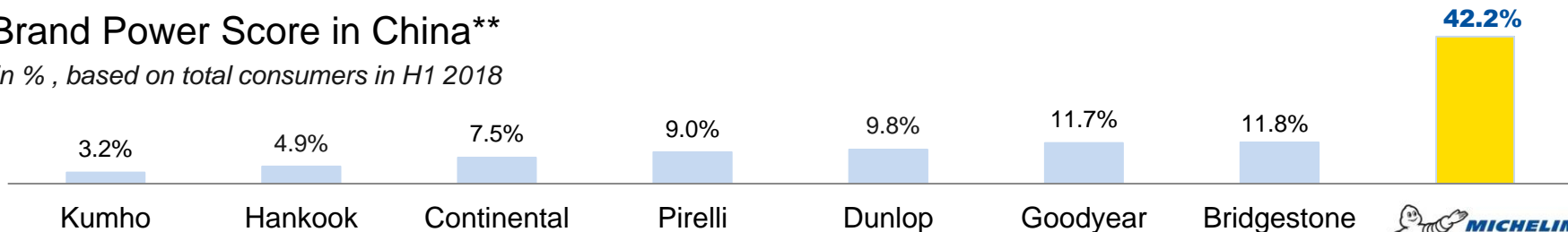


## ▲ PC $\geq 18'$ tires in China\*



## ▲ Brand Power Score in China\*\*

in % , based on total consumers in H1 2018



\*\* BCM study conducted by market research institute Millward Brown, based on the reduced brand list of 8 brands



# MICHELIN, THE premium brand

## Michelin position at Prestige OEM

*Leader Leader Leader Leader Leader Co-leader Co-leader Top 2*



FERRARI

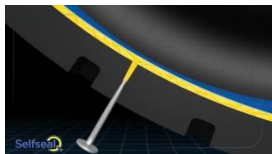
## Technologies

*Acoustic*



Reduces the rolling noise generated by the tire inside the car

*Selfseal*



Self sealing solution: a rubber compound that immediately plugs anyholes in the tread

*Track connect*



The first connected tire to own the track

*Premium Touch*



Full ring checked sidewall. Patented premium touch velvet finish

*Acorus*



A flexible wheel that improves the ride and comfort



# Michelin Primacy 4: safe when new, safe when worn<sup>(1)</sup>

**NEW**

## MICHELIN PRIMACY 4

**SAFE**  
WHEN  
**NEW**



**SAFE**  
WHEN  
**WORN\***

\*New and Worn (worn means 2 mm tread depth), on 205/55 R16 91V. MICHELIN PRIMACY 4 is above the R117 European regulation wet grip threshold

**LASTS LONGER (2)**



**WET BRAKING WHEN WORN (3)**



1) Whether new or worn, the 205/55 R16 91V MICHELIN PRIMACY 4 exceeded the R117 European regulation wet grip threshold. Worn means worn on a machine (buffed) to the depth of the tread wear indicator according to European regulation for Tread Wear Indicator ECE R30r03f.

(2) Test conducted by DEKRA TEST CENTER, on Michelin's request, between June and July 2017, on dimension 205/55 R16 91V on VW Golf 7 comparing MICHELIN PRIMACY 4 versus the average of the following competitor tires: BRIDGESTONE TURANZA T001 EVO, CONTINENTAL PREMIUM CONTACT 5, DUNLOP BLURESPONSE, GOODYEAR EFFICIENT GRIP PERFORMANCE, PIRELLI CINTURATO P7 BLUE. Longevity test run in average real usage (Michelin test D50) with 10,000 km run and estimated longevity at 1.6mm.

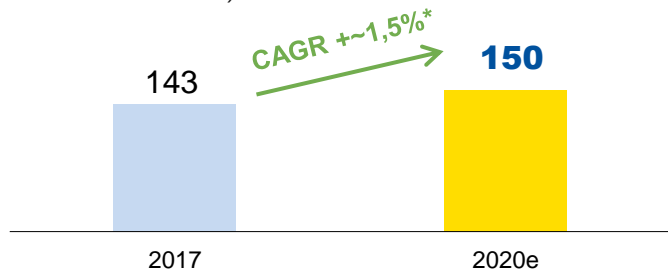
(3) Wet braking test, between 80 and 20 kph, conducted by TÜV SÜD product service, on Michelin's request, between June and July 2017, on dimension 205/55 R16 91V on VW Golf 7 comparing MICHELIN PRIMACY 4 versus the average of the following competitor tires: BRIDGESTONE TURANZA T001 EVO, CONTINENTAL PREMIUM CONTACT 5, DUNLOP BLURESPONSE, GOODYEAR EFFICIENT GRIP PERFORMANCE, PIRELLI CINTURATO P7 BLUE. Worn, MICHELIN PRIMACY 4 is joint-leader with BRIDGESTONE TURANZA T001 EVO. Worn means worn on a machine (buffed) to the depth of the tread wear indicator according to European regulation for Tread Wear Indicator ECE R30r03f.

Information valid as of the date of publication – 01/2018 MFP Michelin, registered in Clermont Ferrand, no. 855 200 507, partnership limited by shares with capital of €504,000,004. Created by: All Contents - 10/2017 - © Michelin - 17060238

# Truck : sustained demand in every zone except China, favorable impact from services



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



\*excluding China

- Expanding service offers



More than 840 000  
of trucks with contracts

- Deploying Sascar in Americas



**MICHELIN X® MULTI™ ENERGY™ Z & D**  
Energy efficiency on versatile usage  
with a high level of mileage and safety  
**Save up to 1,2 L of fuel / 100km\*\***

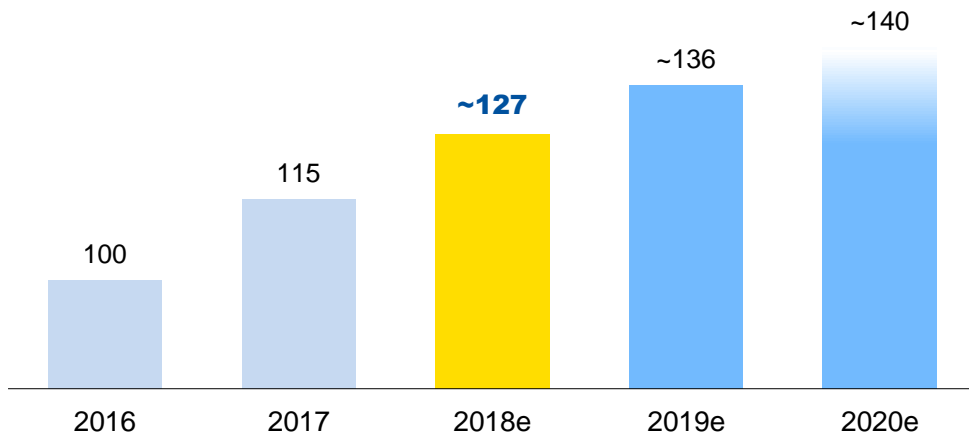
\*\* Calculations made with the VECO tool configured on the basis of a 4x2 tractor unit and 3-axle semi-trailer equipped with new tires 315/70 R 22.5 MICHELIN X® MULTI™ ENERGY™ Z and D vs equipment 315/70 R 22.5 MICHELIN X® MULTIWAY™ 3D XZE and XDE, traveling an average of 100,000 km / year, based on average vehicle use between 5 and 7 years old.



# Mining tire markets: customer-aligned solutions and Fenner acquisition to capture strong market growth



▲ Mining tires\*



\*base 100 in 2016, in tonnes

MICHELIN  
MEMS  
Evolution 4



MICHELIN  
XDR 3



Restart of the  
Anderson  
plant



















Conveyor belts



Services and  
solutions



# Four areas of growth: Capex and acquisitions to support our value creation strategy

	Tires	Services	Experiences	Materials
2015-2020 target	Net sales +20%	Net sales doubled	Net sales tripled	Capitalize on our leadership
2018 partnerships and acquisitions...	       			  
...in line with the 2020 strategy	 <p>Capital expenditure</p>	<p>Distribution</p>  <p>Telematics and services</p> 	<p>Experiences: travel and fine dining</p> 	 <p>High-tech materials</p>

# Fenner integration proceeding as planned: £60m in synergies expected by 2021



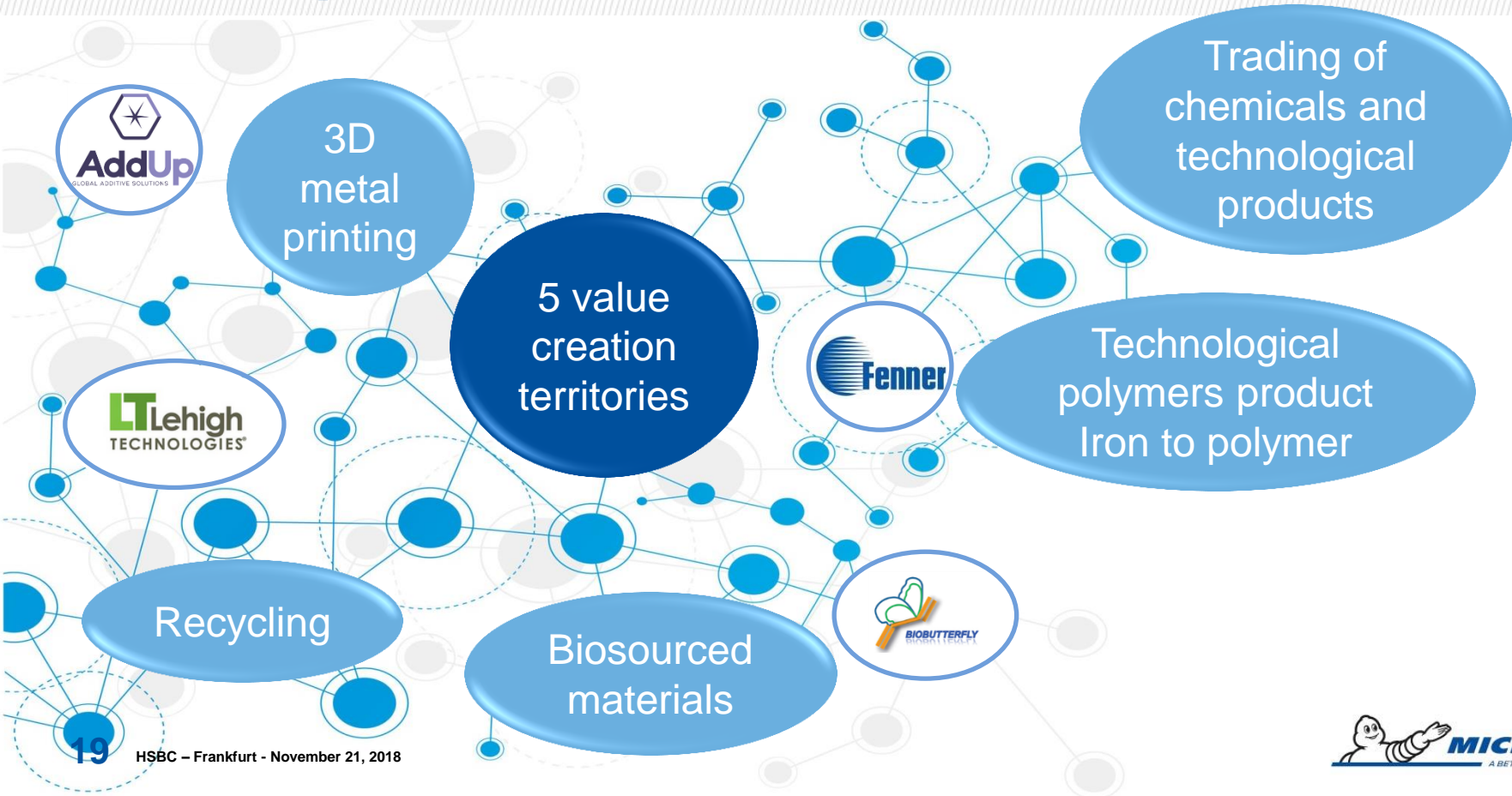
- Faster growth in net sales and improved margins in 2018
- Fenner expected to contribute around €40m in EBIT in 2018
- Synergies expected to total £60m by 2021, of which £30m in 2019

## Fenner key 2018 figures

<i>(in £ millions)</i>	2018 (latest consensus)	2018e/ 2017
• Net sales	682	+4.1%
• EBITDA	99	+15.1%
• EBITDA margin	15%	+2 pts



# Technological materials: capitalizing on our R&D leadership to create more value with our assets



# Proposed acquisition of Camso to create the world leader in off-the-road mobility solutions



- Manufactures and supplies high performance products and services for off-the-road mobility markets
  - Technological leadership in rubber tracks and solid tires
  - Competitive production facilities, particularly in Sri Lanka and Vietnam.
- Up to \$55m in identified synergies by 2021 and around \$20m in WCR optimization
- Accretive to EPS from year one and creation of major value
- \$1.45bn in cash out and closing scheduled for November 2018 after regulatory approvals are obtained

## Camso\* key figures

<i>(in \$ millions)</i>	2018	2012
• Net sales	974	865
• EBITDA	136	105
• EBITDA margin	14%	12%

- Fast growth and major improvement in margins
- 7,700 employees in 26 countries, of whom around 5,500 in Sri Lanka and 300 in Magog, Quebec
- 17 plants and 3 research centers

\*Fiscal year ends March 31



November 14, 2018

UBS 2018 European conference

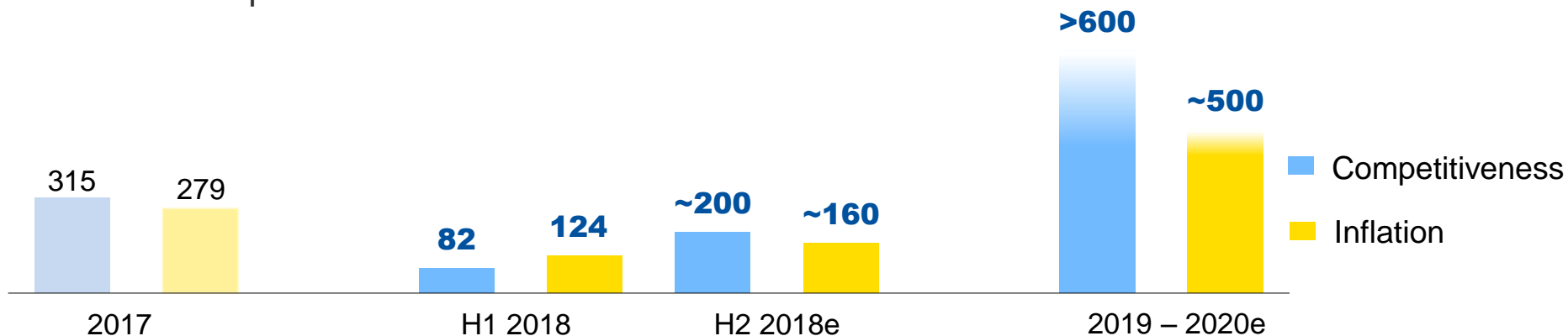


3

## Levers for Competitiveness

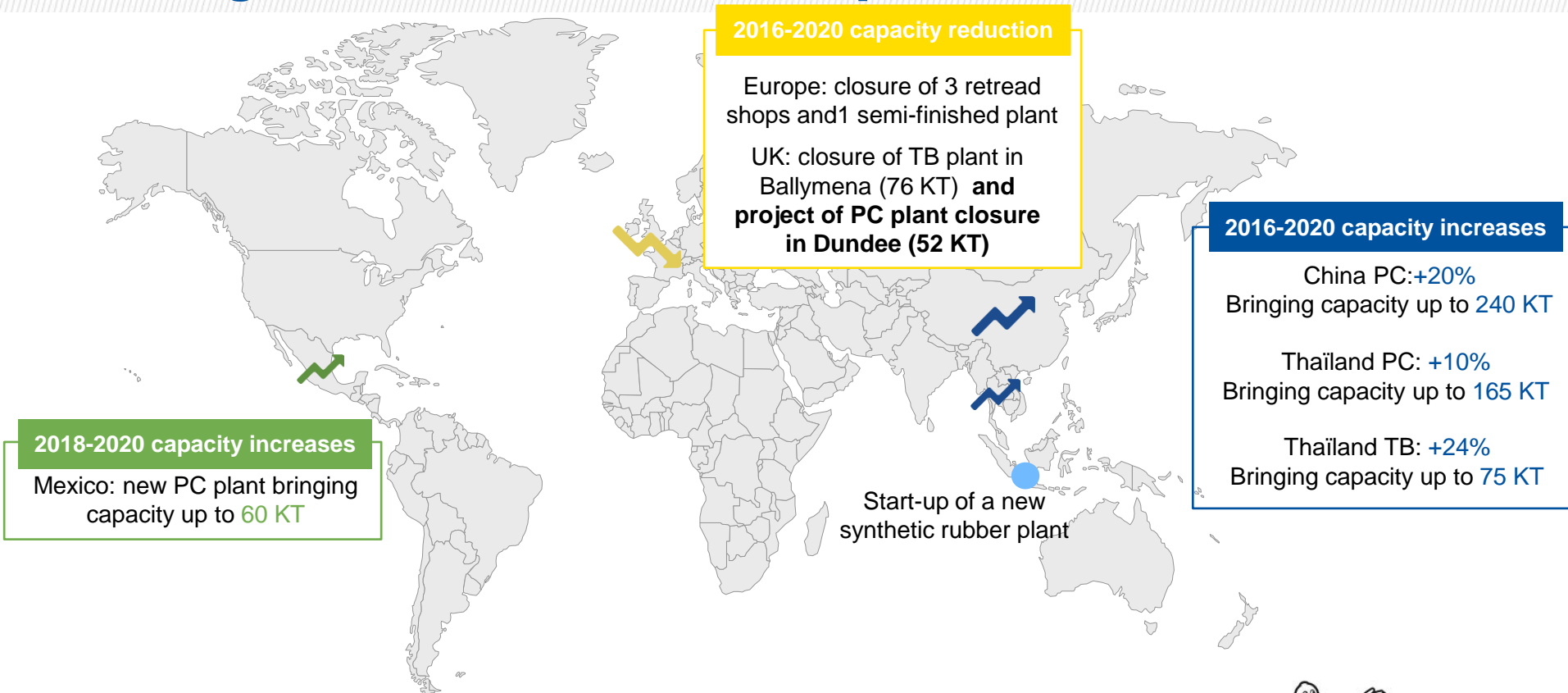
# Confirmation of the competitiveness plan: €1.2 billion savings over the 2017-2020 period

- Competitiveness plan gains to offset inflation in 2018, reflecting:
  - A €42m negative impact in H1, due to the roll-out of the new organization and the weak volume performance
  - A positive impact in H2 (estimated at around €40m) despite the slowdown in demand
  - A stronger inflation on energy and logistic costs of around €40m
- Competitiveness plan confirmed, with more than €600 million in savings forecast for the 2019-2020 period





# Keeping on improving Michelin's industrial footprint: serving local demand with local production



# Project of Dundee plant closure: adjusting our capacities to Passenger car market environment

- A UK site dedicated to  $\leq 16''$  MICHELIN tyres for passenger cars
- Unfavourable market trends shaped by a strong slow down of the  $\leq 16''$  market have made the plant unsuitable and its conversion not financially viable
- Plant closure by mid 2020
- Financial impacts:
  - £140m non recurring costs recorded in 2018
  - £50m cash out in 2019 and 2020
  - £40m annual productivity gains by 2021

<i>In £m</i>	<b>2018</b>	2019	2020	2021	Total non-recurring expense
Non-recurring cost	(140)	0	0	0	(140)
o/w cash out	0	(50)	(50)	0	(100)
					Following years
Productivity gains	0	0	+20	+40	+40

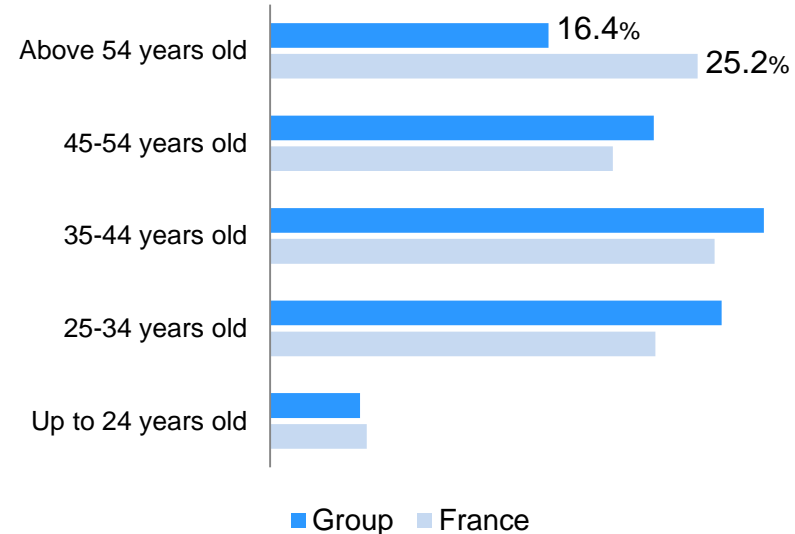
# Reorganization project announced in June 2017 on track: reduction of corporate positions by 1,420 worldwide

▲ 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 2020
- Optimize hiring:
  - 2,080 new hires in France and the United States between 2018 and 2020



## ● Age pyramid, Group and France\*



\* Manufacture Française des Pneumatiques Michelin

November 14, 2018

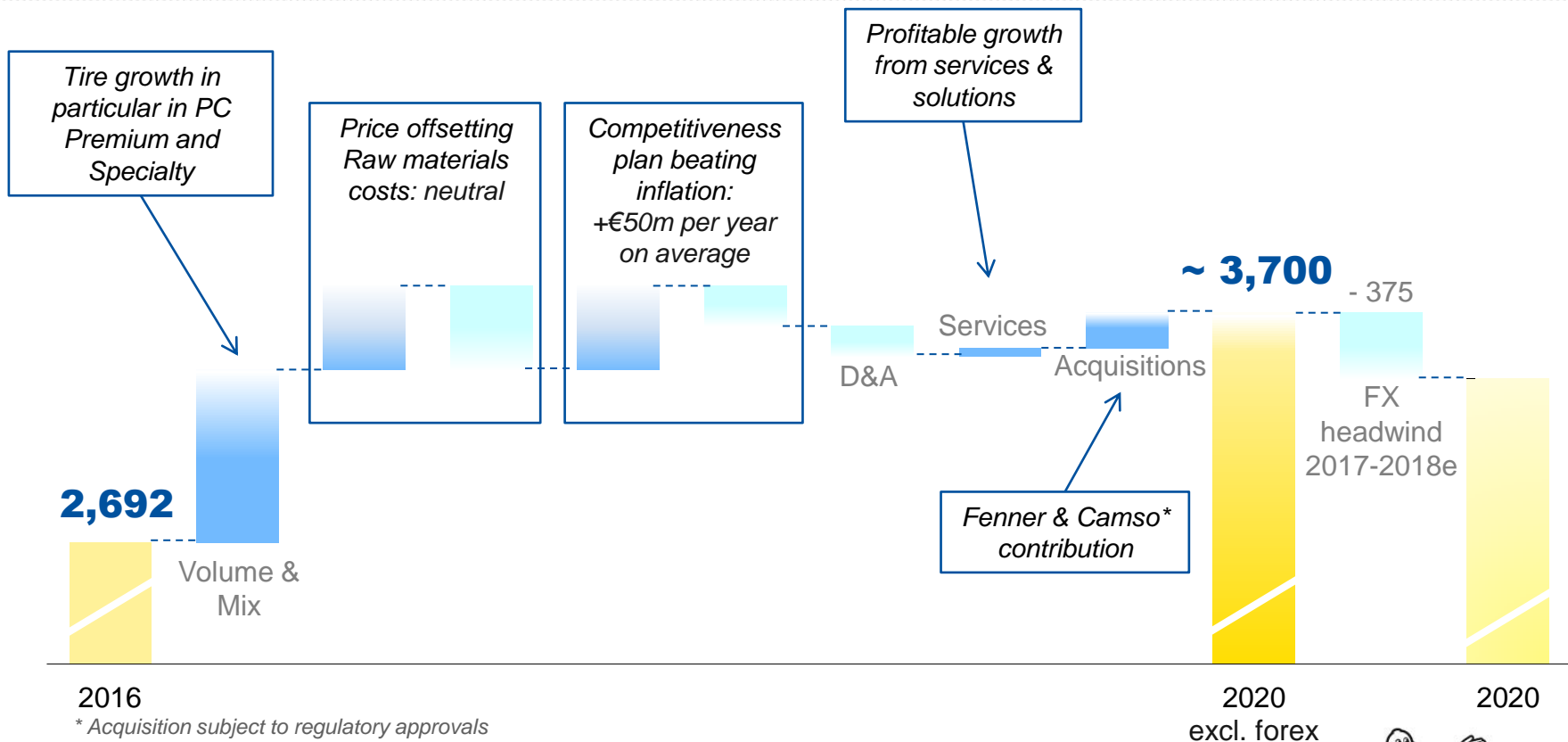
UBS 2018 European conference



4 /

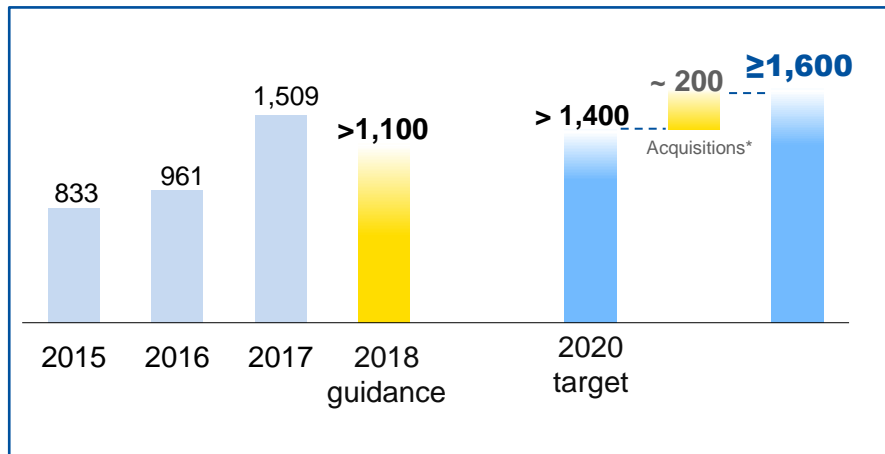
## 2020 Ambition for Profitability

# 2016-2020: profitability levers



# Strong structural free cash flow of at least €1,600m in 2020

▲ Deliver structural FCF  $\geq$  €1,600m  
as from 2020  
(in € millions)



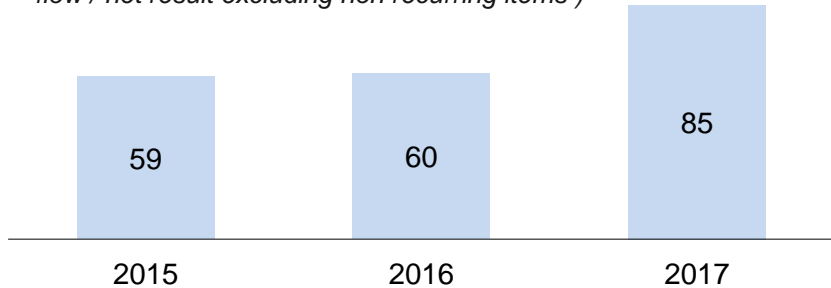
## Free cash flow improvement by 2020 Including acquisitions\*

- EBITDA excluding Forex of ~€5,300m
- Capex stabilizing at ~€1.7bn/€1.8bn
- Working capital management leading to €250m reduction in inventory

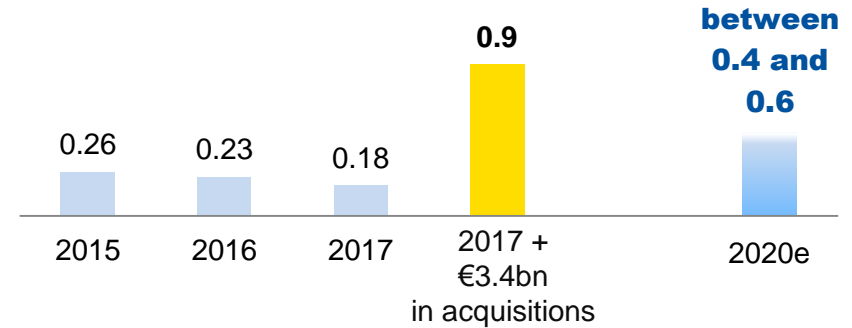
\*Fenner and Camso (subject to regulatory approvals)

# High free cash flow and a robust financial position

▲ Cash conversion (in % - structural free cash flow / net result excluding non recurring items )



▲ Net debt/EBITDA\*



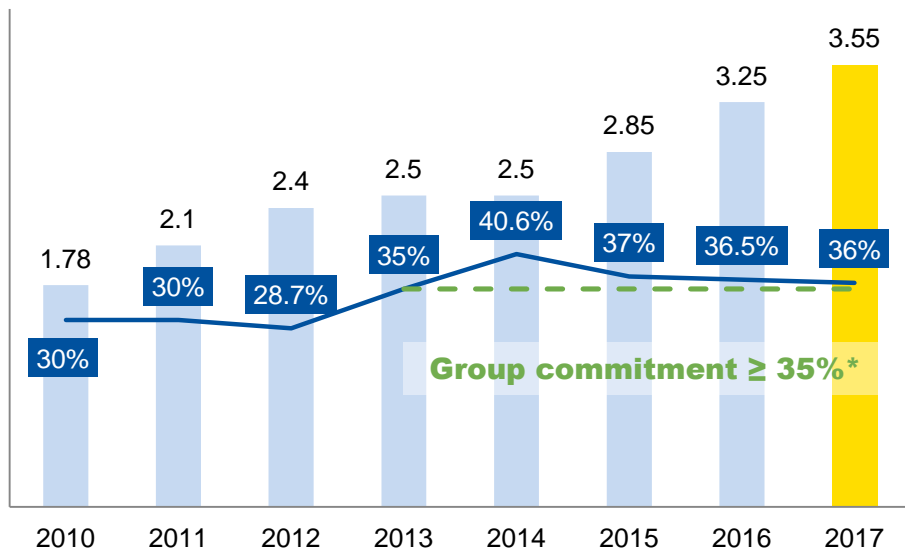
- Net debt/EBITDA peaking in 2018 due to cash out for planned acquisitions during the year, before easing to between 0.4 and 0.6 in 2020
- Rating agencies Moody's, Standard & Poor's and Fitch have confirmed an A-/A3 credit rating after the Camso acquisition project announcement bringing to €3.4bn the cash out in 2018
- Success of a three-tranche bond offering for a total amount of €2.5bn (of which a 20 year-tranche of €750m), rated A- by Standard & Poor's and A3 by Moody's.

\*See the 2017 Registration Document, notes 3.7.2 and 26 to the consolidated financial statements



# Sustained shareholder return policy: dividends and share buybacks

- 2017 dividend of €3.55 per share, or a payout ratio of 36%\*



— Dividend per share (in €)

— Payout ratio (in %)

— Group commitment: payout ratio  $\geq 35\%$ \* over the 2013-2020 period

\* of Net results adjusted from non-recurring items

## Share buyback programs

- 2015-2016: €750m in buybacks and 4.5% of outstanding shares canceled
- 2017-2018: €176m in buybacks and 0.9% of outstanding shares canceled

**November 14, 2018**

**UBS 2018 European conference**



# Appendices

**PC Tire Market:** In October, replacement markets in mature zones benefitting from one additional day of sales and increasing demand in North America, while emerging regions show a sharp slow down due to uncertain economic environment that results in delayed consumption notably in China. OE demand still declining in Europe and China, whereas North America benefits from favorable basis of comparison.

#### October 2018 / 2017

Market	Europe including Russia & CIS *	Europe excluding Russia & CIS *	North America	South America	China
Original equipment tires	▼ -1%	▼ -1%	▲ +7%	▲ +12%	▼ -12%
Replacement tires	▲ +4%	▲ +3%	▲ +8%	▼ -13%	▼ -6%

#### YTD (October 2018)

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

\* Turkey included

## TB Tire Market: In October, freight demand and one additional day of sales support strong OE and RT markets in Europe and North America.

October 2018 / 2017

Market (Radial + Bias)	Europe including Russia&CIS *	Europe excluding Russia&CIS *	North America	South America
Original equipment tires	▲ +6%	▲ +6%	▲ +35%	▲ +31%
Replacement tires	▲ +6%	▲ +2%	▲ +13%	▼ -3%

YTD (October 2018)

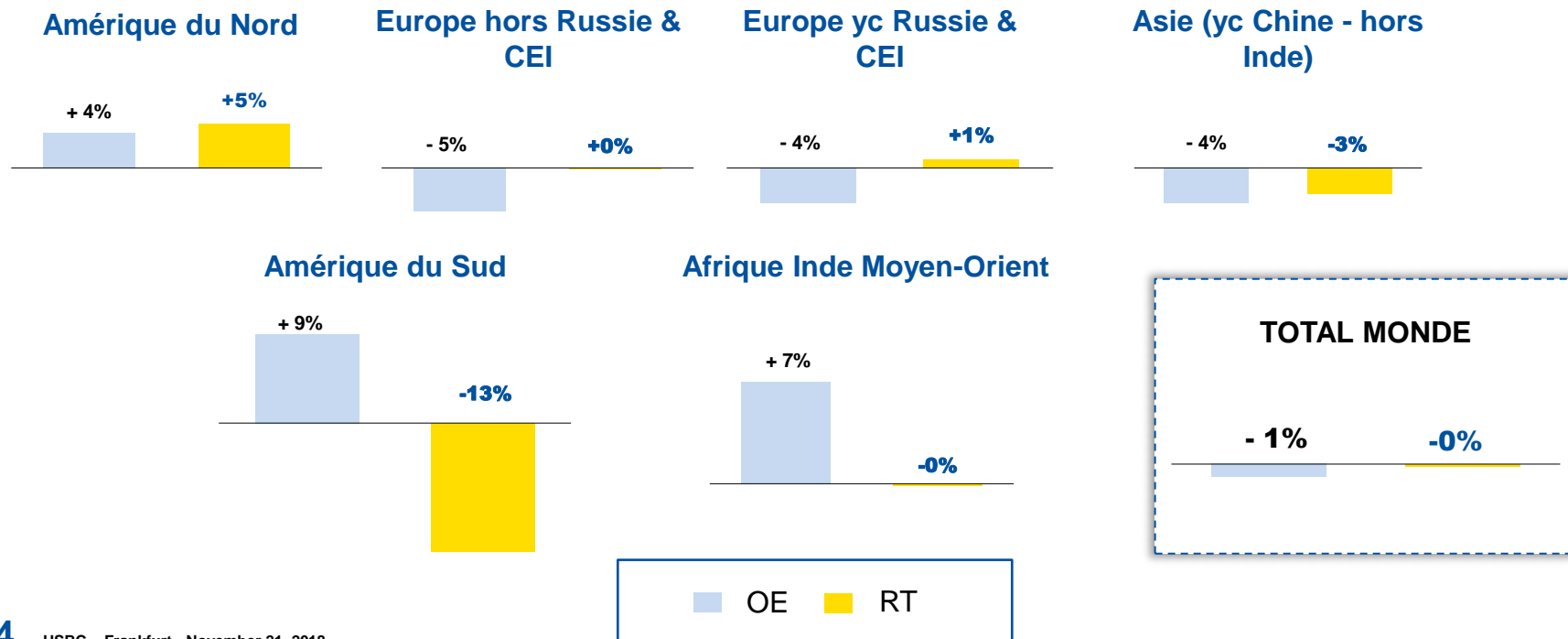
Market (Radial + Bias)	Europe including Russia&CIS *	Europe excluding Russia&CIS *	North America	South America
Original equipment tires	▲ +5%	▲ +5%	▲ +18%	▲ +59%
Replacement tires	▲ +1%	▼ -0%	▲ +9%	▲ +3%

\* Turkey included

## Q3 Passenger car: Global market starting to slow Favorable comparatives in North America



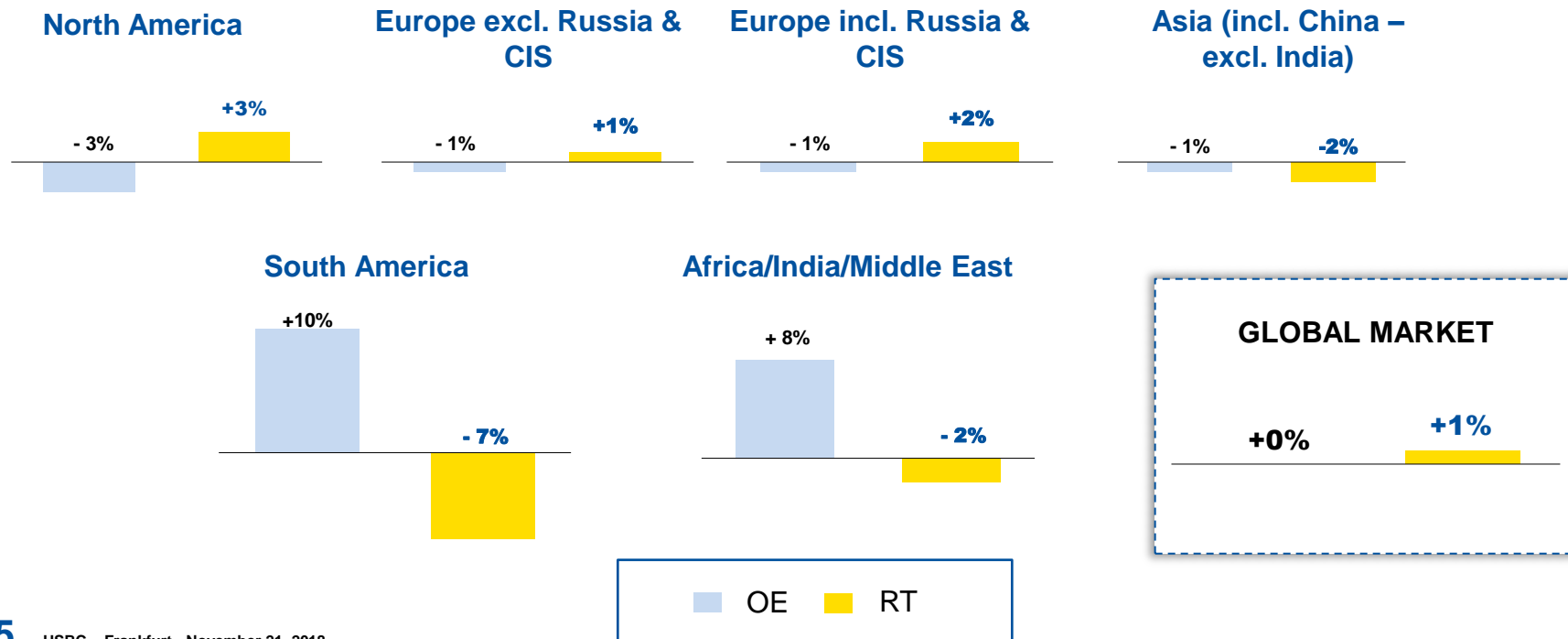
### ▲ Passenger car tire market, Q3 2018 (% change YoY, in number of tires)



# Nine-month Passenger car: Global demand remains strong and steady



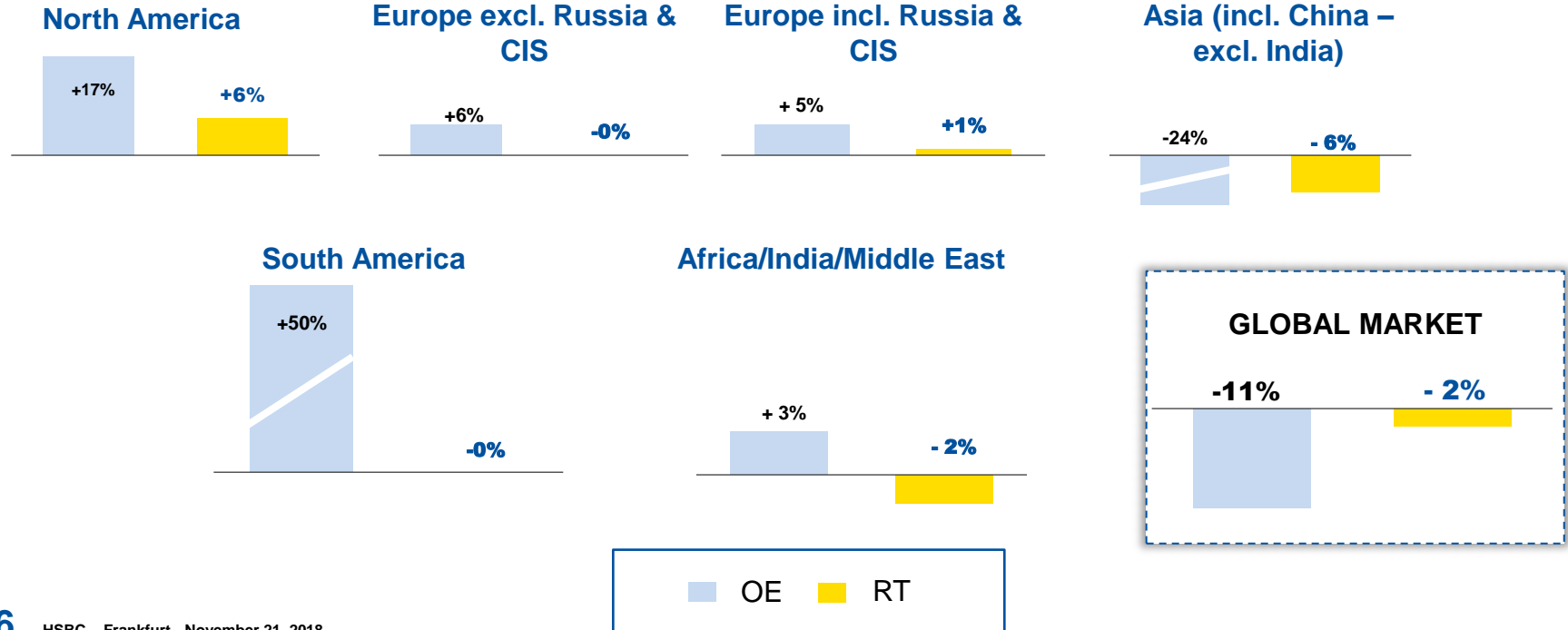
## ▲ Passenger car tire market, 9M 2018 (% change YoY, in number of tires)



## Q3 Truck: Global markets hurt by the steep falloff in demand in Asia



### ▲ Truck tire market, Q3 2018 (% change YoY, in number of tires)

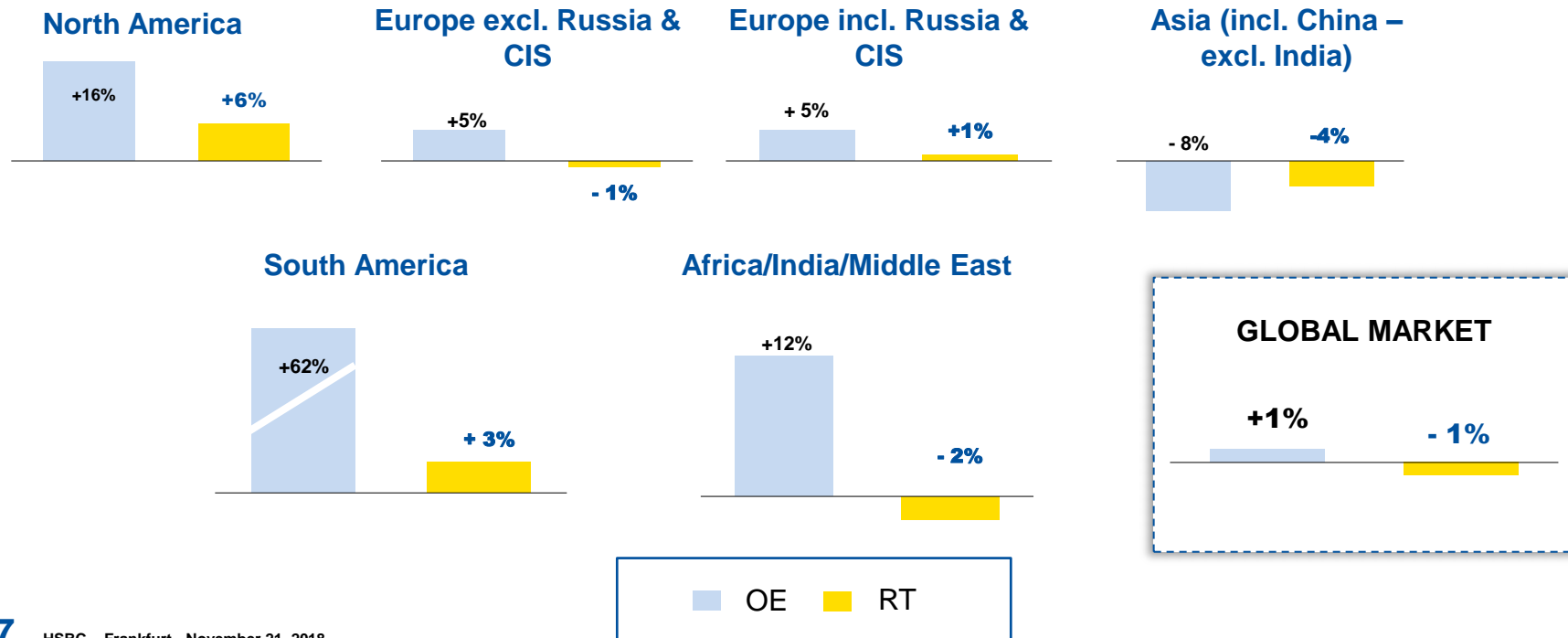




# Nine-month Truck: Global markets hurt by the falloff in demand in Asia



## ▲ Truck tire market, 9M 2018 (% change YoY, in number of tires)






# 2017 – 2020 Competitiveness Plan: accelerating to ~€300m per annum\* generating a net €50m/year vs. inflation

In €m	Plan 2007-2010 achieved (4 year plan)	Plan 2012-2016 Achieved (5 year plan)	Plan 2017-2020 (4 year plan)	
			Target	2017 achievement
SG&A	251	522	500/550	110
Manufacturing Costs	406	448	450/500	153
Materials	365	227	150/200	51
<b>Total</b>	<b>1,022</b>	<b>1,197</b>	<b>~1,200</b>	<b>315</b>

\*before inflation and including avoided costs.

# First-half effects of the new organization by RS

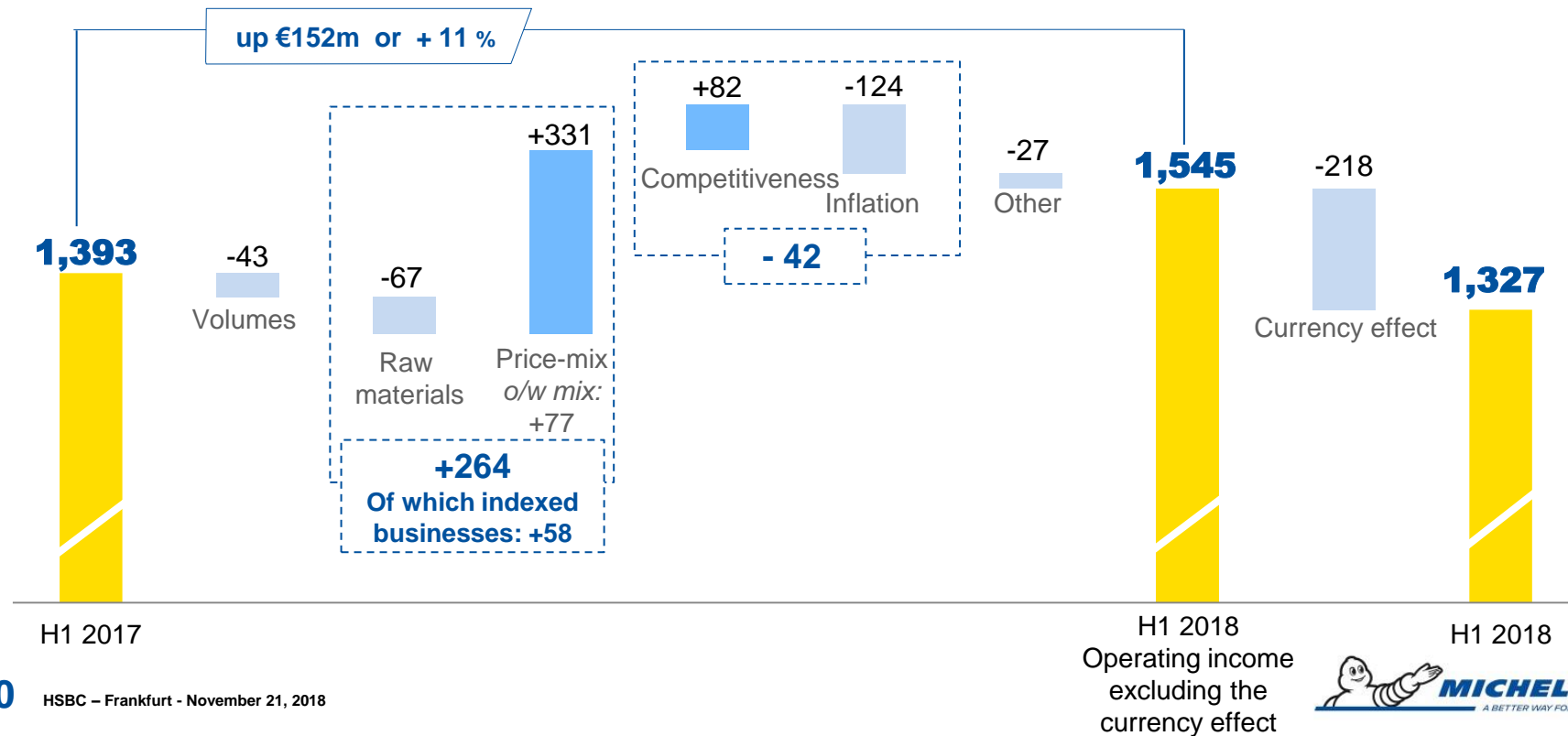
	(in € millions)	H1 2017**	H1 2017	Change
	RS1 net sales	6,009	6,263	-4%
	Operating income*	764	800	-5%
	Operating margin*	12.7%	12.8%	-0.1 pt
	RS2 net sales	2,928	3,041	-4%
	Operating income*	214	229	-7%
	Operating margin*	7.3%	7.5%	-0.2 pts
	RS3 net sales	2,122	1,755	+21%
	Operating income*	415	364	+14%
	Operating margin*	19.6%	20.8%	-1.2 pts

\*from recurring activities

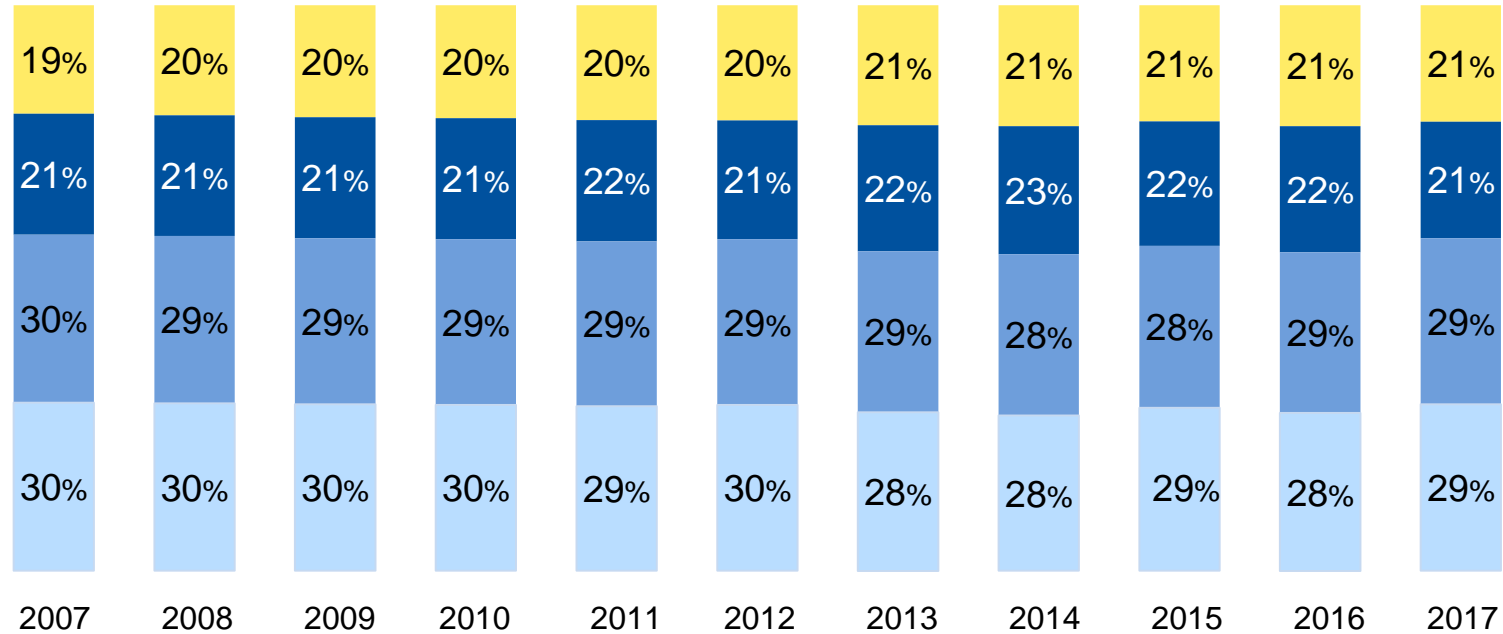
\*\*new organization

# H1 2018: €1,327m in operating income from recurring activities, up €152m or 11% at constant exchange rates

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



# US Replacement Passenger car Tire Market, A Stable Tier 1-pricing Segment Over Time

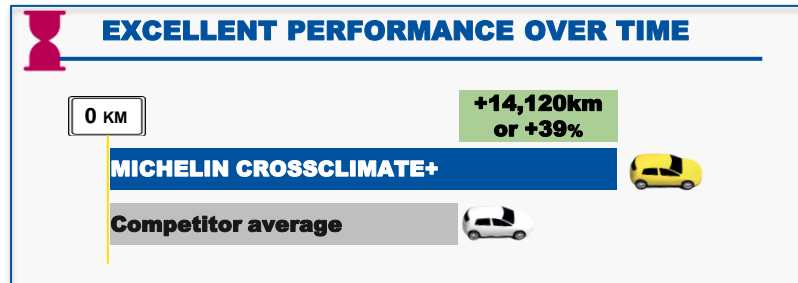
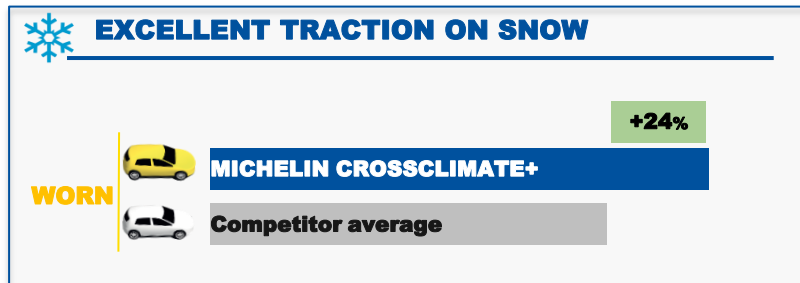
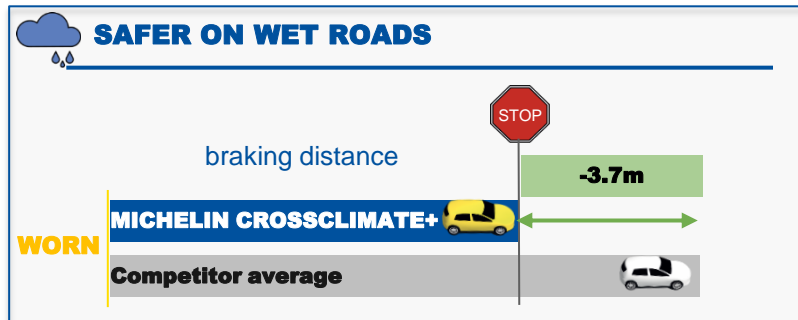
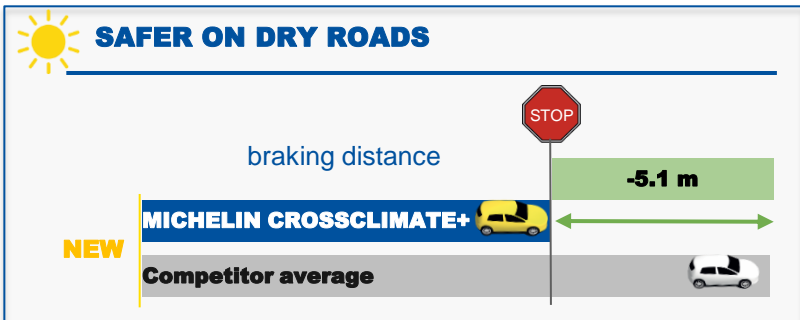


■ Retail Tier 1   
 ■ Retail Tier 2   
 ■ Retail Tier 3   
 ■ Retail Tier 4

Price indices   
 100-85   
 85-70   
 70-55   
 <55

# 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.

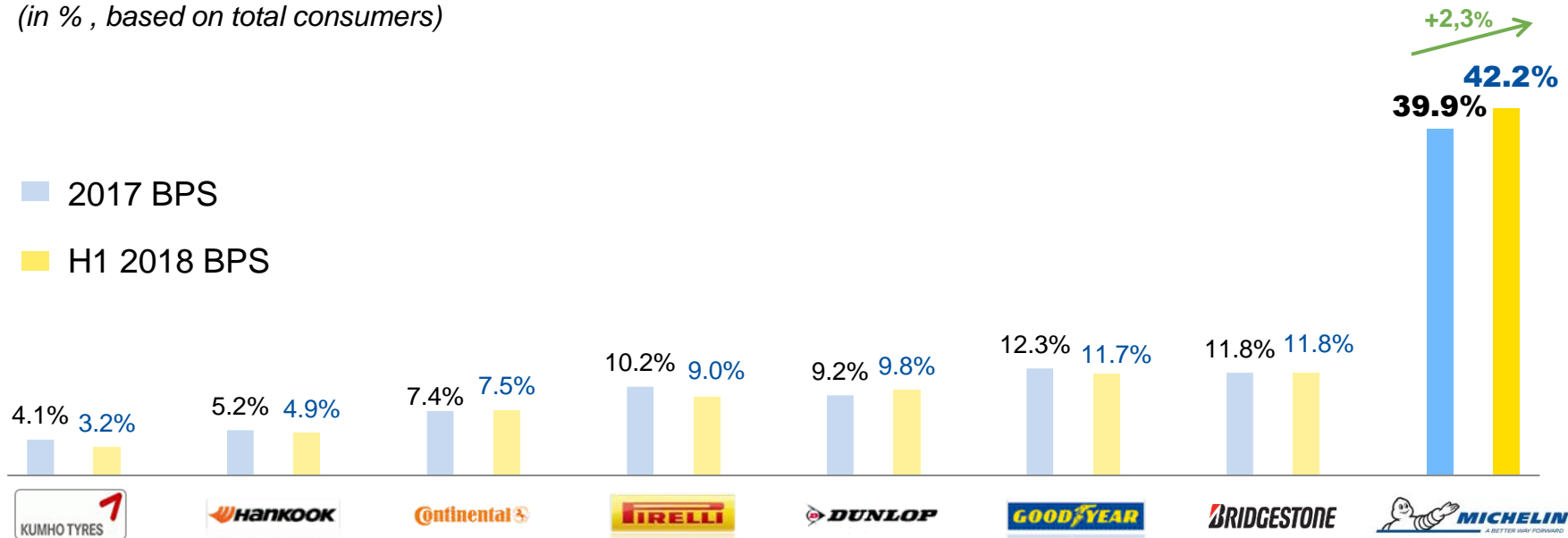
Scales on the graphs are adjusted to improve readability.





# BPS: MICHELIN, the most powerful tire brand in China still growing

▲ Brand Power Score in China\*  
(in % , based on total consumers)



\* BCM study conducted by market research institute Millward Brown, based on the reduced brand list of 8 brands

# Fenner Key figures



(in £ millions )	2017	2016
Net sales	655	573
EBITDA	86	61
EBITDA margin	13,1%	10,6%
EBIT	59	37
EBIT margin	9,0%	6,5%
Net income	34,1	(26,3)
Earnings per share in pence (diluted)	17,5	(13,6)
Net debt	102	150
Gearing (Net debt/equity)	30%	54%
Capex (including finance leases)	12,4	16,1
Free cash flow*	84,8	54,1

\* FCF = EBITDA – capex – change in WC – tax

Source: Fenner PLC

# Camso, a market leader in four of the Off-The-Road segments



## Material handling

Tires, wheels and services



- **No. 1\*** in solid forklift tires
- Largest network of forklift tire installation service



## Agriculture

Tracks and track systems

- **No. 1\*** in tracks and track systems



## Construction

Tires, wheels and tracks



- Among top 3\* leaders for construction compact tire segment (<25")
- Among top 3\* leaders for construction rubber tracks



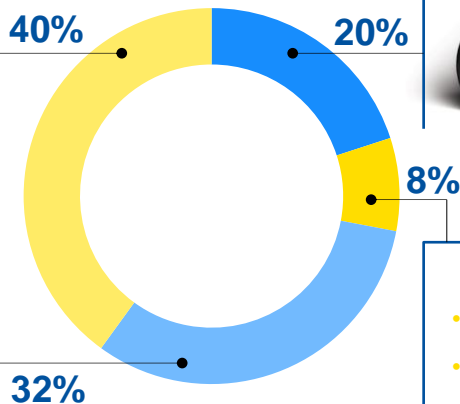
## PowerSport

Tracks and track systems

- **No. 1\*** in snowmobile tracks
- **No. 1\*** in UTV-ATV track systems



▲ Net sales by segment\*



\*Source: Camso 2018

# Camso: a perfect fit with Michelin to enhance value creation



## Transaction process

- Michelin is acquiring Camso based on an enterprise value of \$1.7bn
- Cash out for Michelin amounts to \$1.45bn
- The deal has been approved by all of Camso's shareholders

## Value creation

- Up to \$55m in identified synergies by 2021 and optimization of around \$20m in WCR
- Accretive to EPS from year one and strong value creation
- 8.3 x EBITDA\* post synergies

## Financing

- All-cash deal
- Strategy aligned with Michelin's financing policy, which should maintain a solid credit rating (A-/A3) even after €3.4bn external growth in 2018

## Support from both management teams

- An enthusiastic Camso and Michelin management team, motivated to meet the ambitious targets set for the new OTR unit
- The new OTR Mobility division's decision center will be based in Magog, Quebec, Canada

## Timing

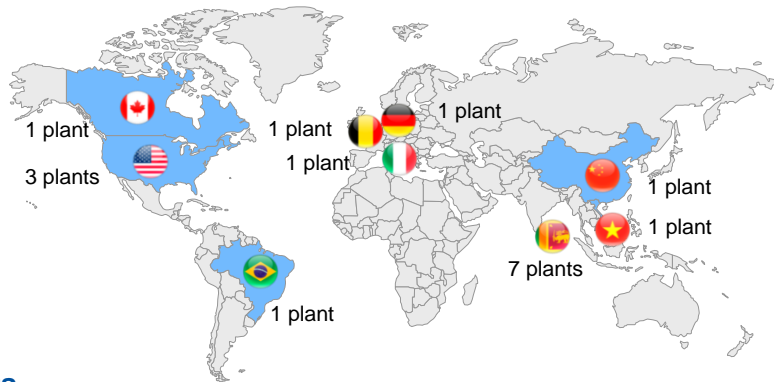
- Acquisition subject to customary due diligence procedures and regulatory approvals
- Closing expected in november 2018

\*EBITDA April 1, 2018 – March 31, 2019

# Camso, a global footprint

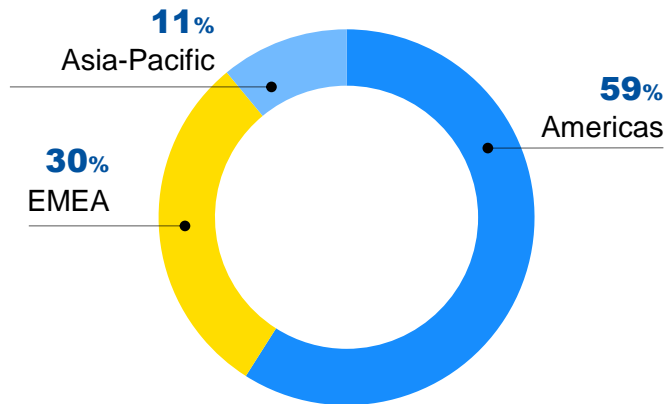


## Plant locations worldwide



**17 plants**  
Of which 10 in emerging countries

## Net sales by region\*



## Global marketing operations

Distributed in  
**100 countries**

**26 countries**  
Proprietary dealerships  
and services under the  
SOLIDEAL brand



\*Source: Camso 2018

# Material handling: with Camso and its SOLIDEAL brand, Michelin will become a major player in solid tires, with a competitive manufacturing base



## ■ Material handling markets and competitive environment\*



Global market breakdown		Michelin	Camso	Competition	Growth CAGR 2019-2021
Radial	~ <b>10%</b>	<b>Strong</b>	Absent	Normal	<b>+5%</b>
Bias	~ <b>45%</b>	Absent	<b>Present</b>	High	
Solid	~ <b>45%</b>	Absent	<b>Strong</b>	Normal	

- Michelin will broaden the range of solutions offered by Camso, the world leader with the SOLIDEAL brand, which enjoys high awareness and a major share of the OE market. Strong opportunity to drive growth in radial sales
- Camso's services are built around customer-centric solutions, which support their high market share
- Competitive production facilities in Vietnam and Sri Lanka
- Enhanced expertise and innovation capabilities

\*Source: Camso/Michelin, global market in \$ billions



# Construction: Camso strengthens Michelin's offering with a competitive production base



## ■ Construction markets and competitive environment\*



Global market breakdown		Michelin	Camso	Competition	Growth CAGR 2019-2021
Radial	~ <b>30%</b>	<b>Strong</b>	Absent	High	<b>3.5%</b>
Bias	~ <b>60%</b>	Absent	<b>Present</b>	High	
Tracks	~ <b>10%</b>	Absent	<b>Present</b>	High	

- Michelin's intimacy with OE customers to grow Camso's bias business
- Close fit between the dealership networks, to expand the bias and radial offerings
- Michelin will enhance its portfolio thanks to a highly competitive production base (Sri Lanka)
- Conversion from tire to track systems in certain sub-segments
- Growth potential in Asia

\*Source: Camso/Michelin, global market in \$ billions

# Agriculture: creation of a unique player providing its customers with comprehensive, premium solutions in radial tires and track systems



## ■ Agricultural markets and competitive environment\*



Global market breakdown		Michelin	Camso	Competition	Growth CAGR 2019-2021
Radial	~ <b>30%</b>	<b>Strong</b>	Absent	Normal	<b>+4%</b> o/w 9% in the track segment
Bias	~ <b>60%</b>	Absent	Absent	High	
Tracks	~ <b>10%</b>	Absent	<b>Leader</b>	Normal	

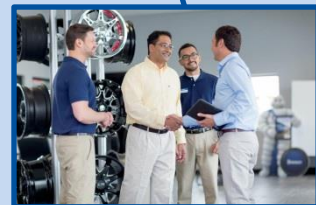
- Expanding agro-industry markets are driving strong demand for agriculture equipment, especially tracked vehicles
- A large number of synergy drivers:
  - A product offering that is both comprehensive (radial, tracks and tire pressure control systems) and technologically advanced
  - A tight fitting geographic footprint, especially in Europe and North America
  - Use of Michelin dealerships to drive sales of Camso solutions
  - Michelin R&D can help to optimize the lifespan of Camso treads
- Products that protect the environment and increase yields, with reduced soil compaction and better traction

\*Source: Camso/Michelin, global market in \$ billions

# Up to \$55 million in quantified synergies in 2021...



- Three sales growth drivers:
  - Products, geographies and customers
    - Generating additional sales, led by replacement markets, feeding through to \$25m in EBITDA
- Identified cost optimizations:
  - Improved raw materials purchasing conditions and in-sourcing options:
    - Up to \$15m in gains
  - Optimization of expenses, pooling of R&D capabilities
    - Up to \$15m in gains
  - Reduction in Camso's finance costs
- Optimization of working capital requirement to improve cash flow by around \$20m



# Camso key figures



<i>In \$ millions</i>	<b>2018</b>
Net sales	974
EBITDA	136
EBITDA margin	14%
Net income	68
Net debt	251
Capex as a % of net sales	5.5
Free cash flow*	17

\*Free cash flow = EBITDA – investment – change in WCR - tax

Source: Camso

# H1 2018 net sales by currency and EBIT impact

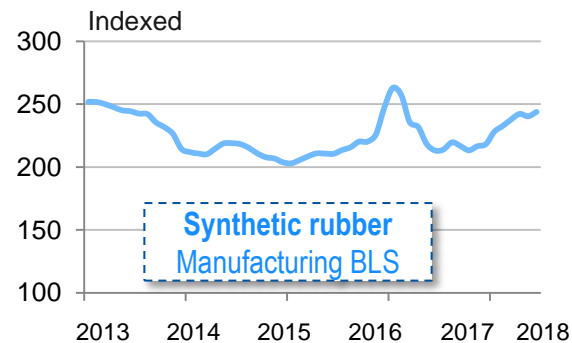
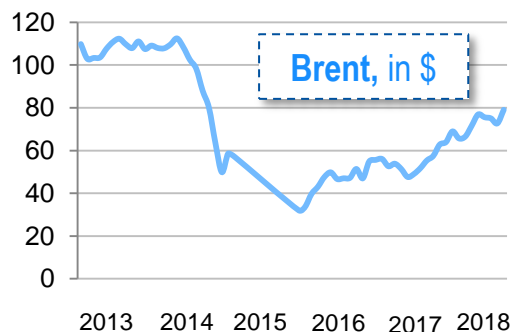
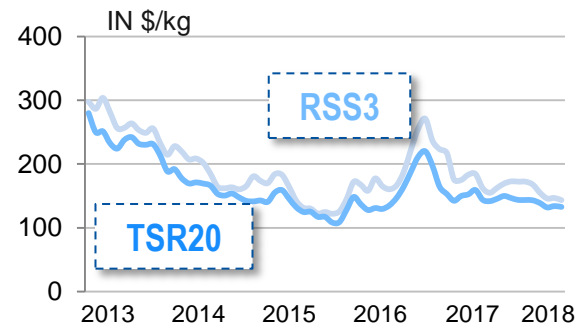
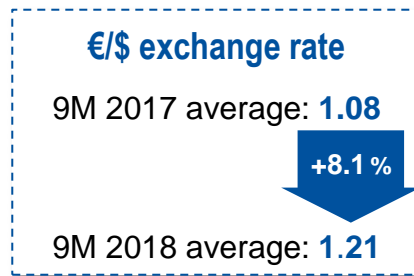
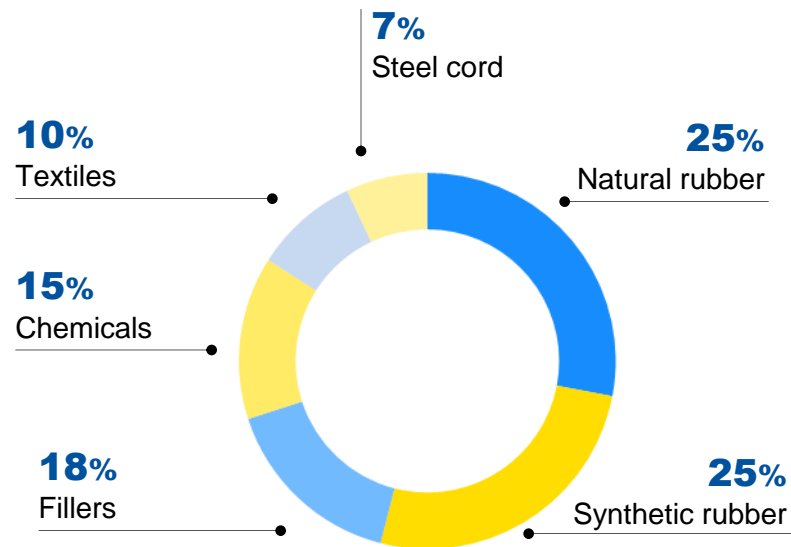
	% of net sales H1 2018		H1 2018 vs 2017 € change vs. currency	Droptthrough Net sales/EBIT*
	ARS	1%	+51%	80% - 85%
	AUD	2%	+9%	80% - 85%
	BRL	3%	+20%	-20% / - 30%
	CAD	3%	+7%	25% - 30%
	CNY	6%	+4%	25% - 30%
	EUR	35%	NA	-
	GBP	3%	+2%	25% - 30%
	INR	1%	+12%	25% - 30%
	JPY	1%	+8%	80% - 85%

	% of net sales H1 2018		H1 2018 vs 2017 € change vs. currency	Droptthrough Net sales/EBIT*
	MXN	1%	+10%	25% - 30%
	PLN	1%	-1%	25% - 30%
	RUB	2%	+14%	25% - 30%
	THB	1%	+2%	-100% / -130%
	TRY	1%	+25%	80% - 85%
	TWD	1%	+8%	80% - 85%
	USD	35%	+12%	25% - 30%
	Autres	1%		80% - 85%

\* Droptthrough depending on countries specificities: export/production/sales base

# Raw materials

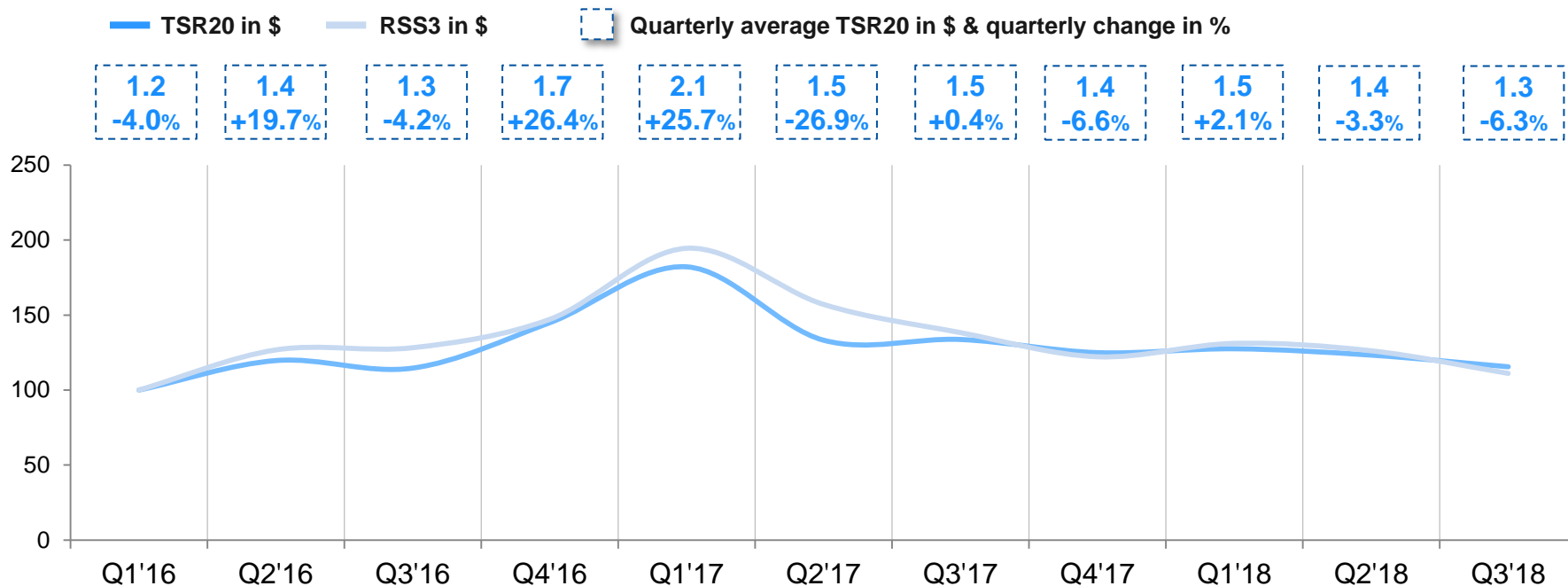
## ▲ Raw materials purchases in H1 2018 (€2.5bn)





# Natural rubber prices

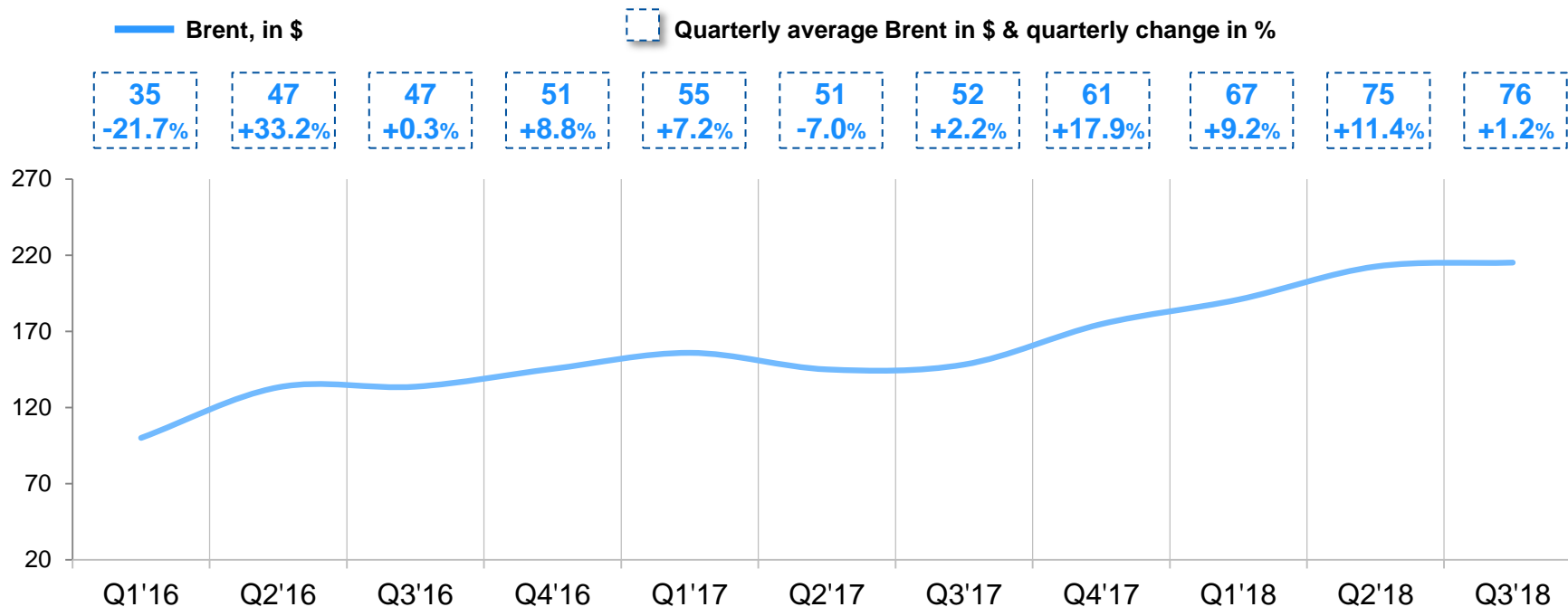
▲ Index as of September 30, 2018 (in \$/kg, base 100: Q1 2016)



Source: SICOM

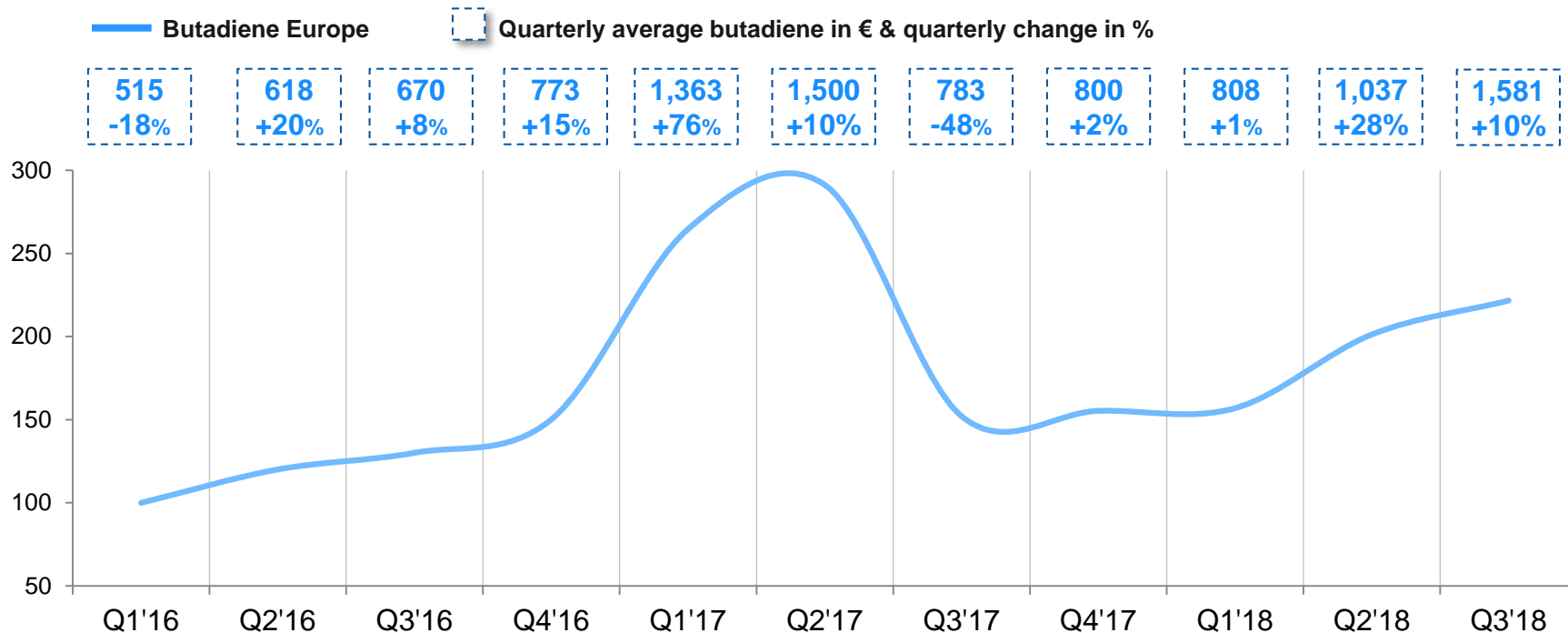
# Brent crude oil prices

▲ Index as of September 30, 2018 (\$ per barrel, base 100: Q1 2016)



# Butadiene prices

▲ Index as of September 30, 2018 (€ per tonne, base 100: Q1 2016)



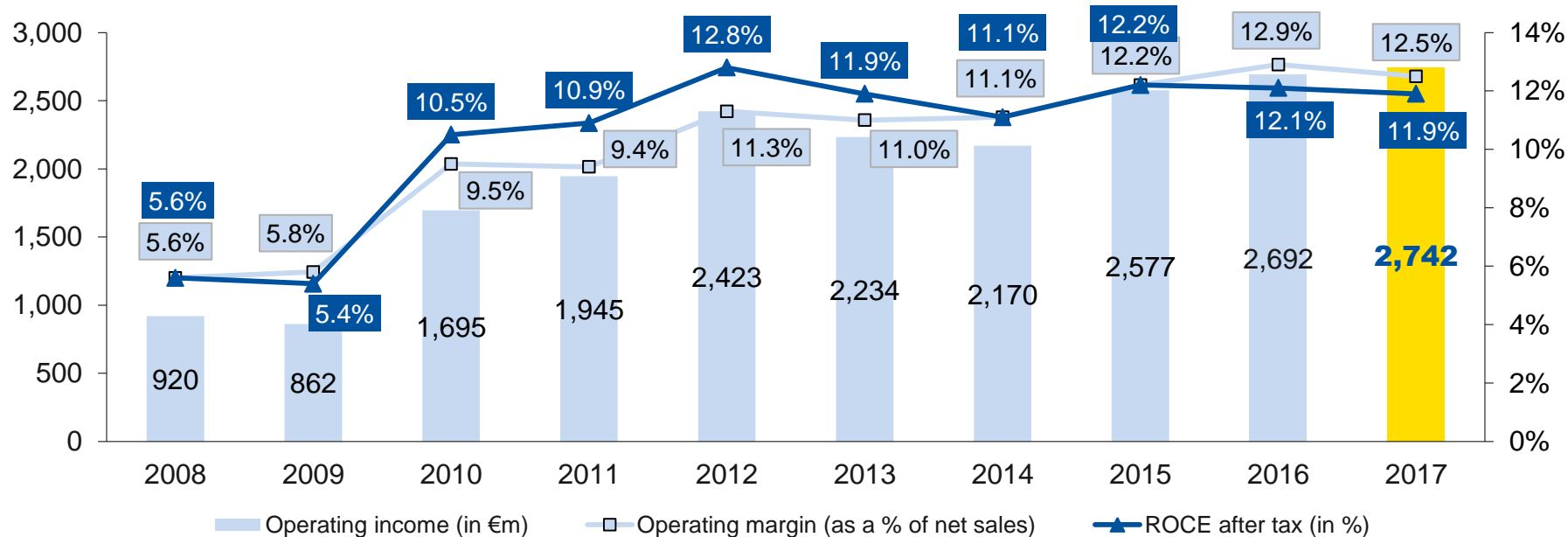
Source: IHS

# Bond issues outstanding (as of August 29, 2018)

Issuer	Compagnie Générale des Etablissements MICHELIN	Compagnie Générale des Etablissements MICHELIN	Compagnie Générale des Etablissements MICHELIN	Compagnie Générale des Etablissements MICHELIN	Compagnie Générale des Etablissements MICHELIN	MICHELIN Luxembourg	MICHELIN Luxembourg	MICHELIN Luxembourg	MICHELIN Luxembourg
<b>Issue</b>	Senior Note	Senior Note	Senior Note	Senior Note	Senior Note	Senior Note	Senior Note	Senior Note	Senior Note
<b>Type</b>	Bond	Bond	Bond	Convertible	Convertible	Bond	Bond	Bond	Bond
<b>Principal Amount</b>	€ 750 mn	€ 1000 mn	€ 750 mn	\$ 600 mn	\$ 500 mn + TAP \$100 mn	€ 302 mn	€ 300 mn	€ 300 mn	€ 400 mn
<b>Offering price</b>	99,099%	99,262%	99,363%	95,50%	100% & 103,85%	98,926%	99,967%	99,081%	99,912%
<b>Rating corporation at Issuance date</b>	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)	A- (S&P) A3 (Moody's)	A- (S&P) A3 (Moody's)	A- (S&P) A3 (Moody's)	BBB+ (S&P) Baa1 (Moody's)
<b>Current coporation rating</b>	A- (S&P) ; A3 (Moody's) ; unsolicited A- (Fitch)								
<b>Coupon</b>	0,875% p.a	1,75% p.a	2,50% p.a	ZERO Conv premium 130%	ZERO Conv premium 128%	3,25% p.a	1,125% p.a	1,75% p.a	2,75% p.a
<b>Issue Date</b>	29-août-18	29-août-18	29-août-18	05/jan/2018	05/jan/2017 & 25/apr/2017	21/sep/2015 & 27/sep/2016	19-mai-15	19-mai-15	11-juin-12
<b>Maturity</b>	3-sept.-25	3-sept.-30	3-sept.-38	10-nov.-23	10-janv.-22	30-sept.-45	28-mai-22	28-mai-27	20-juin-19
<b>Interest payment</b>	Annual Sept 03	Annual Sept 03	Annual Sept 03	N/A	N/A	Annual Sept 30	Annual May 28	Annual May 28	Annual June 20
<b>ISIN</b>	FR0013357845	FR0013357852	FR0013357860	FR0013309184	FR0013230745	XS1298728707	XS1233732194	XS1233734562	XS0794392588
<b>Denomination</b>	€ 100'000 with min. tradable amount € 100'000	€ 100'000 with min. tradable amount € 100'000	€ 100'000 with min. tradable amount € 100'000	\$ 200'000 with min. tradable amount \$ 200'000	\$ 200'000 with min. tradable amount \$ 200'000	€ 1'000 with min. tradable amount € 1'000	€ 1'000 with min. tradable amount € 1'000	€ 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

## ▲ Operating income and margin\* & ROCE



\*from recurring activities.

# Investor calendar

- **Coming events:**
  - **February 11, 2019 (after close of trading):** 2018 full year results
  - **April 4, 2019:** Investor day



# 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."

**Edouard de PEUFEILHOUX**  
**Matthieu DEWAVRIN**  
**Humbert de FEYDEAU**

**+33 (0)4 15 39 84 68**

27, cours de l'île Seguin  
92100 Boulogne-Billancourt - France

*[investor-relations@michelin.com](mailto:investor-relations@michelin.com)*