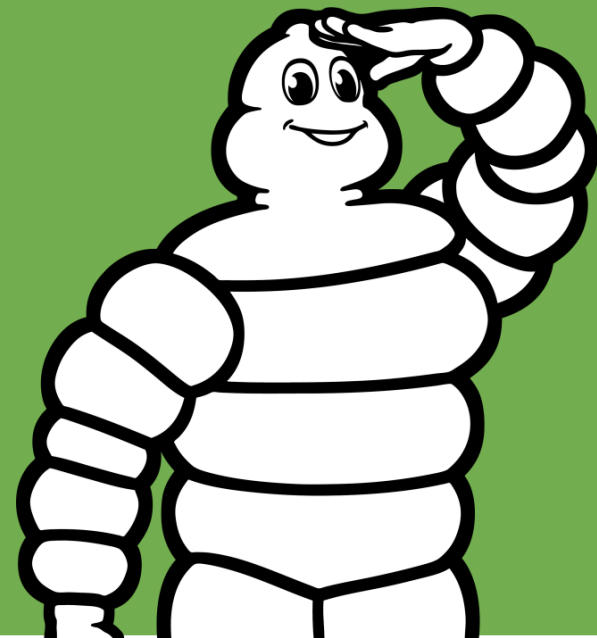
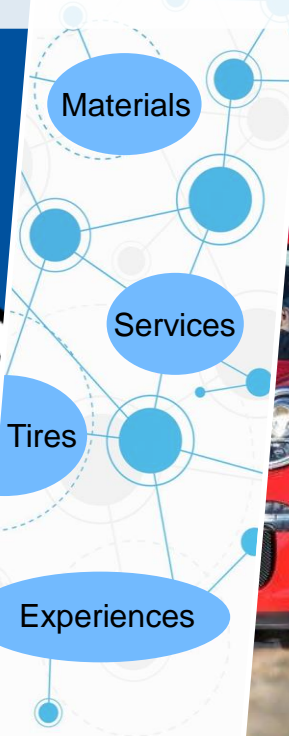


Investor Day in Almeria – April 04, 2019

Conclusion

Florent MENEGAUX, Managing General Partner





Committed to sustainable growth



Enhance our customer satisfaction

Encourage our employees self fulfilment

Innovate to strengthen products and services leadership

Be a responsible industrial company

Contribute to sustainable mobility beyond products & services

Have a robust financial performance

Net Promotor Score (NPS obtention)
% Engagement

Total Case Incident Rate (TCIR)
% Mgt positions held by local talents & women
% Empowerment

Material Efficiency Ratio
Sustainable Materials Rate
Tons of CO2 scope 3

Michelin Environmental Footprint
Competitiveness plan
Internal Control Compliance Rate

of tangible contributions with sustainable mobility ecosystems

Total Turnover
ROCE
Enterprise Value / EBITDA



Disclaimer

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Contacts

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

23, place des Carmes Dechaux
63040 Clermont-Ferrand Cedex 9

investor-relations@michelin.com