



APRIL 24, 2019

**SALES  
AT MARCH 31, 2019**

# Q1 2019: Sales up 9.3% at constant exchange rates to €5.8 billion, led by a robust price-mix and a strong contribution from newly acquired businesses

- A resilient performance by the Group in difficult markets, with volumes contracting by just 0.5%:
  - PC/LT tires: **market share maintained** in an environment impacted by dropping OE demand and slightly declining replacement markets in Europe
  - Truck tires: as expected, **continuing volume growth** in slightly contracting markets
  - Specialty tires: **2019 growth ambitions confirmed**, despite a first quarter impacted by supply chain issues in mining tires and the focus on margins in OE for Off-Road businesses
- A robust price-mix effect (+2.0%), still led by disciplined price management and the sustained product mix enrichment
- A strong contribution from the recently acquired businesses (Fenner and Camso) with their integration proceeding according to plan
- A favorable currency effect (+2.0%)
- Acquisition of 88% of the Indonesian tire manufacturer Multistrada for \$480m
- 2019 guidance confirmed

April 24, 2019

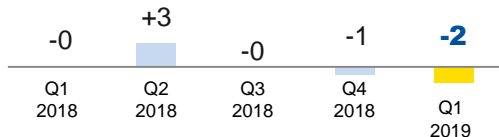
# Sales at 31 March, 2019

**Q1 2019 sales up 11.3%  
to €5.8 billion**

# Markets in Q1 2019: PC/LT tire markets dampened by the OE segment and RT demand in Europe; Truck tire markets stable



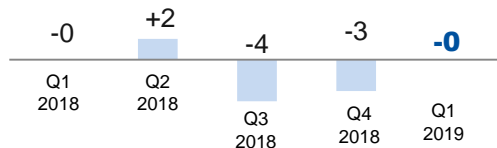
**PC/LT Q1 2019: -2%**



- OE: sustained decline in global demand (-8%)
- RT: US demand volatile (impact of potential duties) while European market impacted by decreasing demand in Turkey and Germany
- Slight upturn in China RT



**TRUCK Q1 2019: -0%**



- European markets down slightly
- American markets up, led by OE demand
- Chinese demand stable



**SPECIALTIES\*: +3% / +5%**

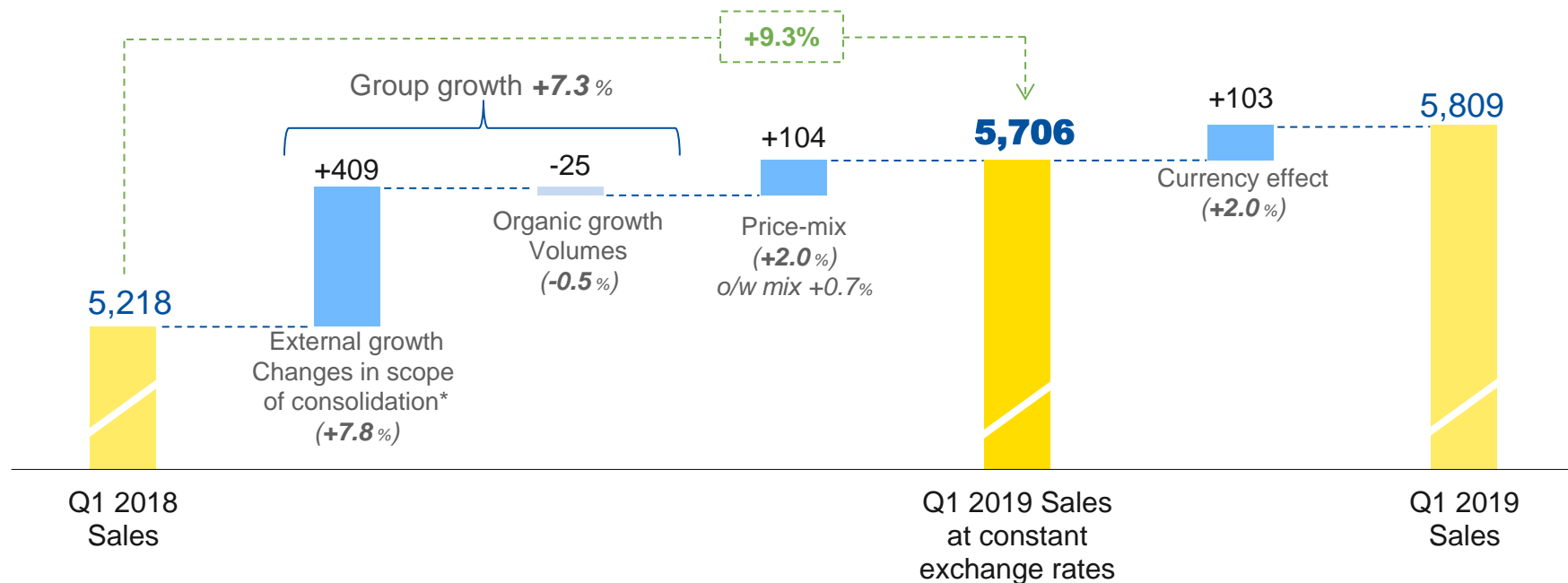
\* Full-year market estimate

- Mining tires: sustained growth in demand (+4% to +5%), in line with actual tire consumption
- Off-road tires: higher Infrastructure tire sales, Agricultural tires slightly up
- Growth in the Two-Wheel Commuting and Aircraft segments

Source : Michelin

# Sales up 9.3% at constant exchange rates, lifted by the contribution from acquisitions, strong prices and the sustained improvement in the mix

## ▲ YoY change (in € millions and %)

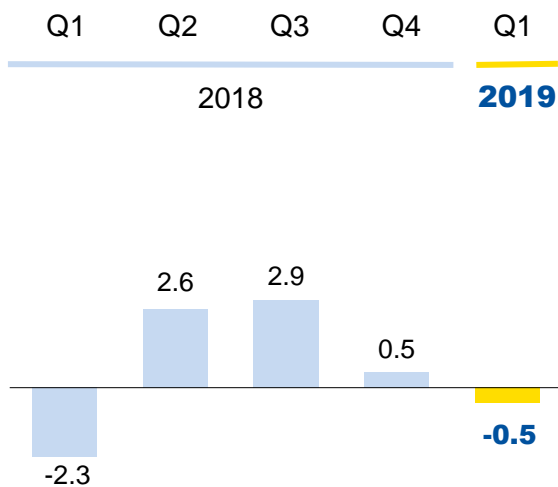


\* consolidation of Fenner and Camso, deconsolidation of TCi

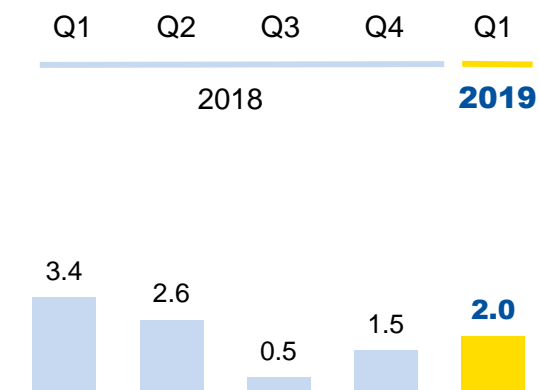
# Q1: Firm prices and sustained mix enrichment; volumes impacted by declining demand

▲ YoY quarterly change 2018-2019  
(in %)

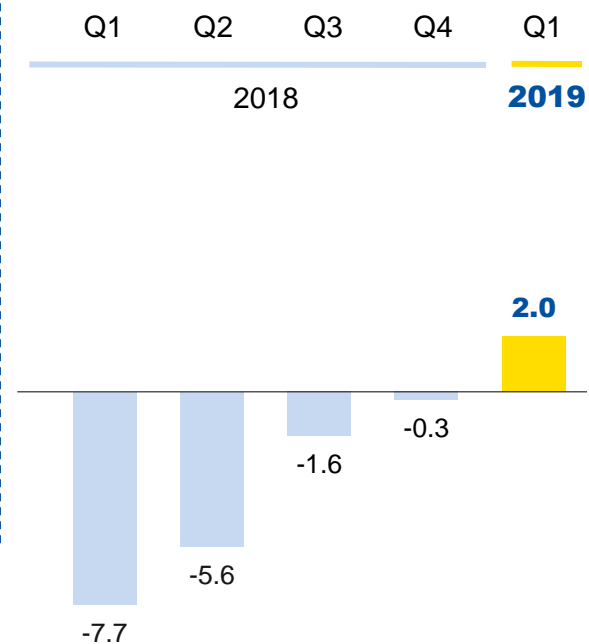
## Volumes






## Price-mix



## Currency effect



# Q1 2019: dynamic price-mix in every business, volume growth in Truck, strong contribution from acquisitions in Specialties

(in € millions)		Q1 2019	Q1 2018 restated *	Change	Q1 2018 reported
	SR1 sales	2,788	2,783	+0 %	2,772
	SR2 sales	1,550	1,472	+5 %	1,368
	SR3 sales SR3 excl. Fenner/Camso	1,471 1,007	963 963	+53 % +5 %	1,078

\* Following the acquisition of Camso and the merger of the Off-Road operations, minor adjustments in the scope of the business segments. See the impact on 2018 SOI by reporting segment on slide 21.

- SR1: stable sales thanks to a solid price-mix; currency effect offsets the deconsolidation of TCi
- SR2: sales lifted by volume growth and a robust price-mix; sustained growth in services and solutions
- SR3: stable volumes and dynamic price-mix effect

# Recognized brand and technical leadership supporting pricing power



Recent Tirelines have already been acclaimed by some of the most demanding German car magazines

Manufacturer of the year 2019 with



*PILOT SPORT 4,  
PILOT SPORT 4S,  
CROSSCLIMATE+,  
X-ICE NORTH 4*

Since 1989, Michelin has won 91 of the 112 awards for OE tire satisfaction

***ALMOST 5X MORE THAN THE COMPETITION COMBINED!***



Source: 2018 J.D. Power U.S. OE Tire Customer Satisfaction Study



# SR2 growth supported by a successful combination of services and products



Develop our “Tire as a Service” offer

EFFITIRES™



Q1 2019:  
**+6%**  
YoY

Design connected mobility



TIRE CARE

**100%** of MICHELIN  
Truck tires are  
equipped with **RFID\***

Enrich Fleet management solution offer



sascar  
PAIXÃO PELA INOVAÇÃO

NexTraq

EFFITRAILER™

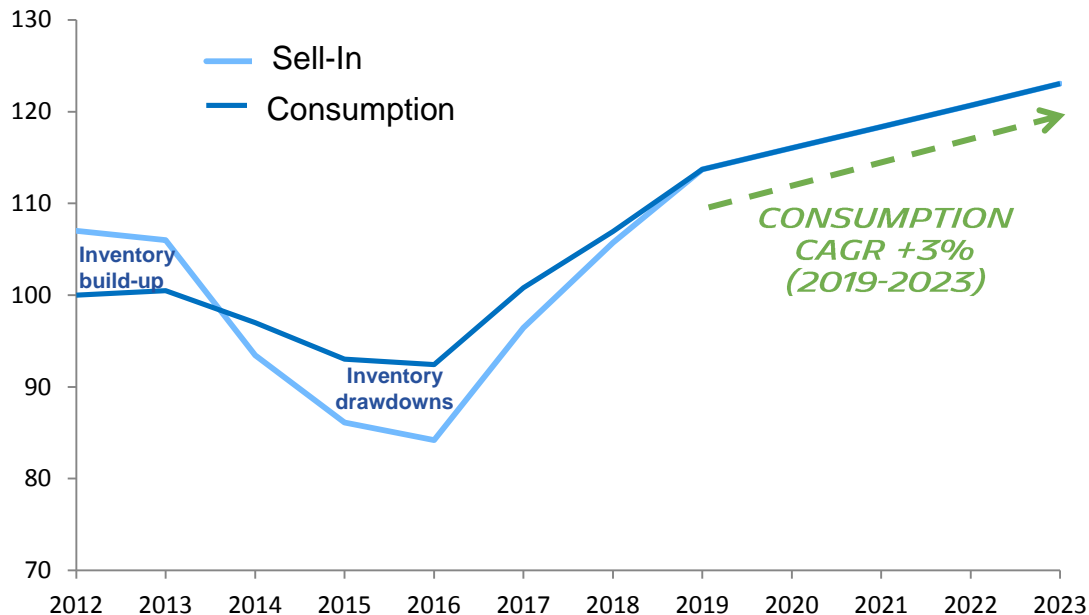
**860k** trucks  
under contract

\* by the end of 2019

# Mining: a successful product offering in a growing market in line with tire consumption



## ▲ Surface mining tire market: Sell-in vs tire consumption\*, 2012 – 2023e



\*base 100 in 2012, in tonnes

**10** Sales at March 31, 2019 – April 24, 2019

## ▲ The most efficient tire offer in the marketplace

### ● XDR250 - 57"



**25% (1)**  
More productive with no trade-off on tire life

### ● XDR3 - 63"



**12.6% (2)**  
More load on the KOMATSU 930-E4

(1) Compared to BRIDGESTONE 46/90 R 57 VRDP and VRPS. Data gathered from 2012 BS databook. And compared to MICHELIN 40.00 R 57 XDR2

(2) Based on comparisons of maximum load capacity of the MICHELIN® XDR® 3 Extra Load to the MICHELIN® XDR® 3, size 53 80 R 63, as set forth in the 2018 Michelin Data Book, taking as a reference the technical data of the Komatsu 930-E4 truck. Actual results may vary, and may be impacted by many factors, to include road conditions, weather, environment, driving habits, tire size, equipment and maintenance.

# Fenner: +3% growth in Q1 2019



- Q1 growth in each division
- ECS (conveyor belts):
  - sales growth
  - major contract wins
  - a record backlog (mining and manufacturing)
  - a highly competitive product portfolio
- AEP (technological materials):
  - growth on strong value-creating niche markets in line with expectations

# Camso: sales up +9% in Q1 2019

## Material handling

Tires, wheels and services



Sales up  
**+8%**



## Agriculture

Tracks and track systems



Sales up  
**+9%**



## Construction

Tires, wheels and tracks



Sales up  
**+5%**



## PowerSport

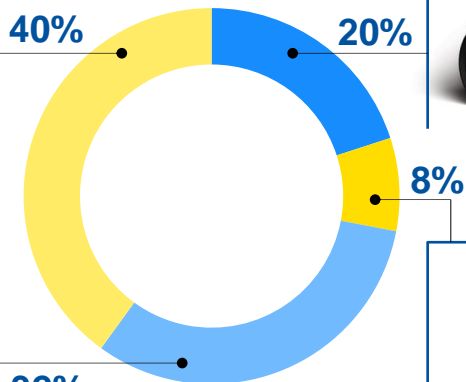
Tracks and track systems



Sales up  
**+29%**



▲ Sales by segment\*



\* Source: Camso 2018

April 24, 2019

# Sales at 31 March, 2019

**2019: guidance  
confirmed**

# 2019 market scenario: PC/LT markets slightly up and Truck markets stable in an uncertain environment; growth in Specialty markets



**PC/LT: +0% / +1%**

vs +0,5% / +1%

- OE: Lower demand, especially in China and Europe
- RT: Markets slightly up in mature economies and gradually improving in China and the rest of the world
- ≥18" demand up by around 10%



**TRUCK: ~ -1%**

vs -0,5% / +0,5%

- Stable demand in Europe
- Stable demand in North America versus very high prior-year comparatives
- Slight contraction in China



**SPECIALTIES : +3% / +5%**

- Mining tires: sustained growth in demand (+4% to +5%), in line with actual tire consumption
- Off-road tires: Higher Infrastructure tire sales, Agricultural tires slightly up
- Growth in the Two-Wheel Commuting and Aircraft segments

# 2019 Scenario\*

	2019
Cost impact of raw material prices and customs duties <i>(primarily in H1)</i>	~ €(100) million
Currency effect	Slightly positive based on March 2019 rates**
Effective tax rate	Standard ETR reduced to 26%***
Net price-mix/raw materials effect	Positive
Competitiveness plan gains vs. inflation	Positive

\*Based on the following average prices and exchange rates for the year: Natural rubber: \$1.43/kg; butadiene (US, Europe and Asia): \$1,174/t; Brent: \$65/bbl; EUR/USD: 1.14

\*\*See slide 40

\*\*\*Based on currently available information

# 2019 guidance: in line with 2020 objectives

	2019
Volumes	Growth in line with the markets
Segment operating income at constant exchange rates <i>before the estimated €150m additional contribution from Camso and Fenner</i>	>2018
Structural FCF <i>including the positive €150m accounting impact of IFRS 16</i>	>€1,450m





# ***INVESTOR DAY***

## ***MICHELIN ALMERIA - APRIL 04, 2019***



April 24, 2019

# Sales at 31 March, 2019

## Appendices

# Investor Calendar

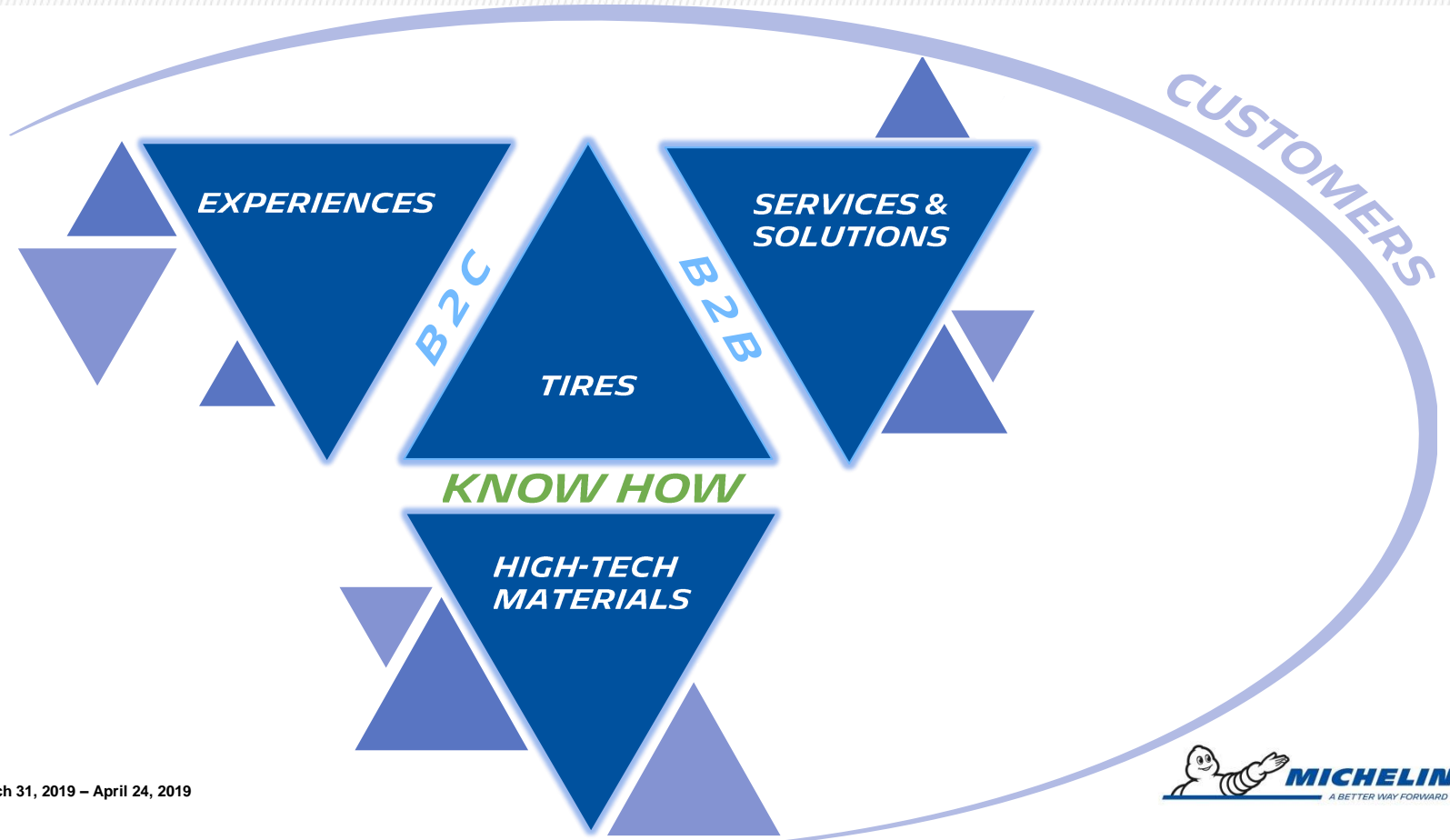
- **Up-coming events:**

- **May 17, 2019:** Annual Shareholders Meeting
- **July 25, 2019 (after close of trading):** First-half 2019 results
- **October 24, 2019 (after close of trading):** Third-quarter and 9 months 2019 sales




- **Dividend dates:**

- **May 21, 2019:** Ex-dividend date
- **May 22, 2019:** Record date
- **May 23, 2019:** Payment date

# Michelin: a trusted partner in enhancing its customers mobility



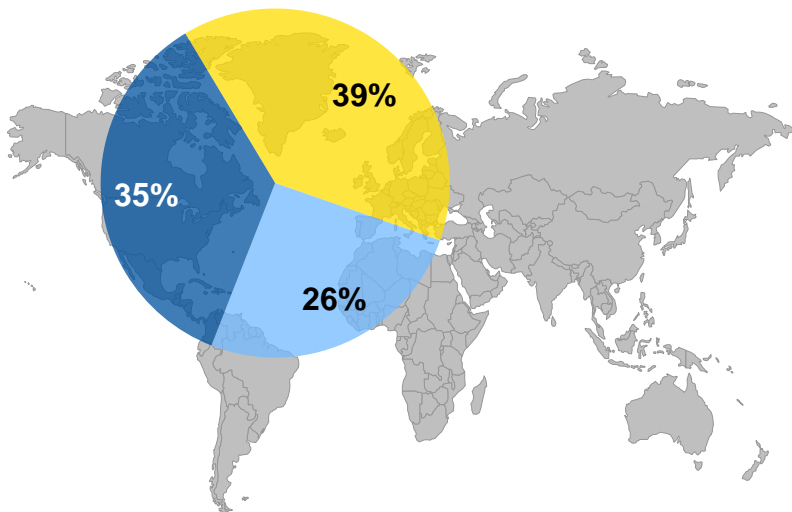
# Sales and SOI by SR: 2018 reported and restated

<i>(in € millions)</i>		<b>2018 restated</b>	2018 reported	<i>Change</i>
	<b>SR1 Sales</b>	<b>11,332</b>	11,340	- 0 %
	<b>Operating income*</b>	<b>1,295</b>	1,314	- 1 %
	Operating margin*	11.4 %	11.6 %	- 0.2 pt
	<b>SR2 Sales</b>	<b>6,378</b>	5,852	+ 9 %
	<b>Operating income*</b>	<b>612</b>	513	+ 19 %
	Operating margin*	9.6 %	8.8 %	+ 0.8 pt
	<b>SR3 Sales</b>	<b>4,318</b>	4,836	- 11 %
	<b>Operating income*</b>	<b>868</b>	948	- 8 %
	Operating margin*	20.1 %	19.6 %	+ 0.5 pt

\* for the segment

# Strong volume resilience thanks to Group's global geographic exposure and wide product offering

▲ 2018 sales by region

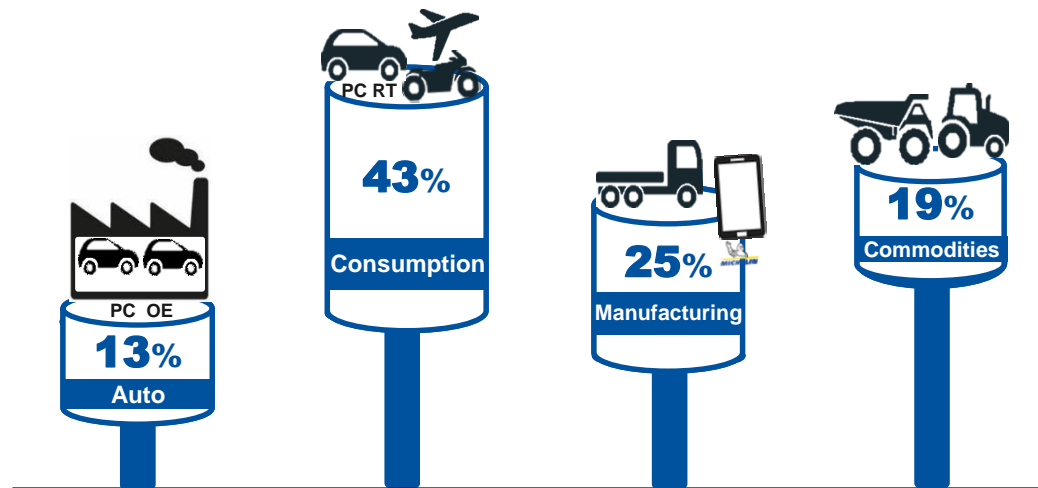


■ Europe incl. Russia & CIS

■ Asia and rest of the world

■ North America incl. Mexico

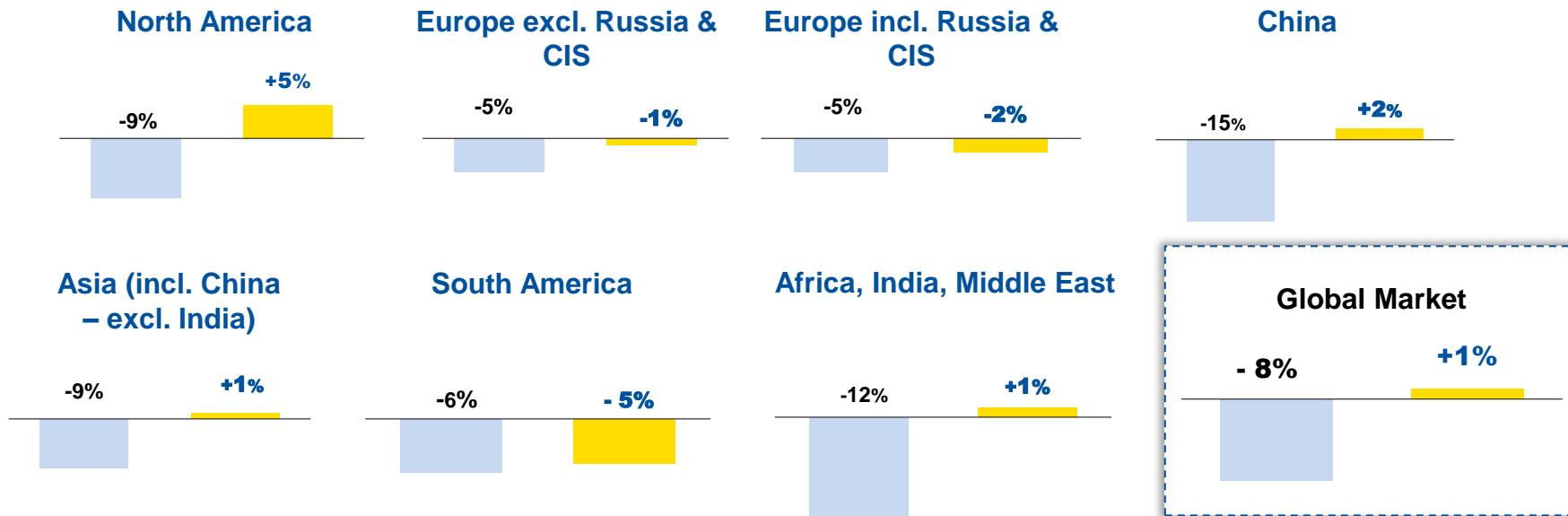
▲ 2018 sales by growth driver



PC OE/RT: Passenger car and light truck tires sold as original equipment (PC OE) or in replacement markets (PC RT)

# PC/LT: dropping global OE demand; slight increase in RT demand driven by North America and China

▲ Passenger car tire market at March 31, 2019  
 (YoY in %, in number of tires)

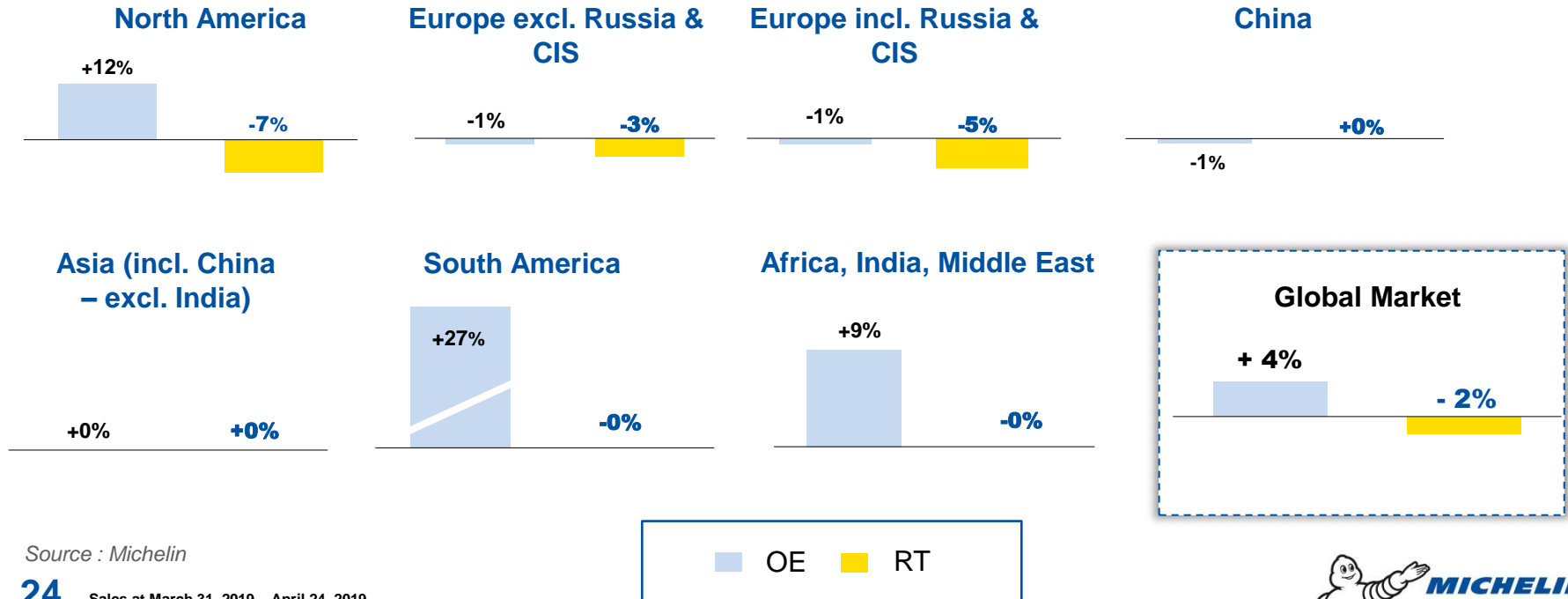


Source : Michelin



# TB: RT demand decreasing in mature markets, stable in emerging zones; global growth in OE demand driven by Americas and India.

▲ Truck and Bus tire market at March 31, 2019  
 (YoY in %, in number of tires)



Source : Michelin

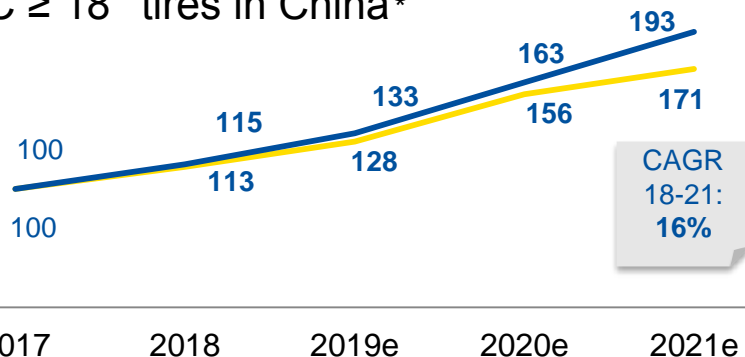




# China: MICHELIN brand leadership on a structurally growing market driven by $\geq 18''$ demand

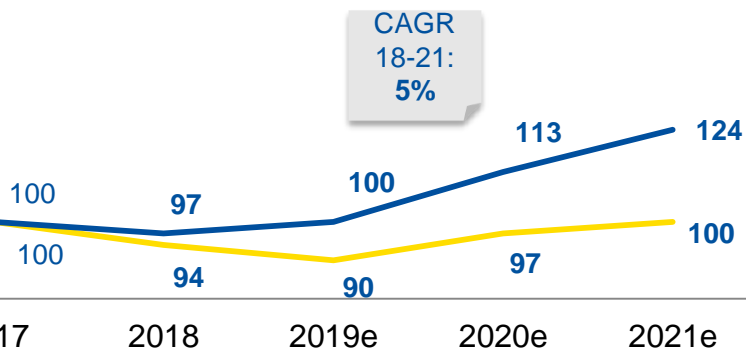


## ▲ PC $\geq 18''$ tires in China\*



\*base 100 in 2017, in units

— OE — RT

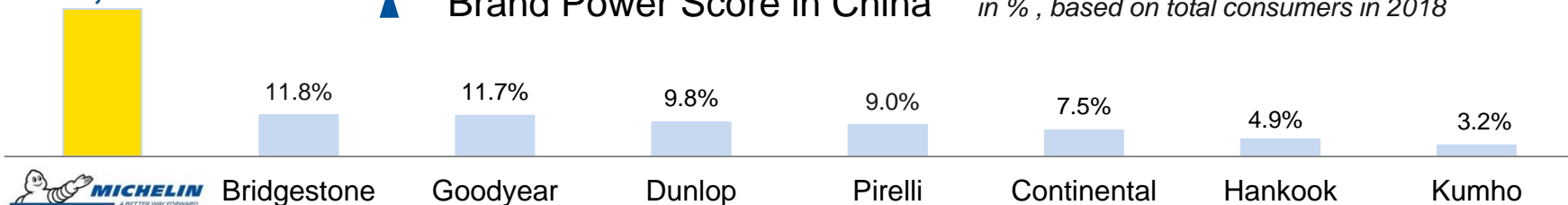


\*base 100 in 2017, in units

— OE — RT

42,2%

## ▲ Brand Power Score in China\*\* in % , based on total consumers in 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 Super Sport OEMs

*Leader Leader Leader Leader Leader Leader Co-leader Co-leader*



representing 98 % of Super Sport OEMs market

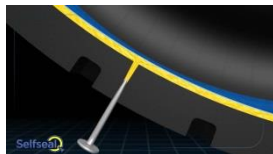
## Technologies

*Acoustic*



MICHELIN Acoustic technology enhances the driving experience by significantly reducing vehicle interior noise

*Selfseal*



A technology that allows the immediate and definitive self-repair of the tire

*Track connect*



The first connected tire available on the market to upgrade the performance on track

*Premium Touch*



A unique sidewall with a patented “velvet-effect” finish

*Acorus*

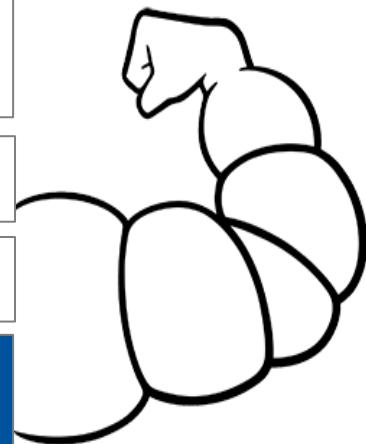


A flexible wheel that eliminates flat tires due to potholes and curb-shocks, for a hassle-free driving experience

# Michelin reference partner for premium OEMs



	SPORT PASSION	LUXURY PREMIUM
OEM BRANDS (examples)		
Who are they	Extreme emotions & passionate drivers	Premium brands focus on consumer experience
Market weight (Volumes of tires)	2% > in € and image	13% > in € and image
<b>MICHELIN POSITION</b>	<b>LEADER</b>	<b>AMONGST THE TOP 3</b>



# Michelin, leader in connected tire solutions recognized by professionals and enthusiasts alike

## MEMS Evolution 4



## Zen@Terra



## Projects with OEM



### B2B

**Michelin leader**  
in connected tires that  
improve business  
productivity

## Tire Care



## Project PresSense



## Track Connect



### B2C

**Michelin leader**  
in connected tires that  
improve the customer  
experience

# Partner dealership chains\* that showcase the Group's products

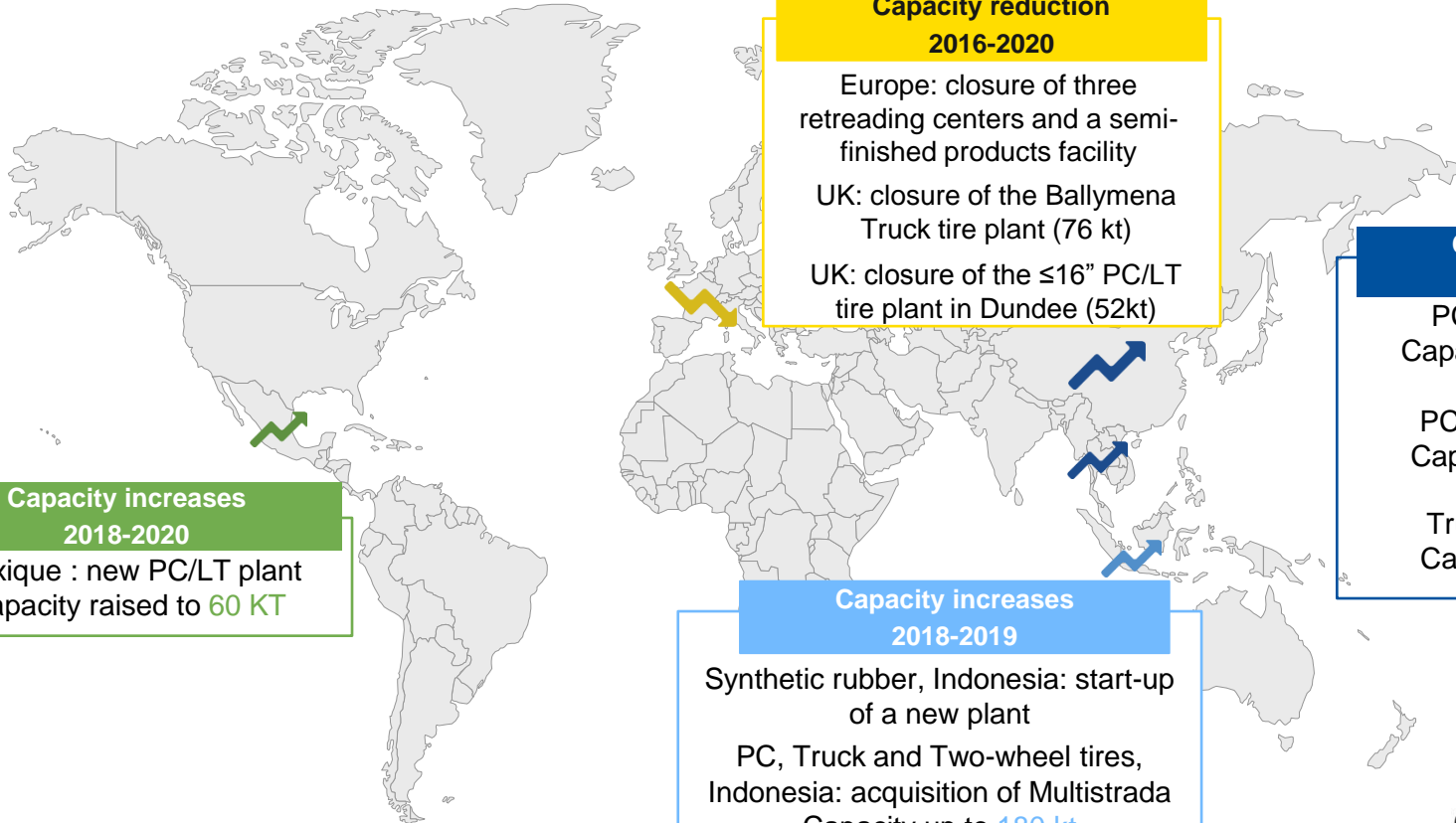
- Michelin boasts industry-leading global coverage



- Partner wholesalers: NTW, Ihle, Meyer Lissendorf
- A vast network of strategic retailers\* as of late 2018: ~ 7,400 including Penta in Indonesia following the acquisition of Multistrada

\*Proprietary or franchised dealers, plus minority stakes in partners

# Continuing to adapt Michelin's manufacturing footprint



## Capacity increases 2018-2020

Mexique : new PC/LT plant  
Capacity raised to **60 KT**

## Capacity reduction 2016-2020

Europe: closure of three  
retreading centers and a semi-  
finished products facility  
UK: closure of the Ballymena  
Truck tire plant (76 kt)  
UK: closure of the ≤16" PC/LT  
tire plant in Dundee (52kt)

## Capacity increases 2016-2020

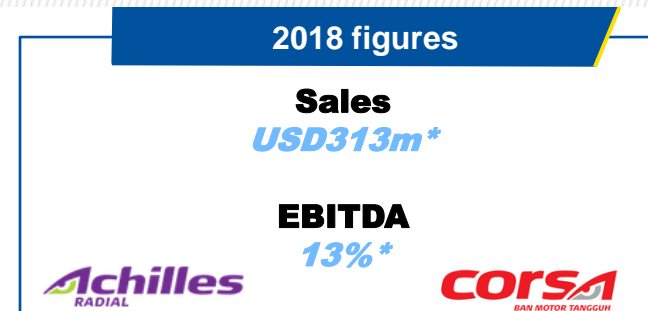
PC/LT, China: +20 %  
Capacity raised to **240 KT**  
  
PC/LT, Thailand: +10%  
Capacity raised to **165 kt**  
  
Truck, Thailand: +24%  
Capacity raised to **75 kt**

## Capacity increases 2018-2019

Synthetic rubber, Indonesia: start-up  
of a new plant  
PC, Truck and Two-wheel tires,  
Indonesia: acquisition of Multistrada  
Capacity up to **180 kt**

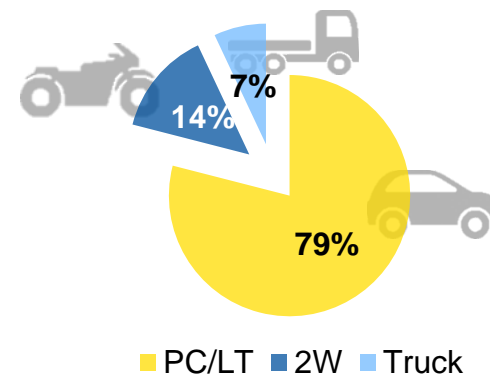
# Multistrada: Michelin gains competitive Tier2/Tier3 production capacity and strengthens its presence in Indonesia

- A very competitive, immediately available plant (a comparable Tier 2 greenfield project of equivalent capacity would have required USD900 million in Capex)
- Quickly convertible at limited cost to Tier 2 PC/LT tire production, by leveraging our technical expertise
  - Free up production capacity for the MICHELIN brand in Asia
  - Support growth in Tier 2 PC/LT tire volumes worldwide, by gradually replacing Tier 3 exports with Tier 2
- Strengthening Michelin in Indonesian PC/LT, Truck and 2W markets with high growth potential
  - Enhanced market access with the acquisition of a 20% stake in wholesaler PT Penta
- Around USD70m in synergies in purchasing, sales and manufacturing costs
- Valued at USD700 million (plant, additional land and wholesale operations), i.e. 6.3 times EBITDA after synergies



\* Rolling 12 months as at end of Sept. 2018

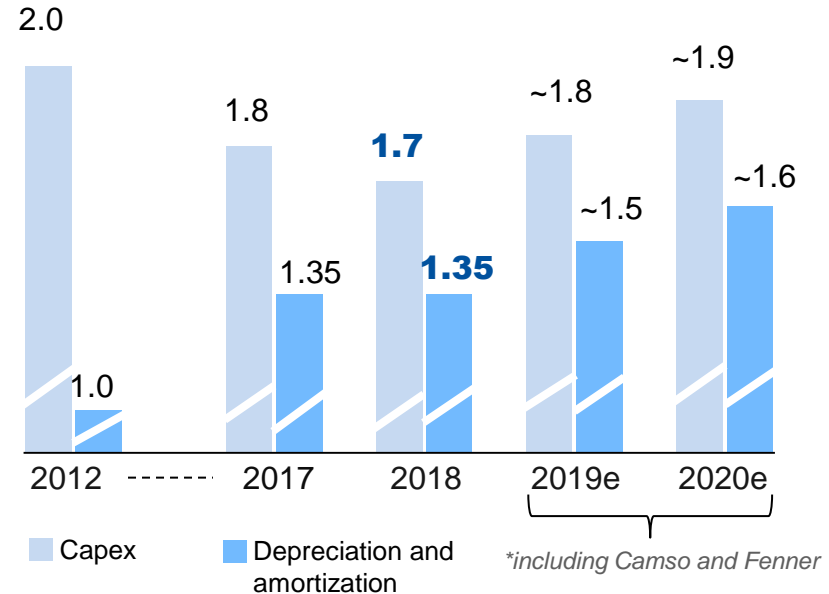
Production capacity by tire segment, in tonnes



# Investing to create value

- Reducing Capex on historical core-business towards depreciation level
  - Marginal low cost investments first
  - MICHELIN brand focused
  - Optimized maintenance Capex & molds
- Reinforcing Michelin footprint where the growth is
  - with a Capex/unit now back to best market practices
- Allowing Capex growth in Specialties businesses (SR3)
- Developing new territories: fleet management solutions & High Tech Materials excluding JVs
- Speeding up a comprehensive digitization plan

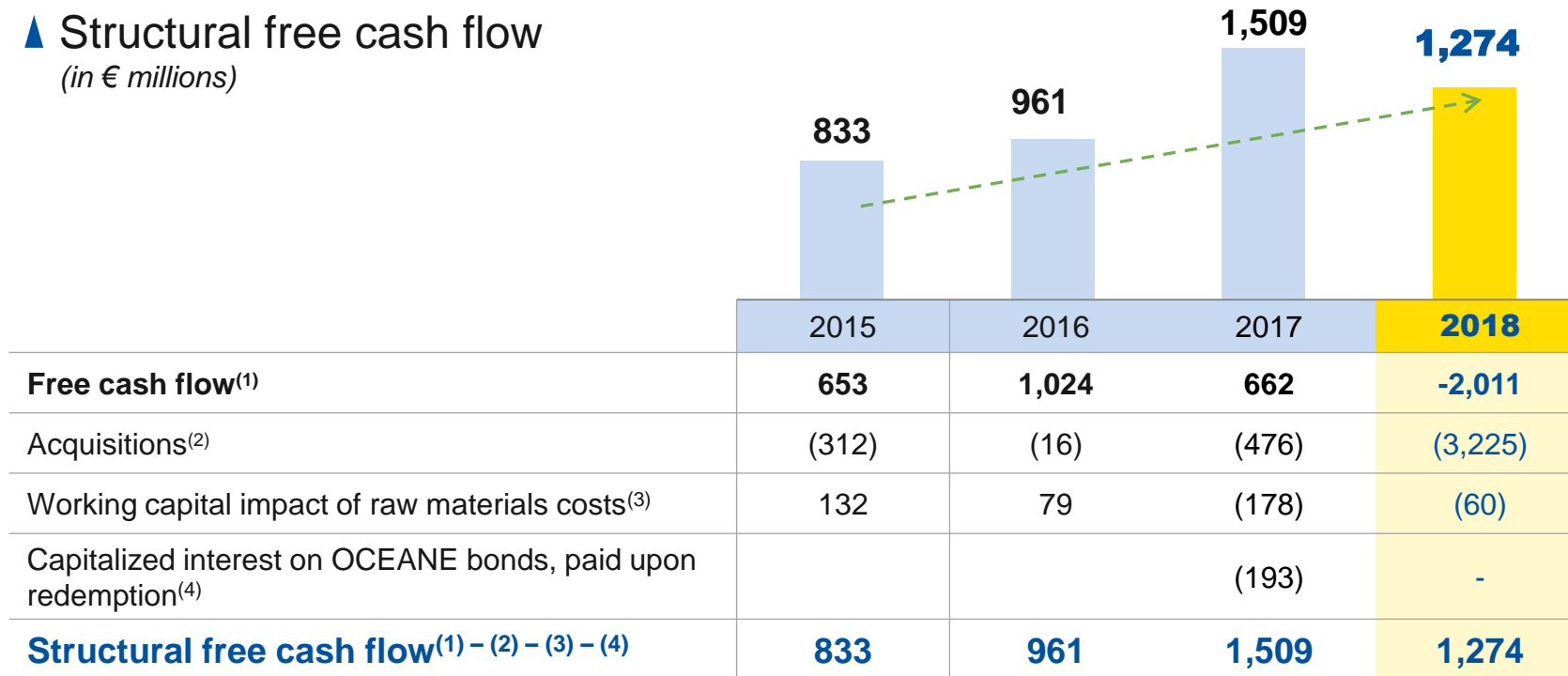
## ▲ Capital expenditure and depreciation: (in € billions, at current exchange rates)





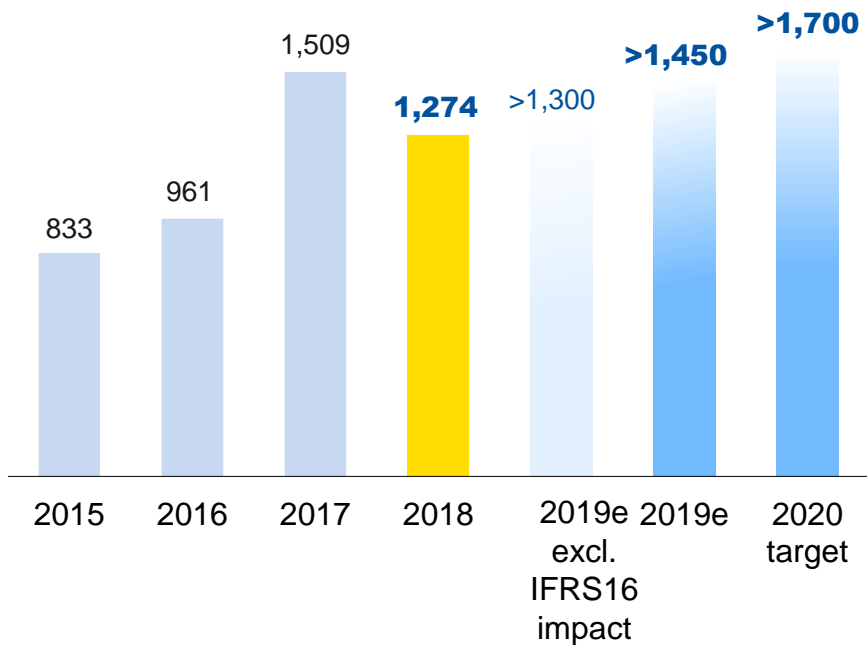
# Sustained and stronger than expected structural free cash flow, supported in 2018 by disciplined working capital management

## ▲ Structural free cash flow (in € millions)

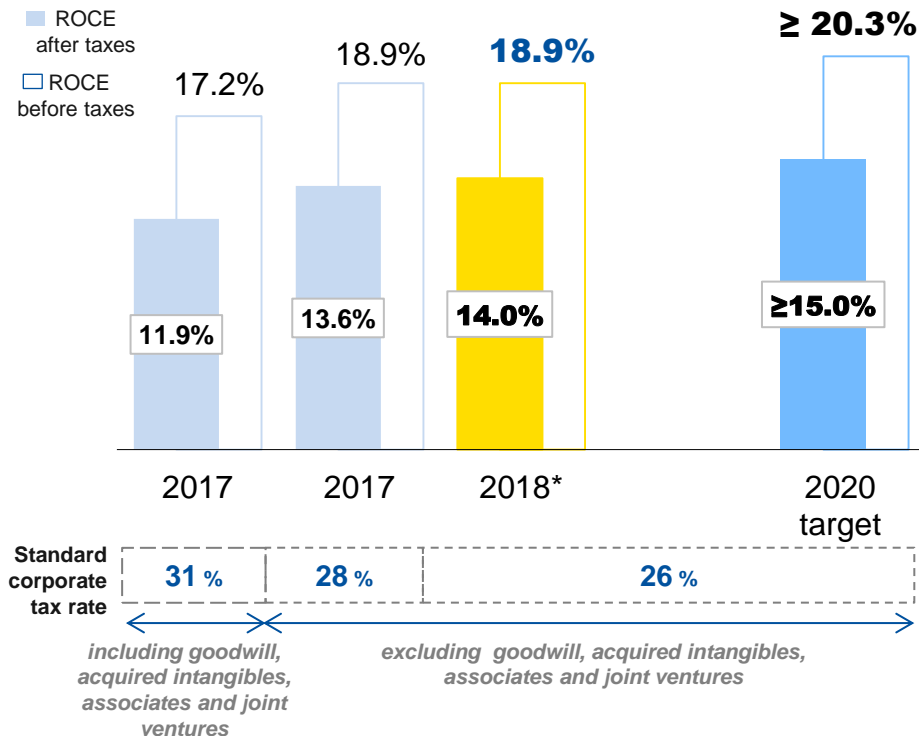


# On the road to our 2020 objectives

▲ Deliver structural FCF > €1,700m as from 2020  
(in € millions)



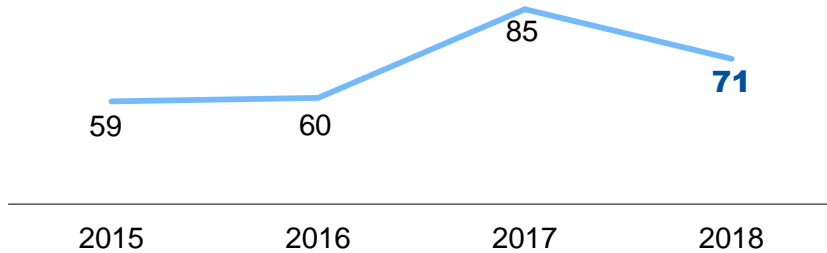
▲ Deliver an after-tax ROCE ≥ 15% excluding goodwill as from 2020 (in %)



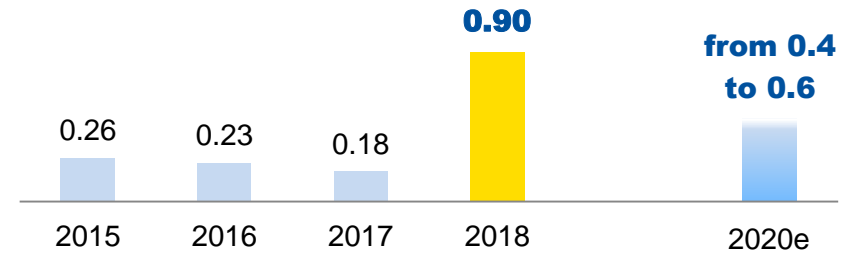
# High free cash flow and a robust financial position

## ▲ Cash conversion ratio

(in % - structural free cash flow/net income before non-recurring items)



## ▲ Net debt\*/EBITDA\*



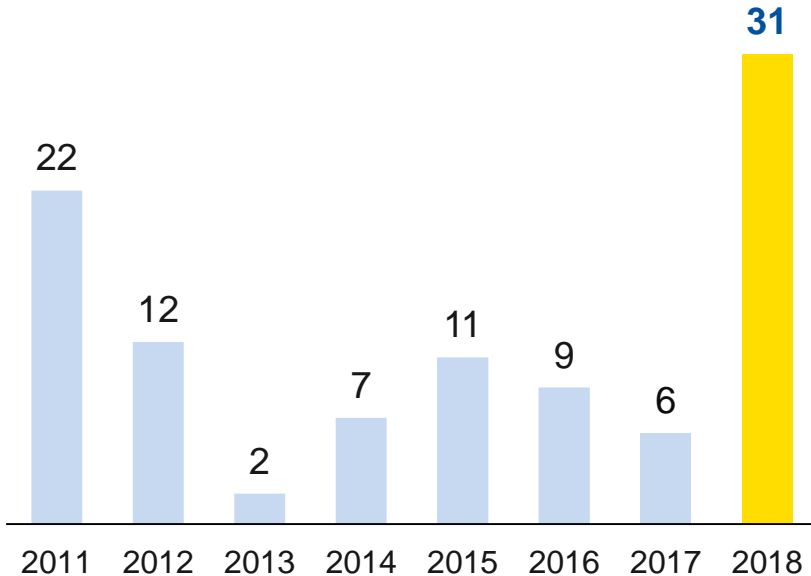
- The net debt/EBITDA ratio peaked in 2018 due to cash out for acquisitions during the year, but is expected to ease to between 0.4 and 0.6 by 2020
- Moody's, Standard & Poor's and Fitch all confirmed Michelin's A-/A3 credit rating
- Two successful bond issues in 2018 totaling €2.9bn (of which a 20-year tranche for €750m)

\*See the 2018 Registration Document, notes 3.7.2 and 26 to the consolidated financial statements

# A robust balance sheet after recent acquisitions, confirmed by the rating agencies

## ▲ Gearing

Net debt/equity, in %

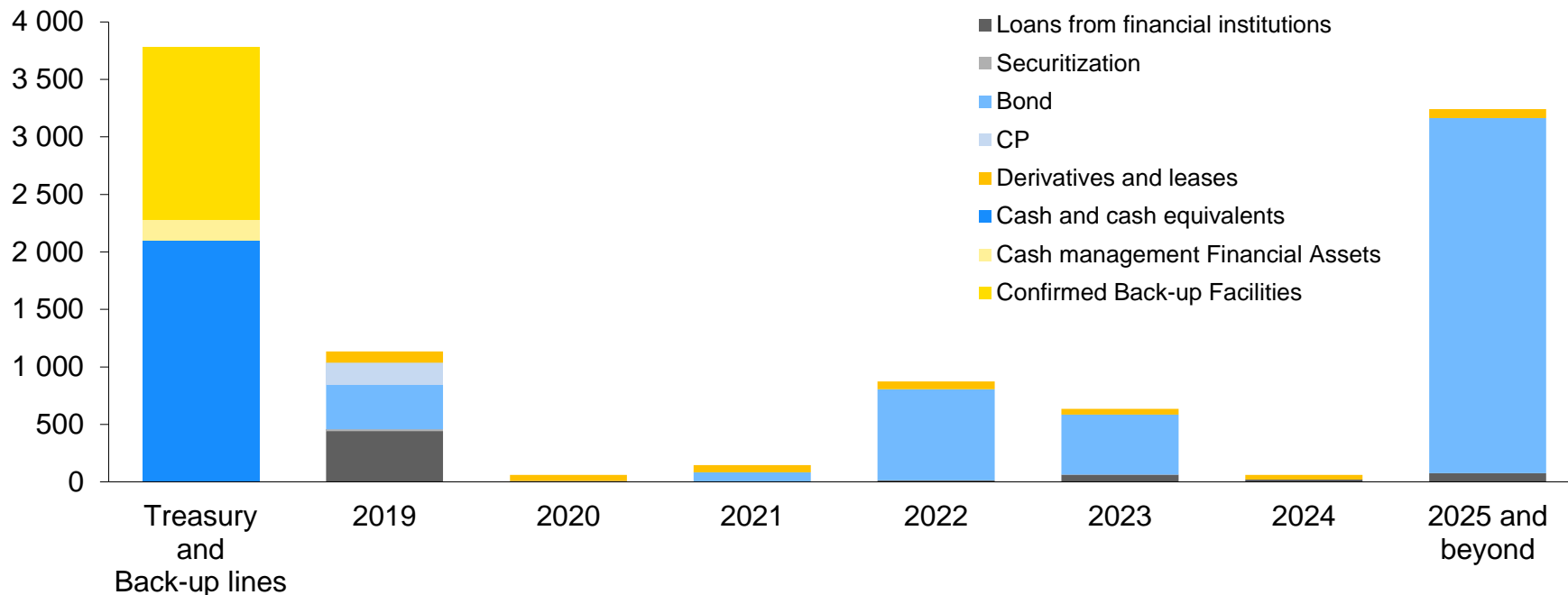


## ▲ Long-term ratings confirmed following the Multistrada acquisition

Short term	S&P Moody's	<b>A-2</b> <b>P-2</b>
Long term	S&P Moody's	<b>A-</b> <b>A3</b>
Outlook	S&P Moody's	<b>Stable</b> <b>Stable</b>

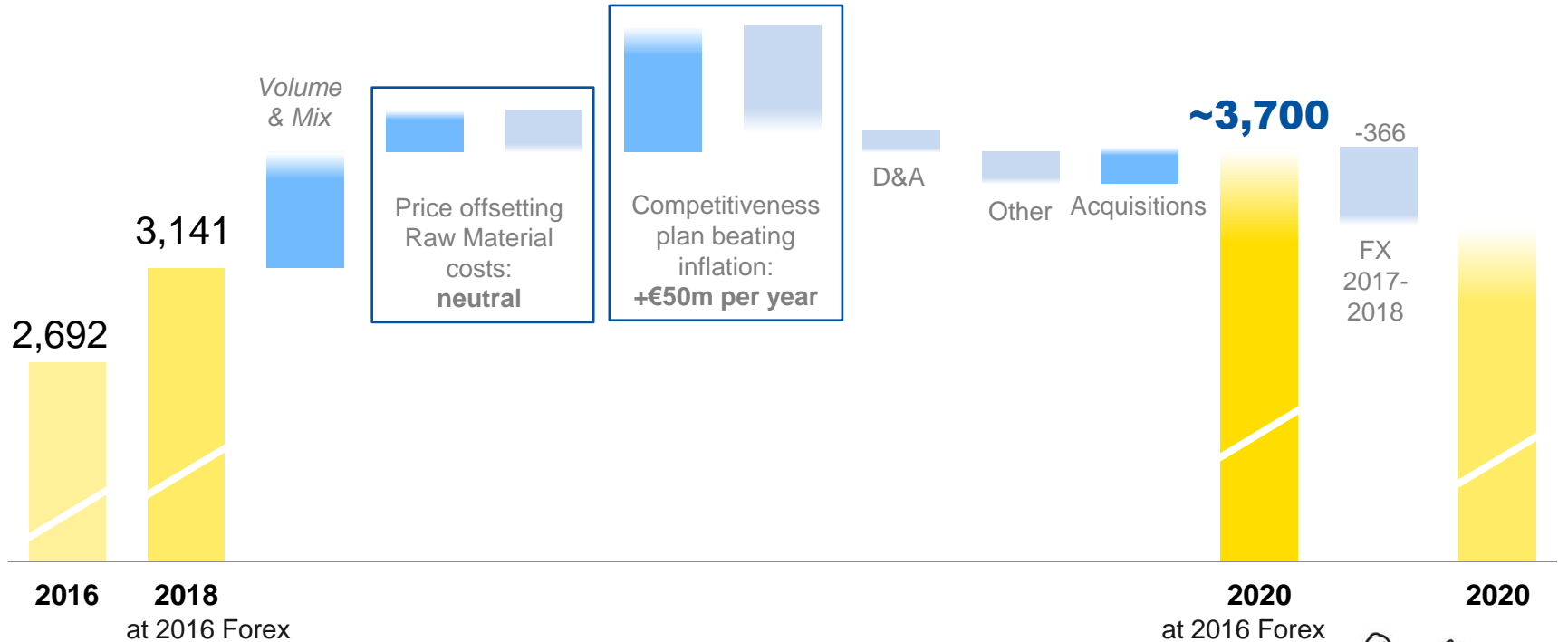
# A comfortable cash position

## ▲ Debt maturities at Dec. 31, 2018 (carrying amount, in € millions)



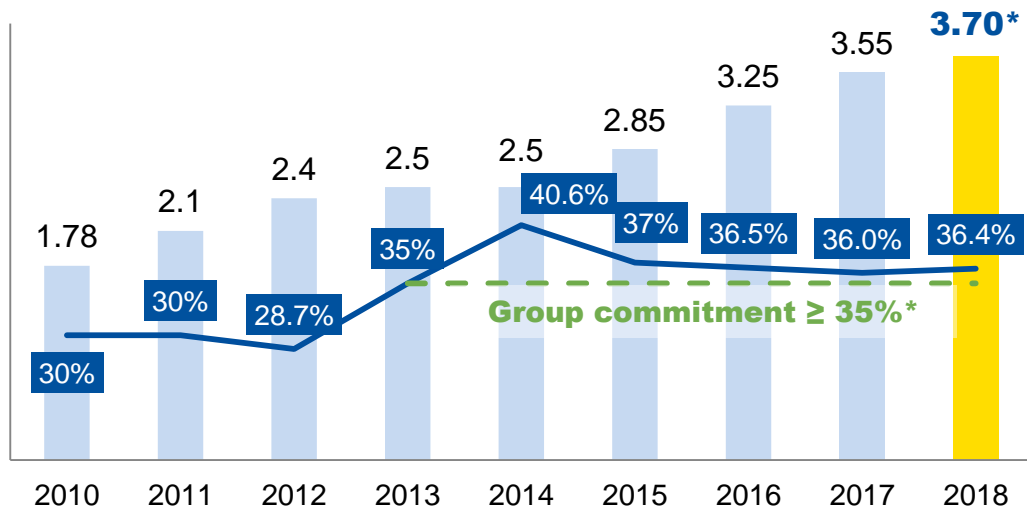
# 2018-2020: profitability levers to reach around €3.7bn EBIT in 2020 at constant forex

## ▲ 2018-2020 EBIT growth (in €millions)



# Sustained shareholder return policy

- 2018 dividend of €3.70 per share\*, for a payout ratio of 36.4%\*\*



## ● Share buyback programs

- 2015-2016: €750m in buybacks and 4.5% of outstanding shares canceled
- 2017: €101m in buybacks and 0.5% of outstanding shares canceled
- 2018: €75m in buybacks and 0.4% of outstanding shares canceled to offset the dilutive impact of share-based compensation
- 2019-2023: €500m share buyback program over the next five years

\*Subject to shareholder approval at the Annual Meeting on May 17, 2019 - \*\*Of consolidated net income before non-recurring items

# 2018 sales by currency and EBIT impact

	% of sales		2018 FY € change vs. currency	Droptthrough sales/EBIT*
ARS	1%		+65%	80% - 85%
AUD	2%		+7%	80% - 85%
BRL	3%		+20%	-20% / - 30%
CAD	3%		+4%	25% - 30%
CNY	6%		+2%	25% - 30%
EUR	34%		NA	-
GBP	3%		+1%	25% - 30%
INR	1%		+10%	25% - 30%
JPY	1%		+3%	80% - 85%

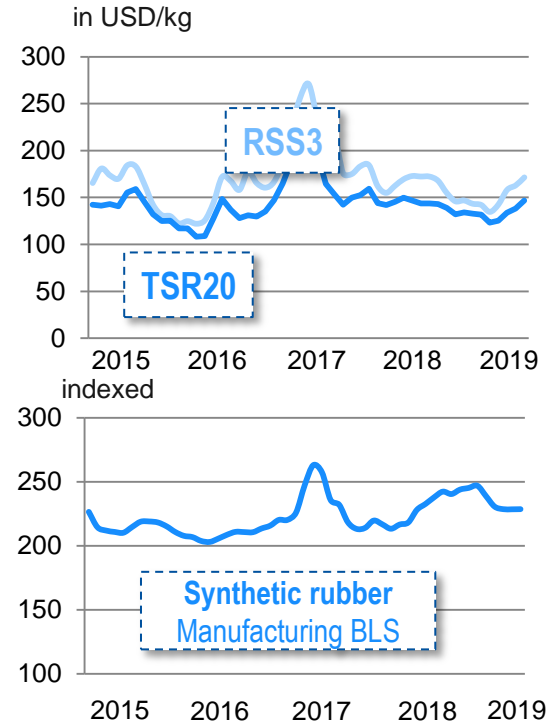
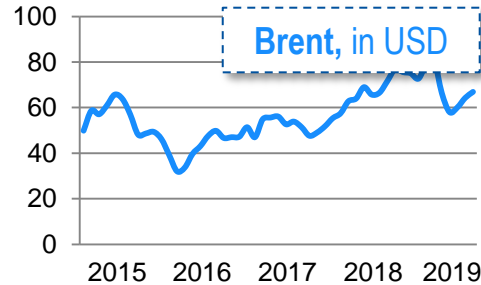
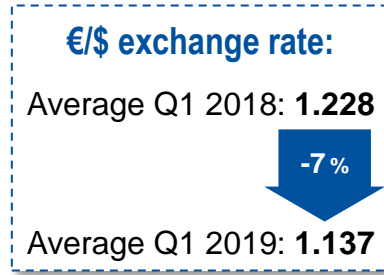
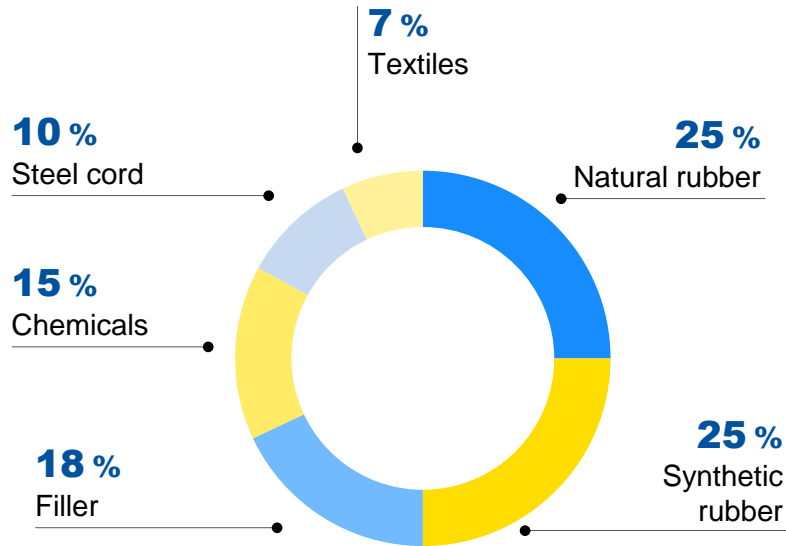
	% of sales		2018 FY € change vs. currency	Droptthrough sales/EBIT*
MXN	1%		+7%	25% - 30%
PLN	1%		0%	25% - 30%
RUB	1%		+12%	25% - 30%
SEK	1%		+6%	80% - 85%
THB	1%		-0%	-100% / -130%
TRY	1%		+34%	80% - 85%
USD	35%		+5%	25% - 30%
ZAR	1%		+3%	80% - 85%
Other	4%			80% - 85%

\*actual droptthrough linked to the export/manufacturing/sales base



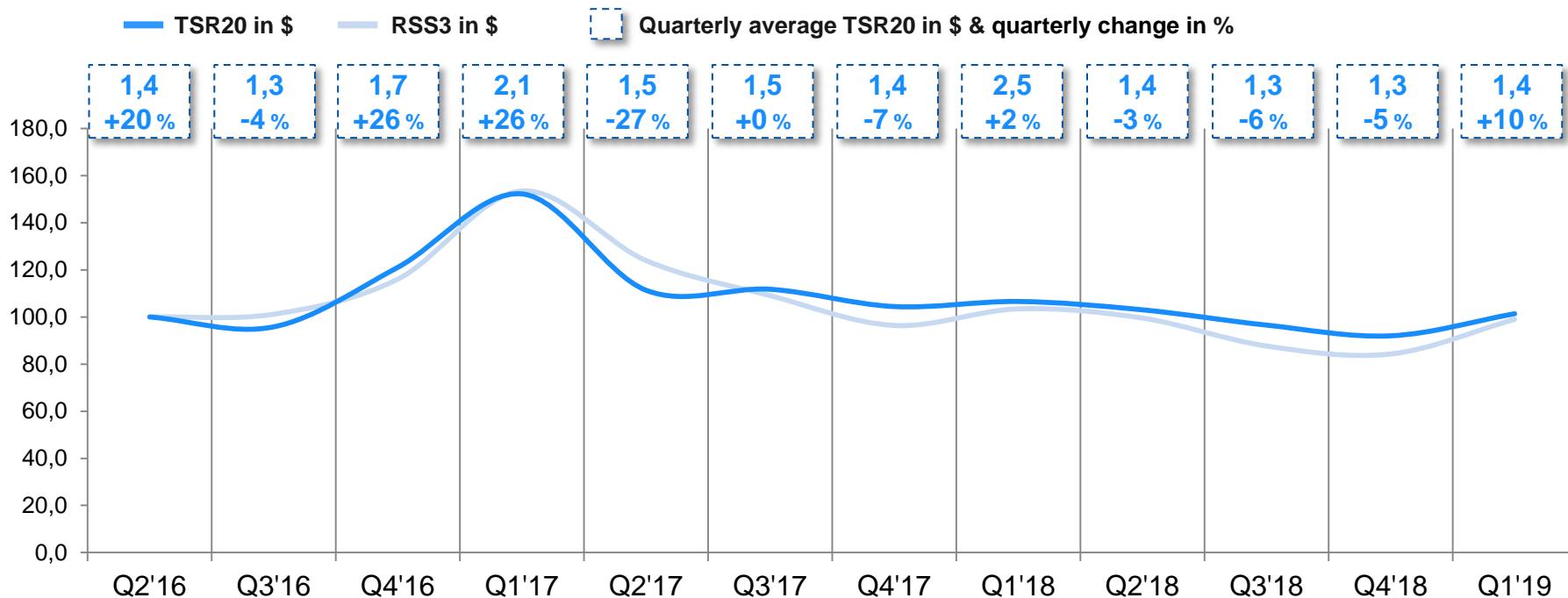
# Raw materials

## ▲ Raw material purchases in 2018 (€4.9bn)



# Natural Rubber price trend

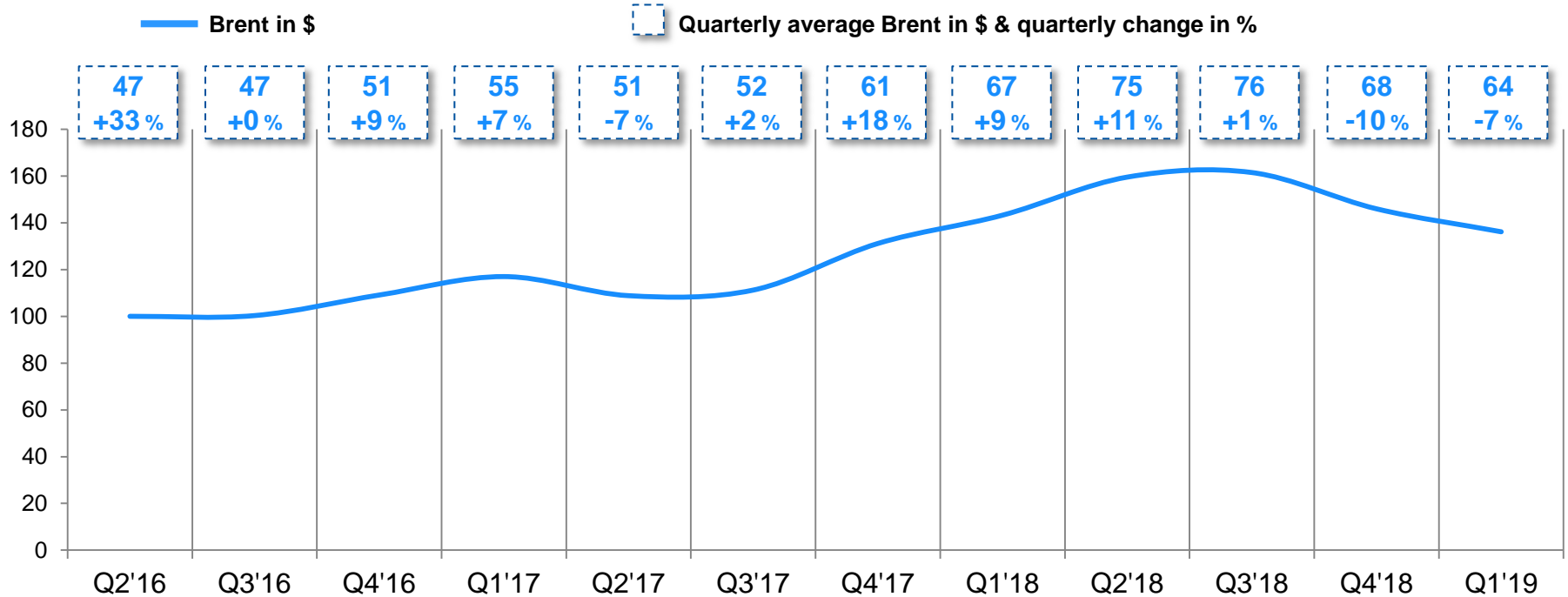
▲ At end of March 2019 (per kg, base 100 in Q2'16)



Source : SICOM

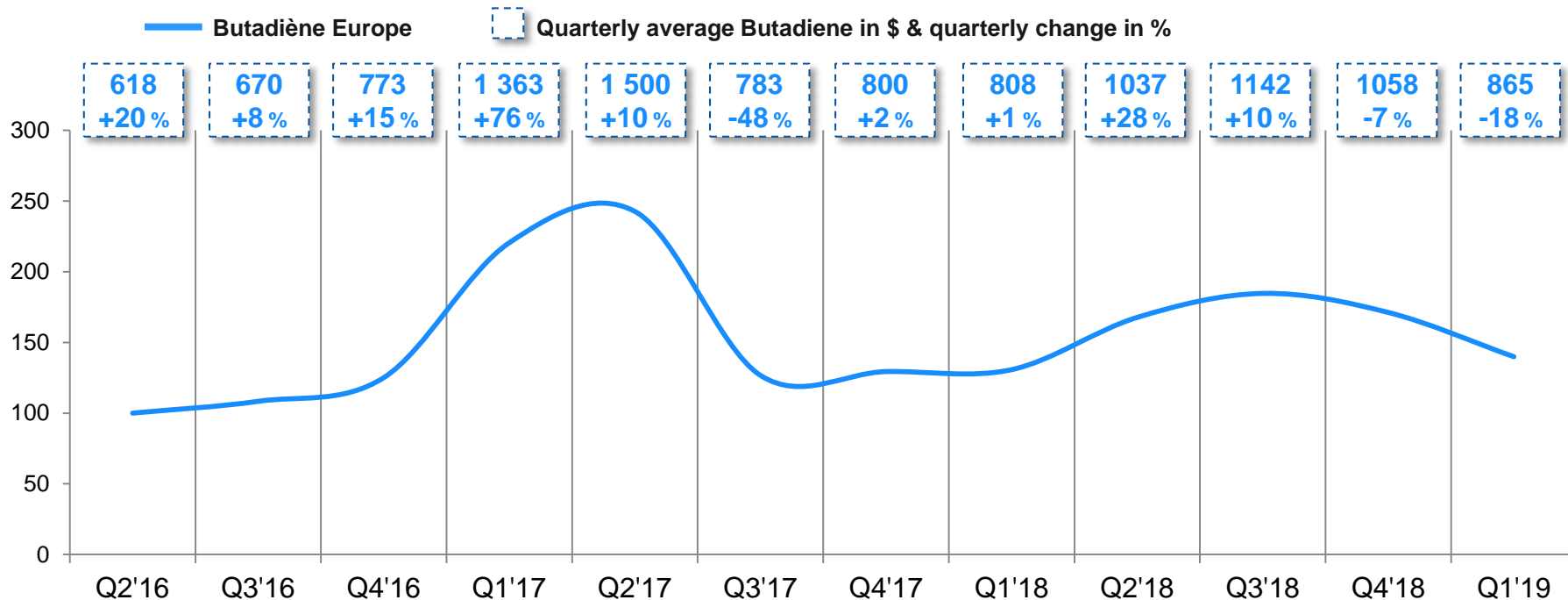
# Brent price trend

▲ At end of March 2019 (per barrel, base 100 in Q2'16)



# Butadiene price trend

▲ At end of March 2019 (per ton, base 100 in Q2'16)

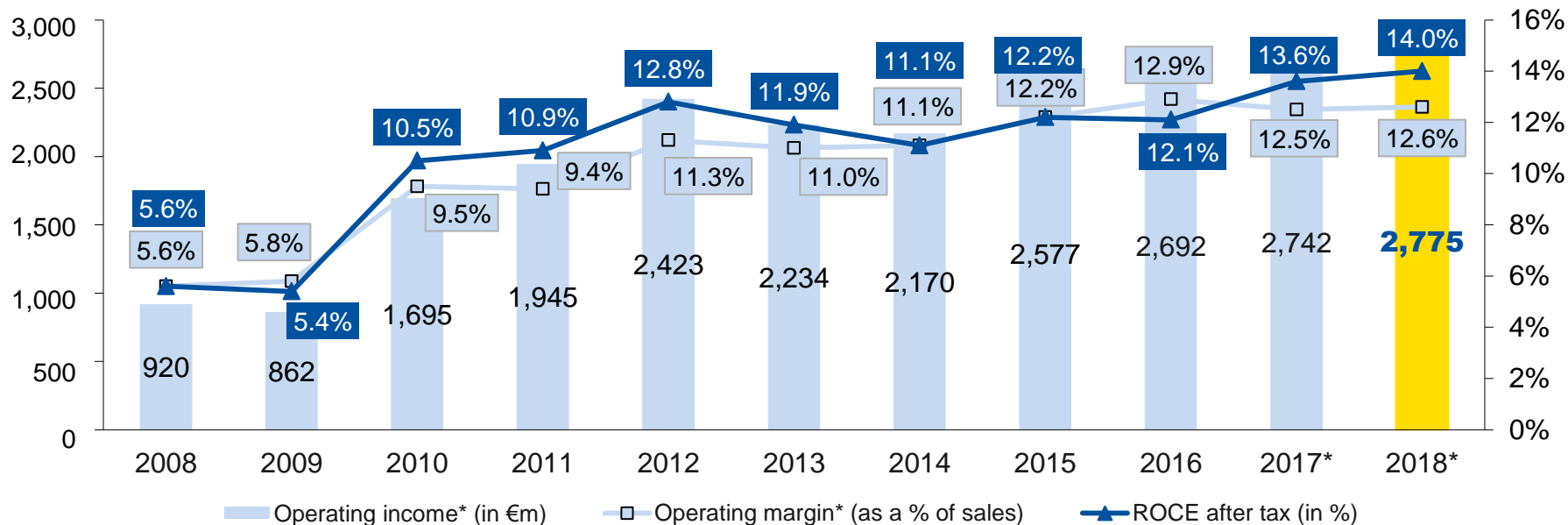


# Outstanding bond issues (as of December 31, 2018)

Issuer	CGEM	CGEM	CGEM	CGEM	CGEM	MICHELIN Luxembourg	MICHELIN Luxembourg	MICHELIN Luxembourg	MICHELIN Luxembourg
<b>Issue Type</b>	Senior Note Bond	Senior Note Bond	Senior Note Bond	Senior Note Convertible	Senior Note Convertible	Senior Note Bond	Senior Note Bond	Senior Note Bond	Senior Note Bond
<b>Principal Amount</b>	€ 750 mn	€ 1'000 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	ZERO Conv premium 128%	3,25% p.a	1,125% p.a	1,75% p.a	2,75% p.a
<b>Issue Date</b>	3-sept.-18	3-sept.-18	3-sept.-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

# 2018: another year in line with our 2020 roadmap

## ▲ Group segment operating income and margin & ROCE\*



\* With standard tax rate at 28% for 2017 and 26% for 2018 and **excluding goodwill, acquired intangibles, associates and joint ventures for 2017 and 2018**

# 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 documents filed in France with *Autorité des marchés financiers*, which are also 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 as at the time of publishing 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 inferred by these statements."

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