



JUNE 04, 2020

SWITZERLAND UBS

In response to the health crisis, Michelin is taking action to protect its employees and support its host communities worldwide



SAFEGUARDING EMPLOYEES

Production shutdowns,
WFH solutions introduced

Necessary health precautions
deployed to support the
reopening of production lines

Production gradually being
restarted



SUPPORTING COMMUNITIES

Around 90k masks and other
PPE donated

Tires and assistance donated
free-of-charge for ambulances
and other vehicles needed for
the crisis

Masks (400k/week by mid-April)
and hand sanitizer being
produced in certain
Group plants



PRODUCING HEALTH- CARE PRODUCTS

12k polycarbonate face shields
being fast-track produced for
hospitals

Ventilator components and
reusable masks being 3D
printed

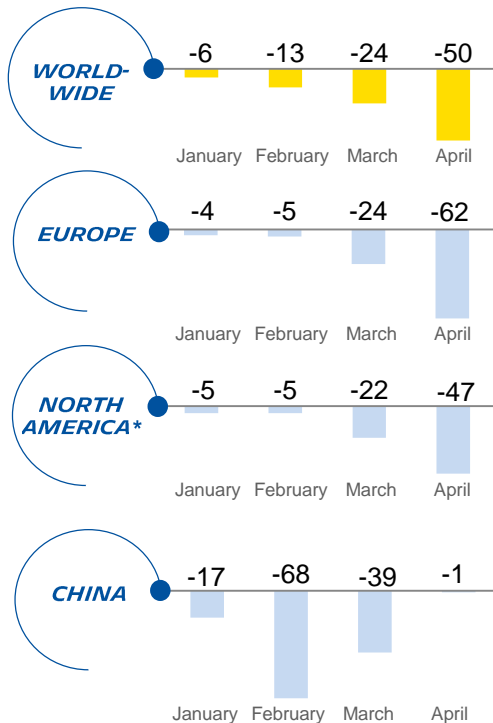
Positioning cushions being
produced to help patients breathe

Mask production lines built with
our Imeca subsidiary

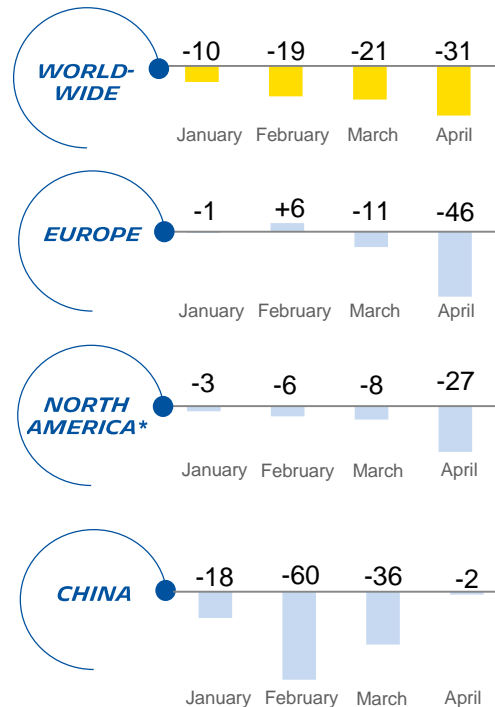
April 2020 YTD: Steep drop in global tire demand in a time of systemic crisis



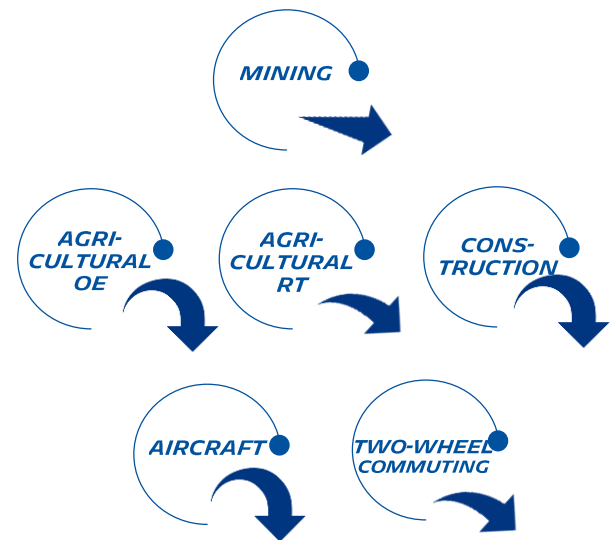
PC/LT: -24%



TRUCK: -21%



SPECIALTIES





Q1 2020: sales down 8.3% and measures taken to attenuate the business and financial impact of the emerging systemic crisis

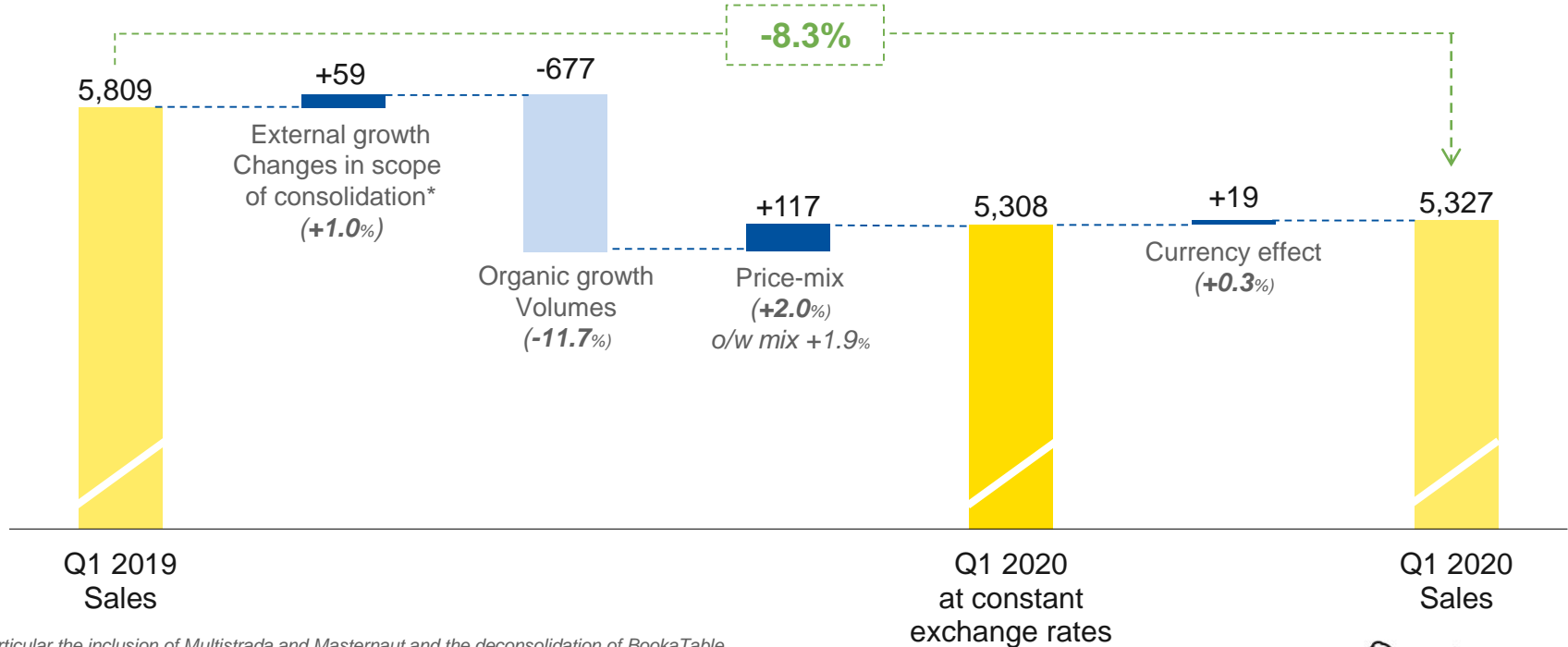


- Global tire demand collapsed as lockdown policies gradually spread around the world and adversely impacted every business segment:
 - PC/LT: demand fell 15% after OEMs suspended production and consumers went into isolation
 - Truck: markets down 17% year on year
 - Specialties: certain mining markets and Replacement agricultural tires remained relatively resilient
- First-quarter sales down 8.3% year on year at current exchange rates, reflecting:
 - An 11.7% contraction in volumes, which accelerated in March (down 21%)
 - A 2% gain from the robust price-mix, led by the strength of the MICHELIN brand
 - A 1% net increase from changes in the scope of consolidation (first-time inclusion of Multistrada and Masternaut and deconsolidation of BookaTable)
- The Group has implemented measures to mitigate the financial impact of the impending deep recession:
 - Tracking supply and demand on a weekly basis to keep inventory under control
 - Reducing capital expenditure by €500 million
 - Reducing the proposed dividend by a total €330 million and suspending the share buyback program, except for the firm commitments outstanding for 2020
 - Reducing overhead costs
- Michelin's financial strength will enable it to deal with the uncertainty surrounding the crisis:
 - Stress tests, based on volumes declining by between 20% and 35% over the full year, have shown that the Group has sufficient cash and cash equivalents, without drawing down its back-up lines



As global tire demand plummeted, sales declined by 8.3% despite a robust price-mix effect

YoY change (in € millions and %)



* In particular the inclusion of Multistrada and Masternaut and the deconsolidation of BookaTable

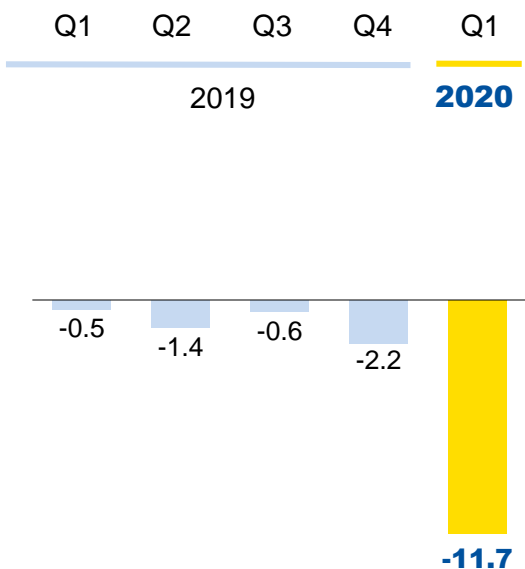


Q1: the steep drop in global tire demand did not weaken the Group's pricing policies or enhancement of its product mix

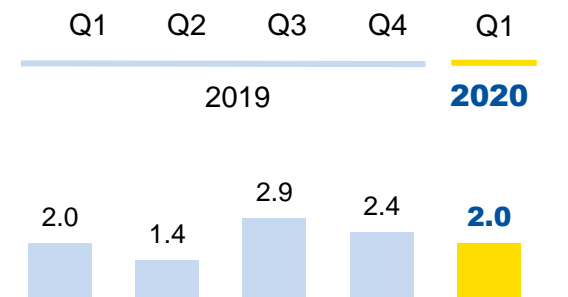


YoY quarterly change 2019-2020 (in %)

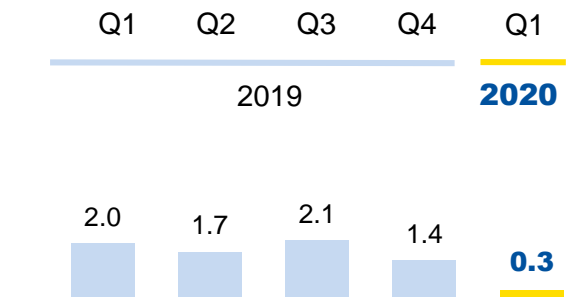
Volumes




Price-mix



Currency effect



In every business segment, disciplined pricing policies and the upmarket shift in the mix attenuated the decline in volumes

(in € millions)		2020	2019	Change
  	SR1 sales	2,597	2,788	-7%
	SR2 sales	1,360	1,550	-12%
	SR3 sales	1,370	1,471	-7%

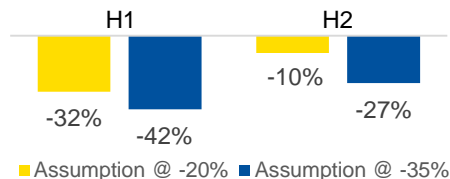
- SR1: market share gains in 18" and OE and firm RT prices helped to mitigate the steep plunge in tire demand and the unfavorable application of raw materials indexation clauses
- SR2: sharp drop in OE volumes since the beginning of the year and the impact of the health crisis on every business dragged sales sharply downwards despite a particularly robust price-mix effect
- SR3: despite a solid price-mix and resilience in certain segments (surface mining tires and RT agricultural tires), specialty tire sales were hard hit by the drop in the construction, OE agricultural and aircraft tire markets

Michelin is taking all the initiatives required to limit the impact of the crisis on SOI and FCF

An unprecedented crisis with a sudden, significant impact on SOI

- A collapse in volumes...

Stress test results assuming volumes down 20% and 35%* over the year



- With a significantly deeper fixed cost shortfall:
 - Higher volume drop-through

**The volume trends presented above may not in any way be construed as guidance or a market scenario for 2020. They are simply assumptions used to test the Group's financial resistance to a demand shock.*

Deployment of measures to cushion the impact on SOI and FCF

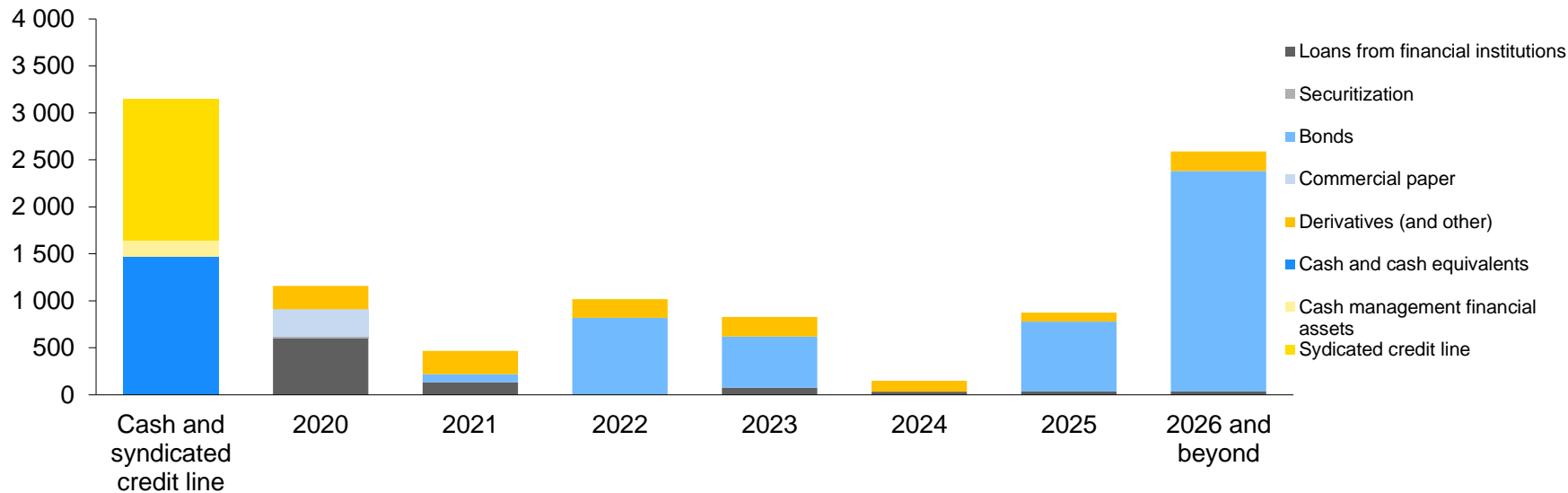
- Supply and demand tracked weekly to keep inventory under control
- Capital expenditure cut by around €500 million
- Proposed dividend reduced by €330 million
- Share buyback program suspended, except for the firm commitments outstanding for 2020
- Costs reduced, by:
 - Postponing unnecessary outlays
 - Freezing wage increases, except in regions where commitments have already been made
- Firm pricing strategy and moving the mix upmarket
- Raw materials impact expected to be positive



Michelin's robust financial position will enable it to withstand an unprecedented tire demand shock



Debt maturities at December 31, 2019 *(carrying amount, in € millions)*



- Stress tests have shown that the Group has sufficient cash and cash equivalents, without drawing down its confirmed back-up lines of credit (€1.5bn)
- The tested scenarios assume notably a decline in volumes ranging from 20% to 35% over the full year and reflect the measures now in place to conserve cash



Michelin entered 2020 with a solid financial structure, confirmed by the rating agencies



➡ Long-term ratings confirmed

Short term	S&P Moody's Fitch	A-2 P-2 F-2
Long term	S&P Moody's Fitch	A- A3 A-
Outlook	S&P Moody's Fitch	Negative Stable Stable

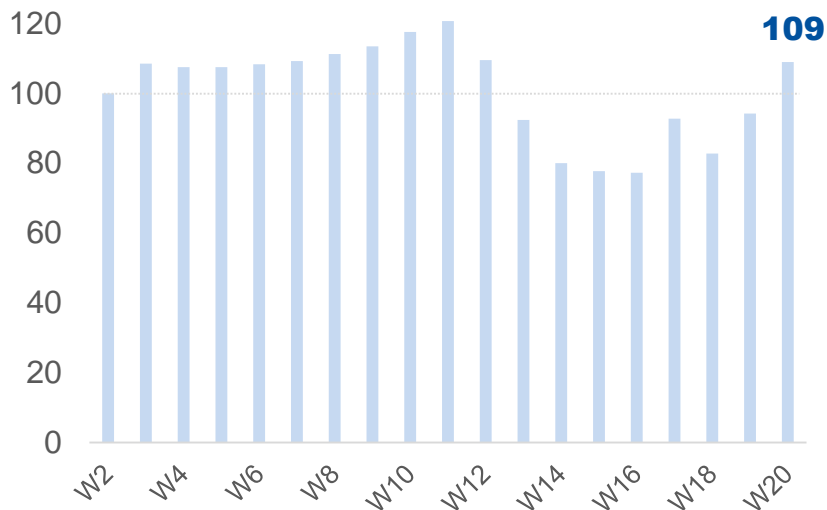


Under its commercial paper program, the Group took advantage of its excellent credit ratings to issue since March 1st, 2020 a net €1 billion in commercial paper with an average maturity of 7.5 months.

Despite the resilience of freight demand in afflicted regions and the reopening of business in China, the situation remains too volatile to map out a market scenario

Road transportation: number of kilometers traveled per week in Europe

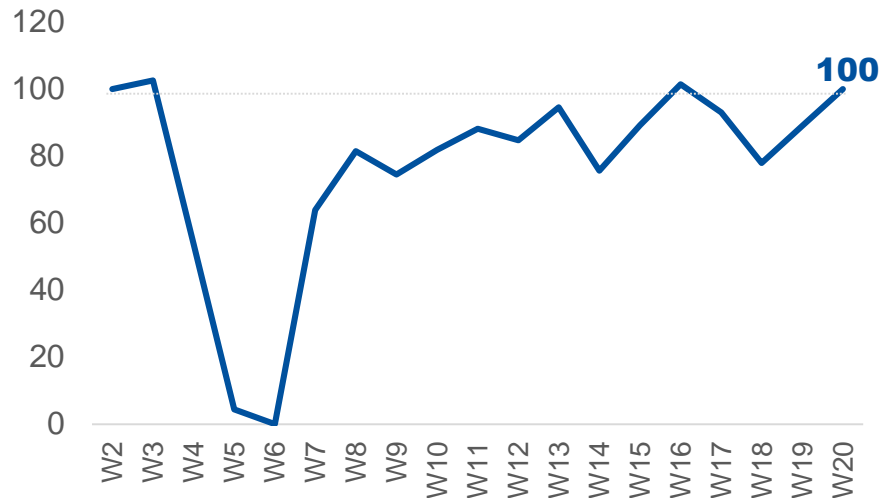
Base 100: second week in January 2020



Source: Effitrailer / Michelin

Michelin manufacturing output in China (in tons)

Base 100: second week in January 2020



Source: Michelin



***Our purpose:
OFFERING EVERYONE
A BETTER WAY
FORWARD***

“Because we believe that mobility is essential for human development, we are innovating passionately to make it safer, more efficient and more environmentally friendly.

Our priority and firm commitment is to offer our customers uncompromising quality(...).”



June 04, 2020

Switzerland UBS

Appendices



- **Coming events :**

- **June 23, 2020** : Annual Shareholders Meeting *
- **July 27, 2020 (after close of trading)** : First-half 2020 results
- **October 22, 2020 (after close of trading)** : Third-quarter and 9 months 2020 sales

- **Dividend date:**

- **July 3, 2020:** Payment date

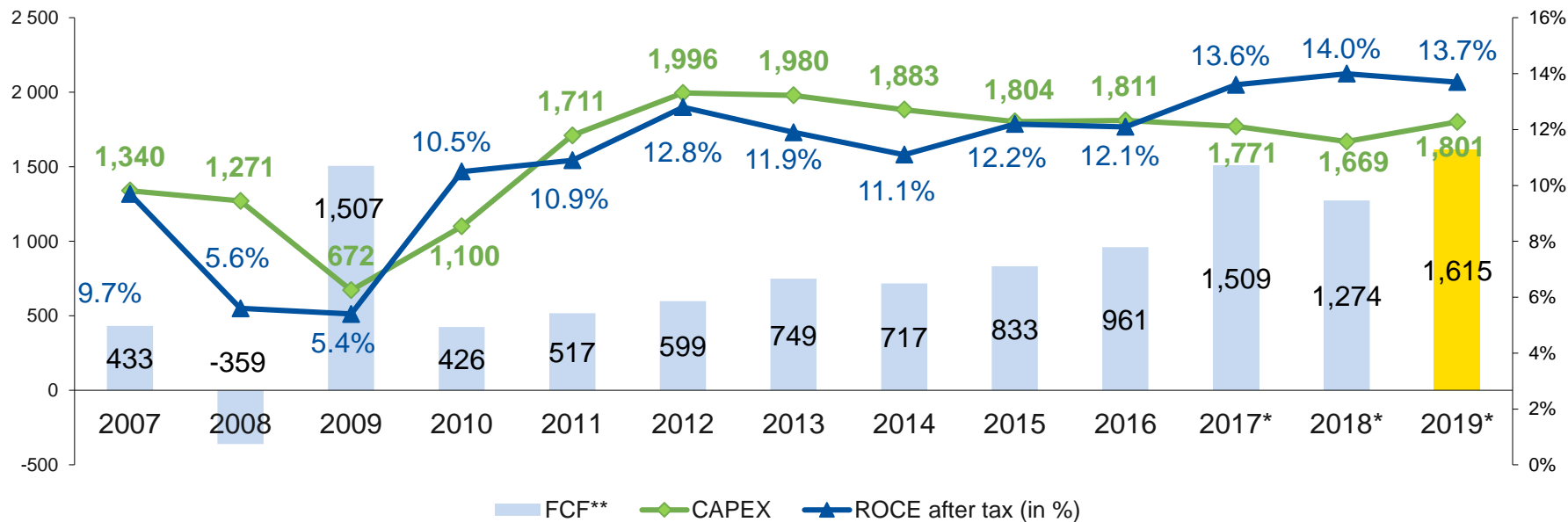
** In response to social distancing measures and restrictions on movement, **the Group will, exceptionally, hold its Annual Shareholders Meeting behind closed doors and without shareholders in physical attendance, at 9:00 am (CEST) on June 23, 2020. This event will be broadcast live and remotely on the [AG2020.michelin.com](https://www.ag2020.michelin.com) website.***



2007 – 2019 : Group capacity to protect and improve its Free Cash Flow generation



2007 - 2019 Free Cash Flow, CAPEX & ROCE*



* With standard tax rate at 28% for 2017 and 26% for 2018 & 2019 and excluding goodwill, acquired intangibles, associates and joint ventures for 2017, 2018 & 2019

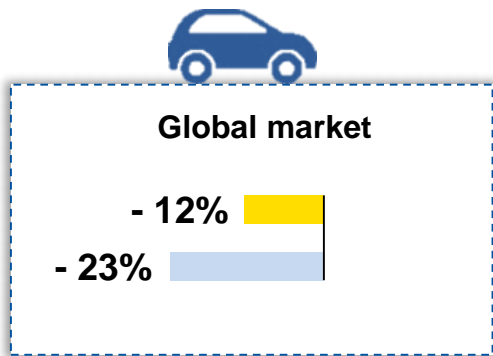
** Reported FCF from 2007 to 2010, Structural FCF from 2011 onwards.



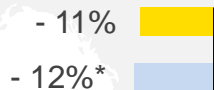
PC/LT: the COVID-19 health crisis is brutally impacting demand in every region as it spreads

Passenger car tire markets at march 31, 2020

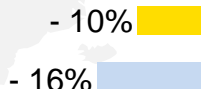
(% change YoY, in number of tires)



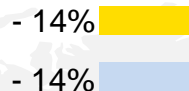
North America



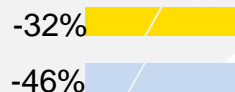
Western and Central Europe



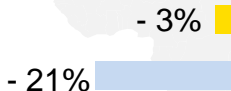
Eastern Europe



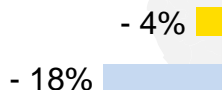
China



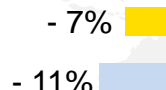
Africa, India and Middle East



South America



Asia (exc. China & India)

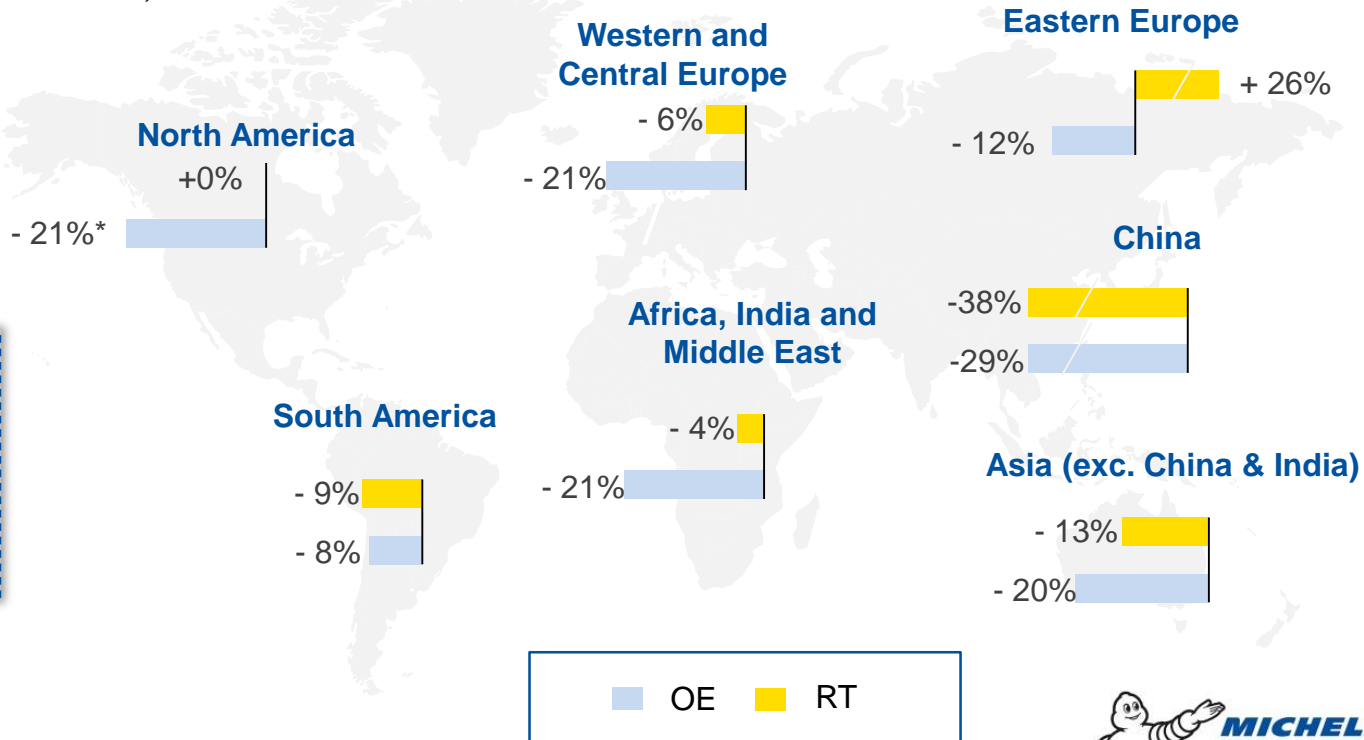
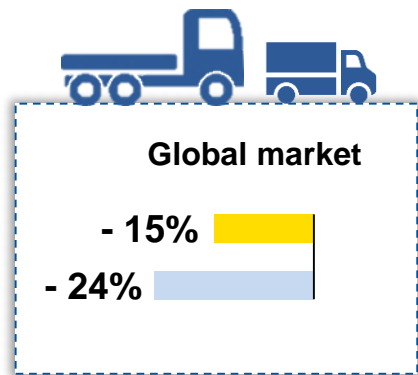


Source : Michelin.

* incl. Central America.

Truck: OE cycle downturn and the spread of COVID-19 are causing demand to plummet in every region

- Truck tire markets at March 31, 2020
(% change YoY, in number of tires)



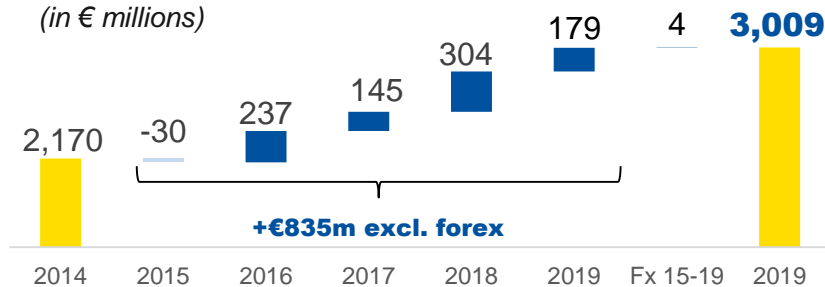
Source : Michelin.

* incl. Central America.

Resilient margins, underlying strengths and robust drivers support confidence in sustainable FCF growth

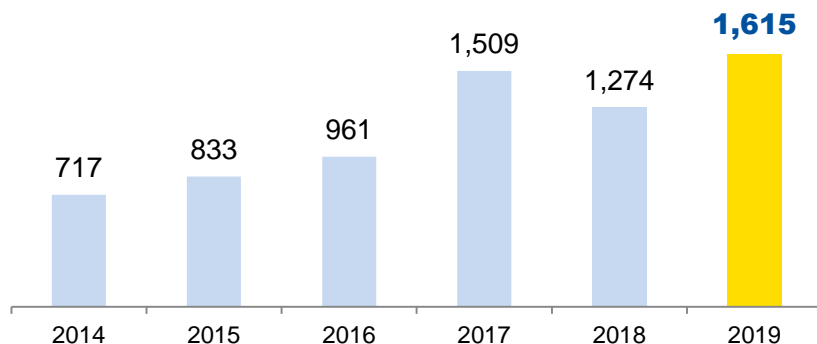
Change in segment operating income 2014 – 2019

(in € millions)



Structural free cash flow 2014 – 2019

(in € millions)



Beyond 2019: Michelin's strengths and drivers for more value creation



A powerful **brand** operating in structurally growing markets



Innovation for better performing, more environmentally friendly products



Tires becoming more **technology** rich



Business **expansion** leveraging our customer base and our unique expertise



Competitiveness plan deployment



Working capital optimization



Leverage on Group's strengths, in four domains of growth, to enhance customers mobility and create value



➔ Michelin's strengths



Michelin brand leadership

Michelin Man named "Icon of the Millennium"*



High-tech materials leadership

125 years of competencies and innovations in flexible composite materials and transformation processes

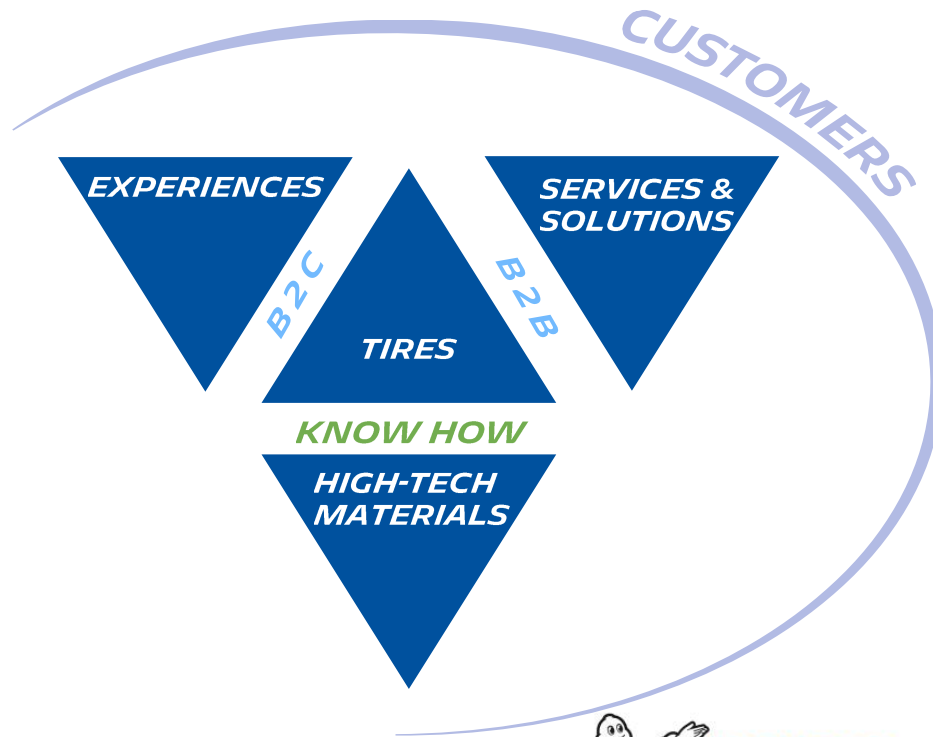


Employee engagement

In 2019, 81% of employees say they are proud and happy to work at Michelin

**By Advertising week*

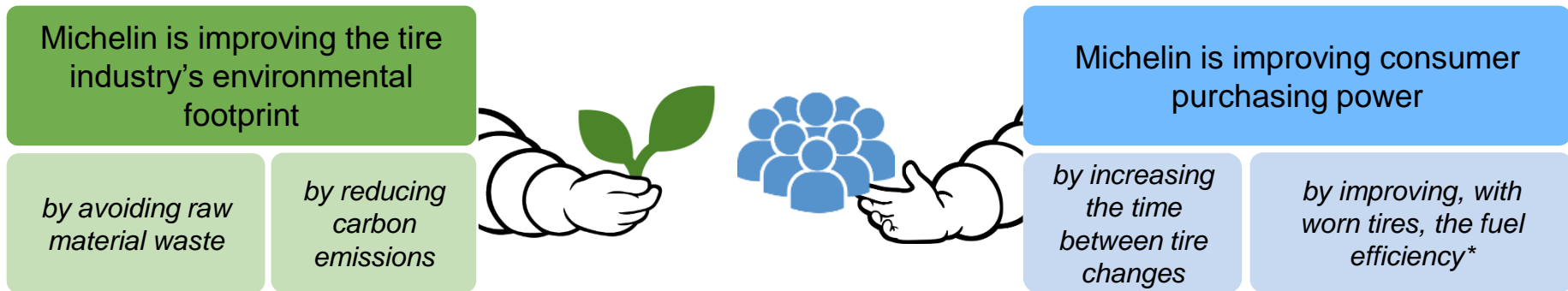
➔ Four areas of growth





Recognition for the economic and environmental benefits of Michelin tires' long-lasting performance

- By offering customers tires that deliver high performance until 1.6mm wear indicators appear



* Up to a 20% reduction in rolling resistance

- Michelin's approach is supported by:
 - The automotive industry
 - The European Parliament

2019

The European Parliament approves worn tire testing

2022

In Europe, long-lasting performance will be a prerequisite for every tire

Innovation leader with Uptis: the airless concept, an essential step towards more sustainable mobility

- From ambition to action -

FOR THE NEW C.A.S.E MOBILITY

(Connected, Autonomous,
Shared, Electric)

Benefits for car owner

More serenity during
the journeys

Benefits for fleet owners and professionals

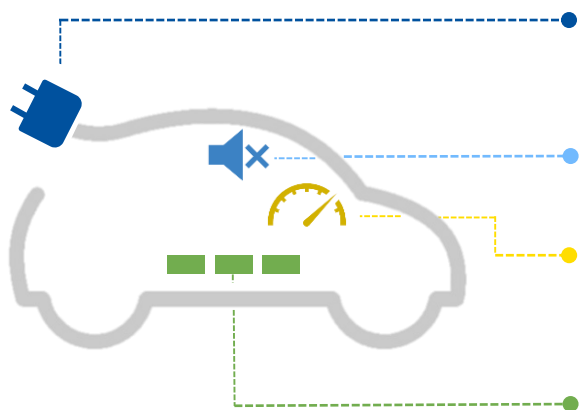
Productivity optimisation

AIRLESS TECHNOLOGY « PUNCTURE PROOF »

**Co-developed
with General Motors**

Benefits for all
Material savings and
waste reduction

Michelin is meeting the EV challenge



Increasing range
the major challenge for EVs

Reducing cockpit
noise

Coping with torque

Supporting heavy
batteries

By reducing rolling resistance, with the right materials, and aerodynamic drag, with the right tire design (Slimline)

By using Michelin Acoustic Technology and adjusting tread design

By improving tread rigidity and contact patch friction

By designing tires capable of both carrying heavier loads and reducing rolling resistance

Consumer and commercial EVs

- Renault Zoé – MICHELIN Energy E-V
- Tesla, en position de leader – MICHELIN Pilot Sport
- Renault Kangoo Z.E. et Z.E.H2 – MICHELIN Energy Saver
- GM Bolt / Volt
- Peugeot e-2008 – MICHELIN Primacy 4
- Mercedes EQC – MICHELIN Pilot Sport 4 SUV...

Asia





- Certified by a large number of Chinese OEMs*
- Partnership with Hyundai for its EV line

Racing

- Formula E – MICHELIN Pilot Sport

* Xiaopeng, WM Motors, Human Horizons, Iconiq, SAIC, BAIC, Guangzhou Autos, FAW

Michelin's OE position is unique

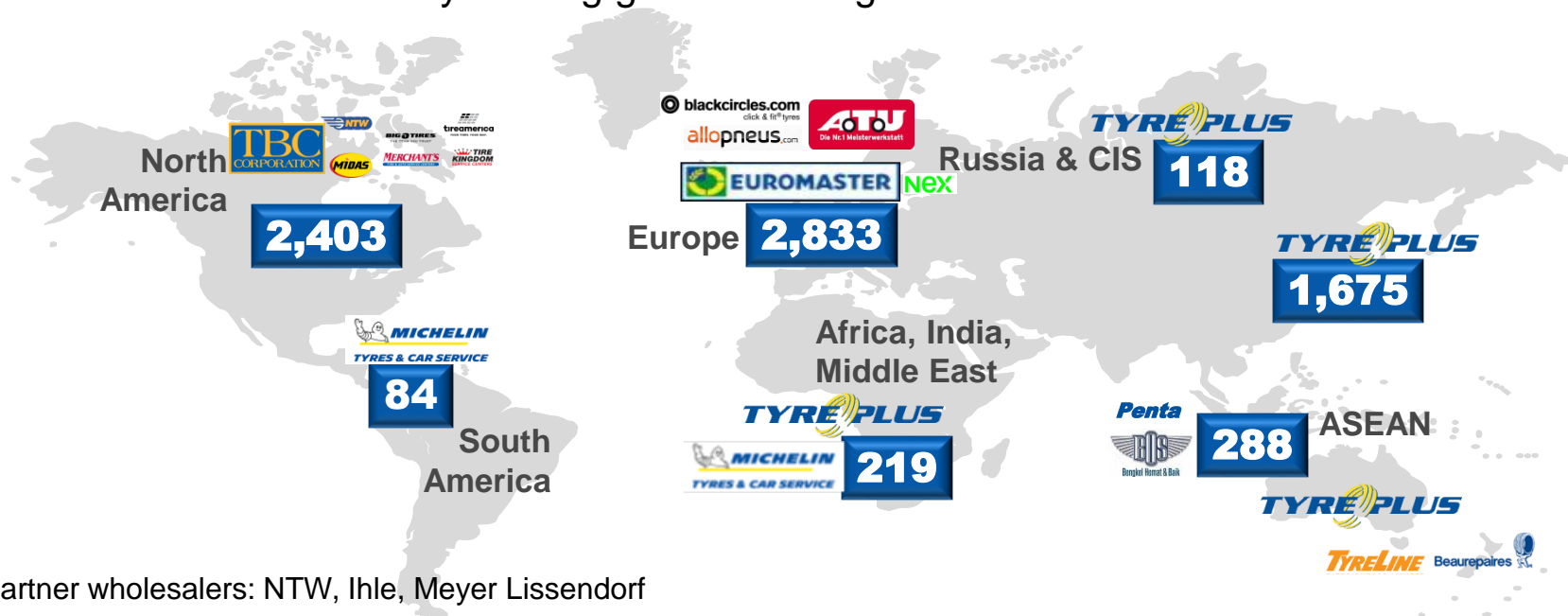
	SPORT PASSION	LUXURY PREMIUM	GENERALISTS	NEW ENTRANTS (OEM & Mobility)
OEM BRANDS (examples)				
Who are they	Extreme emotions & passionate drivers	Premium brand focus on consumer experience	WW players mass-market oriented	New OEMs & new offers of mobility
Market weight (Volumes of tires)	2% > in € and image	13% > in € and image	65% =	20% < in € but > in speed
Main competitors	Pirelli	Continental Pirelli	Bridgestone, Goodyear, Continental, Dunlop, Hankook	All
Michelin position	Leader	Amongst the Top 3	Amongst the Top 3 Overall & WW presence	Leadership Position amongst non Chinese

... with the overall objective of achieving

- a benchmark position in each segment & each geography
- sales growth at least in line with the market
- profitability on a par with the best auto suppliers

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 2019: ~ 7,620 including Penta in Indonesia following the acquisition of Multistrada

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

Mining: a successful product offering for a demanding industry

focused on productivity

- The most efficient tire line-up in the marketplace
- Digital services improving efficiency
- Comprehensive offering with conveyor belts



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**

MEMS Evolution 4

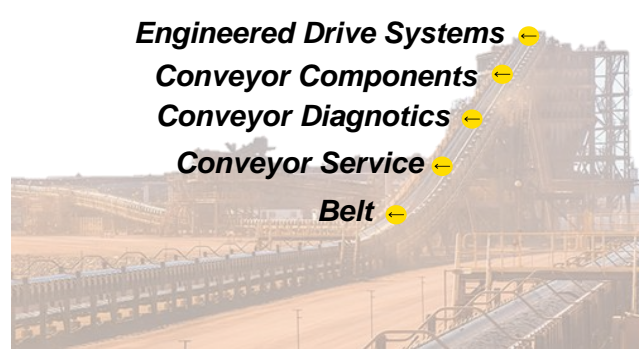


(1) Compared to BRIDGESTONE 46/90 R 57 VRDP and VRPS. Data gathered from 2012 BS databook. And compared to MICHELIN 40.00 R 57 XDR2

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



Engineered Drive Systems ←
Conveyor Components ←
Conveyor Diagnostics ←
Conveyor Service ←
Belt ←



Michelin Off-Highway Transportation: contributing to construction, and feeding and protecting people, sustainably

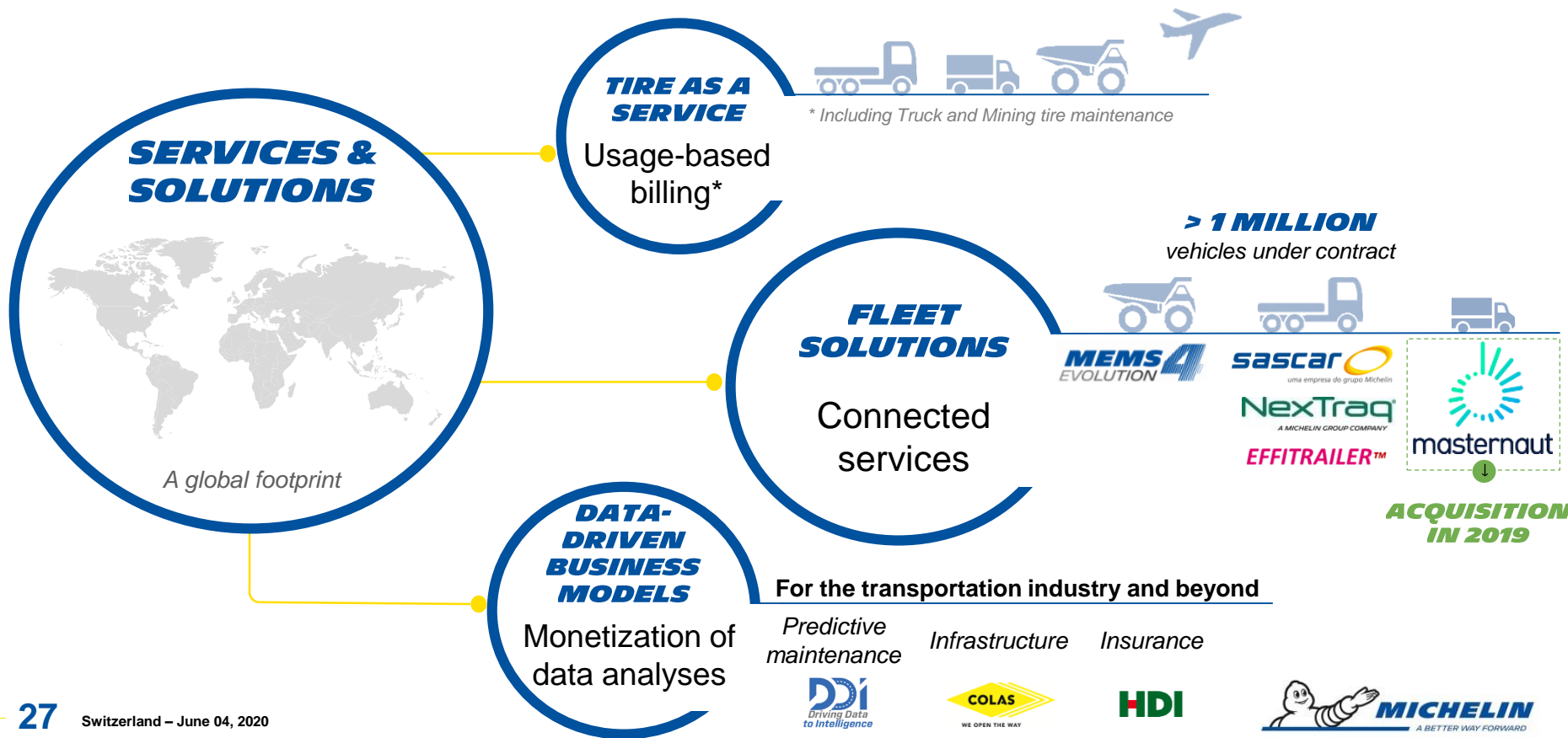
- **OHT customers** operate in
 - Agriculture
 - Construction
 - On-site logistics
 - Defense
- They face challenges in operating sustainably
 - Lack of productive land
 - Material scarcity, pollution, safety risks
- In demanding, unpredictable conditions under tight deadlines
- Benefitting from long-term fundamental growth



- **Tires, tracks & related services:** a key asset to improve profitability and sustainability

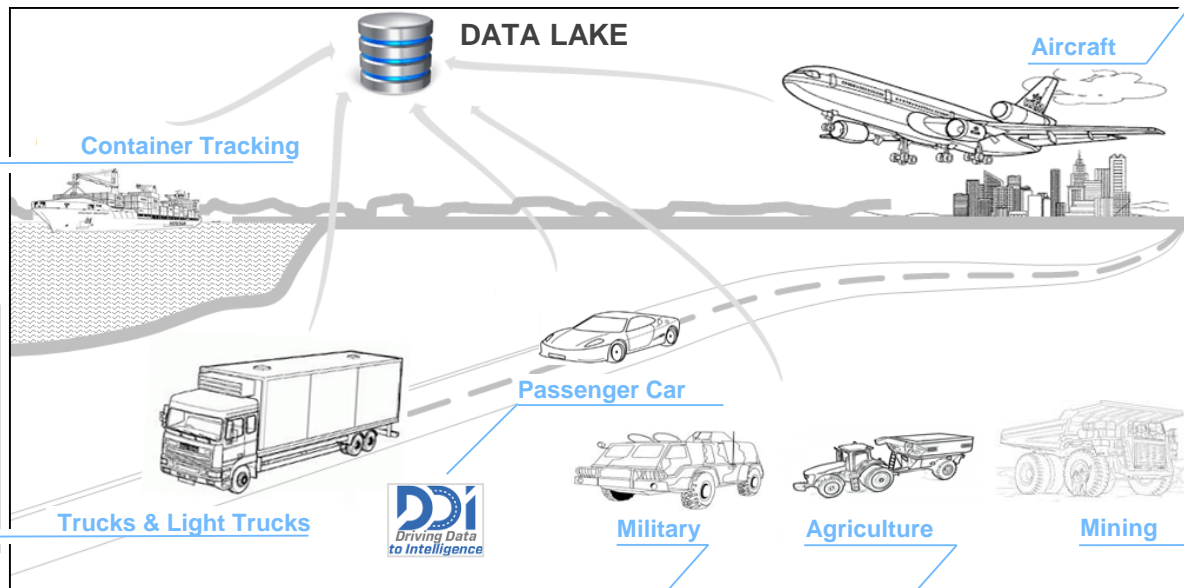


Services & Solutions: an expansive offering suited to B2B customer needs, up 10% year-on-year



Our aim: deeply understand our customers to provide solutions that create greater value for all

- Data collection: a pre-requisite to building **predictive** capabilities
- Michelin begins this journey with a data lake that merges **unique historical data sets**
- Michelin will go much further, ultimately **connecting every single asset**



**PRESSENSE
PROJECT**
with Safran



- JV with Sigfox & Argon Consulting -



EFFITRAILER™

100% tires with RFID



MEMS4
EVOLUTION



Maintaining our brand leadership and strengthening our B2C connection

NURTURING OUR STATUS AS A PREMIUM BRAND



8th most reputable
company worldwide
Ranked **no.1** in the
automotive sector

BY 2019 GLOBAL REPTRACK@100*



* Reputation Institute



DEVELOPING CURATION ACTIVITIES

that enable our customers to enjoy a unique mobility experience and make Michelin a trusted partner



Tablet®

Robert Parker
WINE ADVOCATE



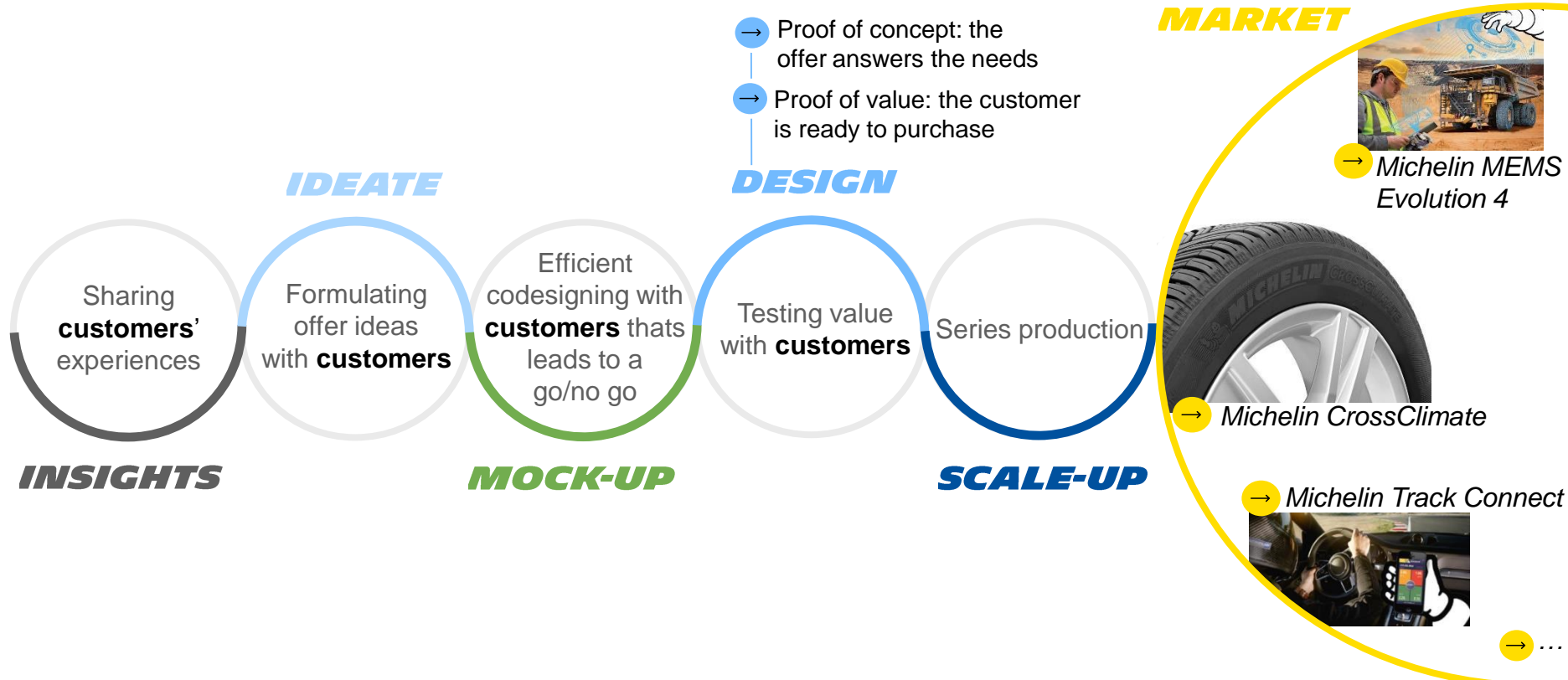
"BY MICHELIN"

In 2019, a strategic international partnership agreement was signed with the aim of combining:

- The gastronomic selection expertise of the **Michelin Guide**
- The power of **TripAdvisor's** global customer audience
- **TheFork's** leading online restaurant booking platform



Rooted in customer needs, Michelin's successful new solution strategy includes customers in development and testing processes



Biosourced materials: with its unique expertise in materials and its culture of innovation, Michelin is breaking new ground with BioButterfly and BioImpulse



Construction of France's first demonstrator unit capable of producing butadiene using biosourced ethanol

*Project in partnership with IFP Energies Nouvelles and Axens
With support from ADEME (1)*



Creation of a new adhesive resin without any Substances of Very High Concern (SVHC)

Collaborative project coordinated by Michelin through ResiCare, that brings together France's FCBA(2), INRA(3), INSA(4) and Leaf, a business unit of Lesaffre.

With support from ADEME (1)

**FROM AMBITION
TO ACTION**



(1)ADEME: French Environment & Energy Management Agency

(2) FCBA: France's Institute of Technology for Forest-based and Furniture Sectors ; (3) INRA : National Institute for Agricultural Research

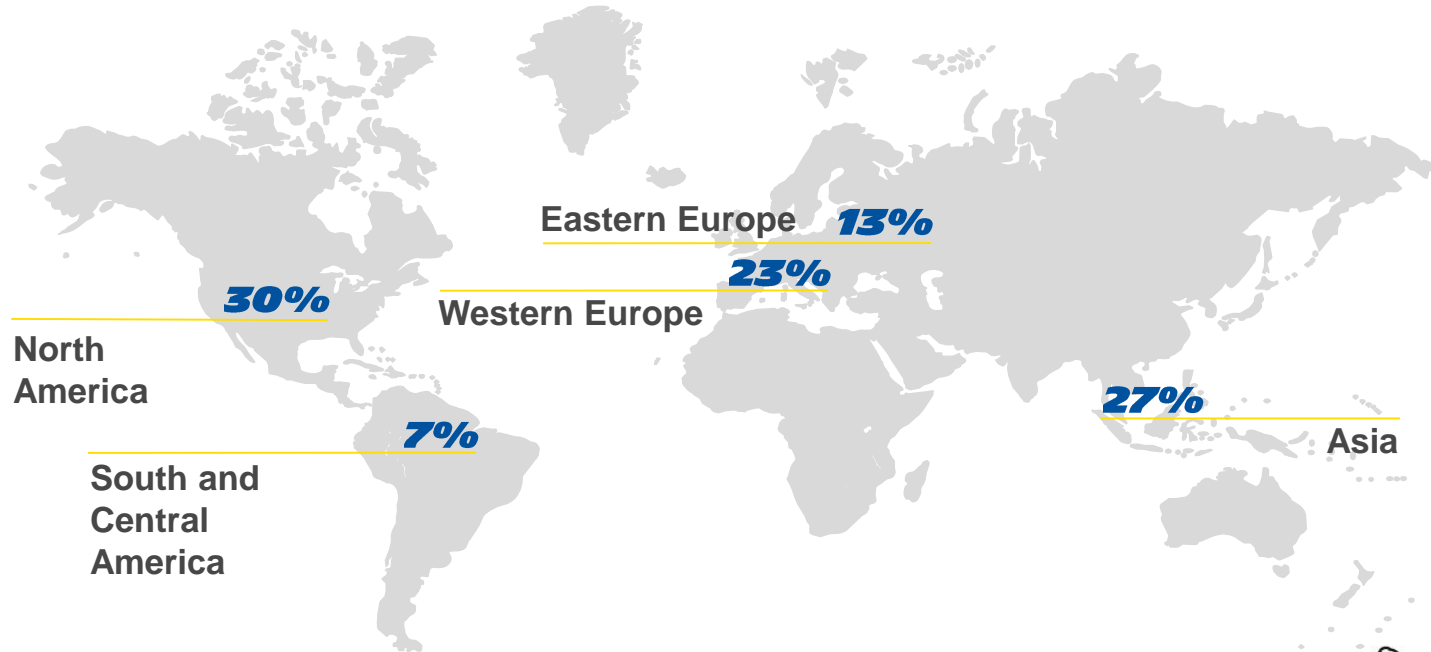
(4) INSA: National Institute of Applied Sciences



Continuing to rightsize Michelin's manufacturing footprint

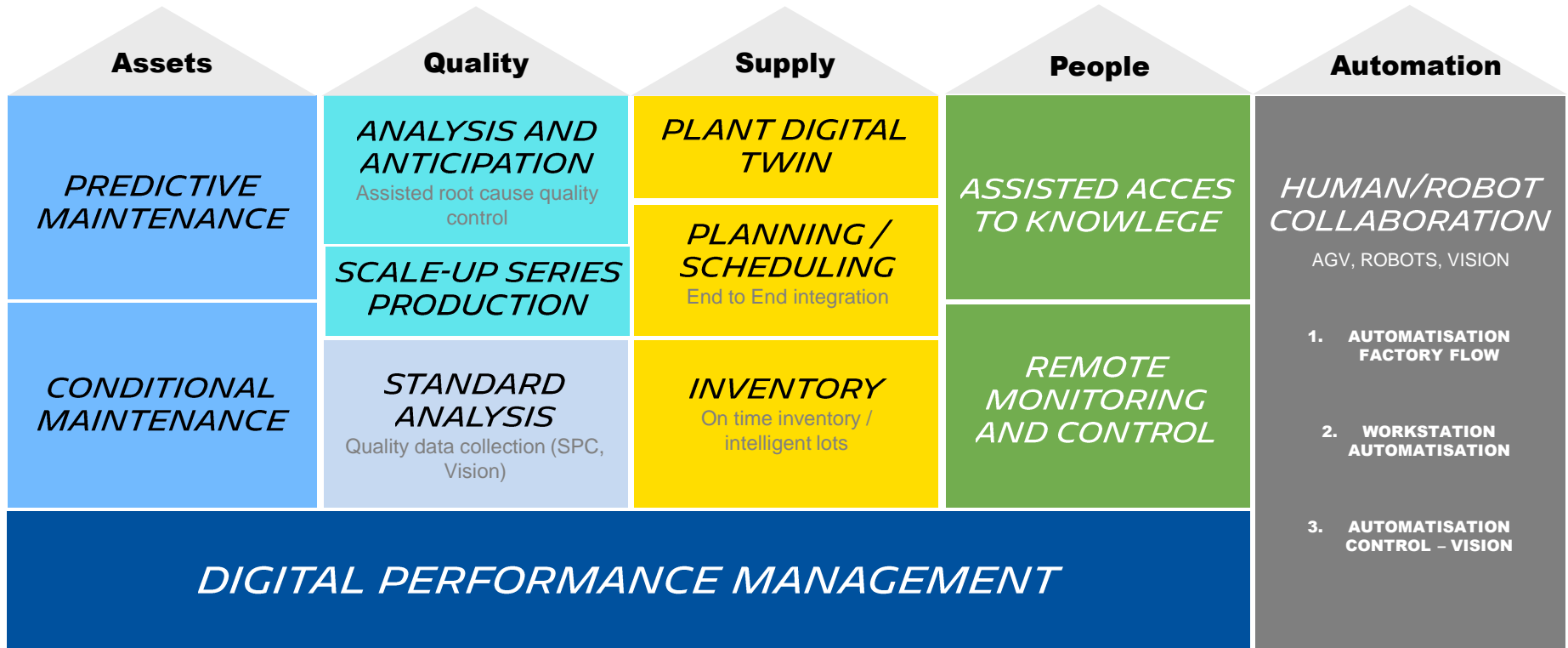
2023 production capacity by region (in kt)

Including Camso and Multistrada



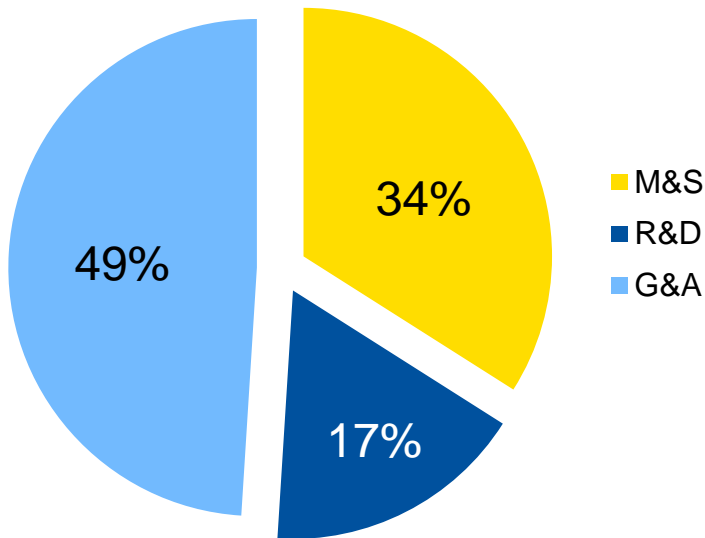


Digital manufacturing: 50 demonstrators launched

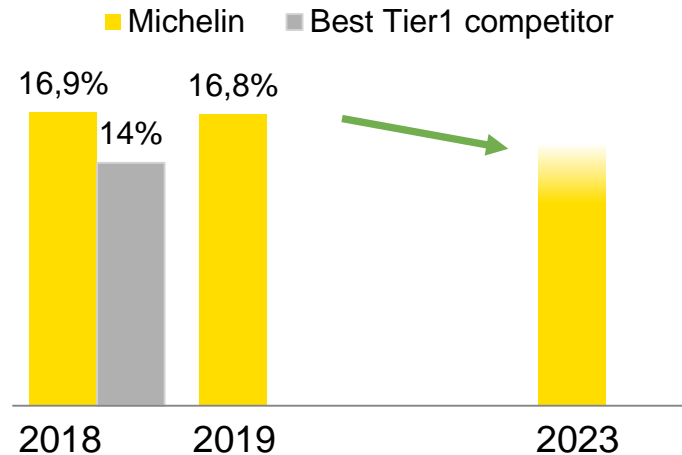


Beyond 2020: continue to target SG&A benchmark levels

2019 SG&A split (in € millions)



Zoom SG&A (in % of sales)



**Closing the Gap
Vs. Best Tier 1 competitor**

Levers to improve our SG&A structure



*CORPORATE BUSINESS SERVICE IN
BUCHAREST (EUROPE), QUERETARO
(AMERICAS) AND, SHENYANG AND
BANGKOK (ASIA)*



*CULTURAL TRANSFORMATION:
SIMPLIFICATION AND FRUGALITY*



*COMPLETE THE DEPLOYMENT OF
OUR BUSINESS MANAGEMENT
PROGRAM (OPE)*



*CREATION OF MICHELIN
TECHNOLOGY AND INNOVATION
CENTER IN PUNE (INDIA)*

*STRENGTHENING OF OUR
PURCHASING ORGANIZATION
AND PROCESSES*



*VALUE STREAM MAPPING FOR
LARGE CROSS-FUNCTIONAL
PROCESSES*



*DIGITIZATION OF HR AND CRM
PROCESSES*










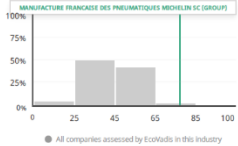
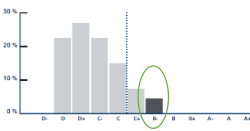
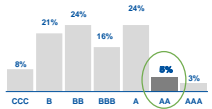


inTouch





Michelin's non-financial ratings: a leading, and recognized player in sustainable mobility

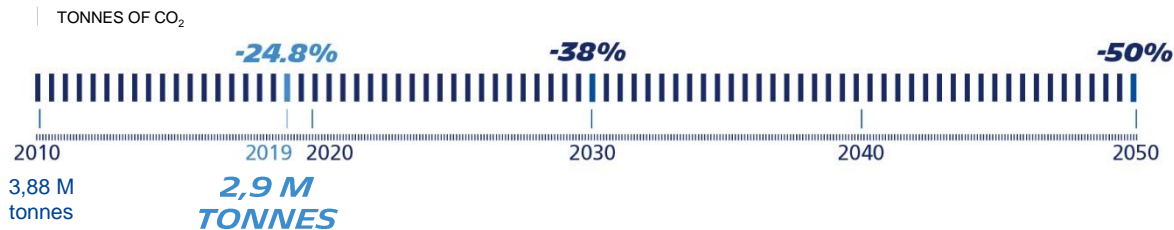
Major sustainability rating (As of December 2019)

	CDP 2019	ECOVADIS 2019	ISS-OEKOM 2019	MSCI 2019	VIGEO EIRIS 2018	SUSTAINALYTICS 2018
Status	LEADERSHIP 	GOLD 	PRIME 	AA 	A1+ 	OUTPERFORMER
Rating	A-	78/100	B-	7.3/10	68/100	77/100
Ranking / Distribution of ratings	<i>Climate change</i>  <i>Water security</i> 	<i>Top 1%(natural rubber)</i> 			<i>1^{er} of 31 in the sector</i> 	<i>7^{ème} of 54 in the sector</i> 

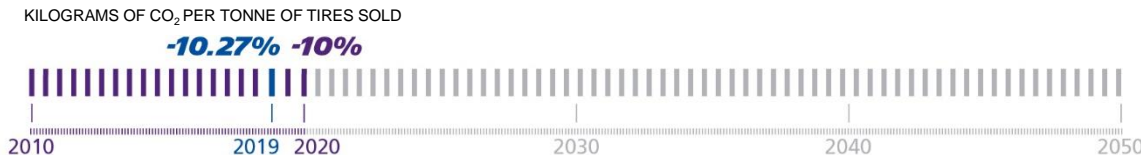
Decarbonization: Michelin's strong commitment to reducing its carbon footprint

MICHELIN'S AMBITIONS AND RESULTS IN CO₂ EMISSIONS REDUCTION

- **Manufacturing:** *ambition is to achieve a 50% reduction by 2050.*
In response to the urgent need, the Group has introduced an intermediate and ambitious target: a 38% reduction by 2030



- **Logistics:** *ambition is to achieve a 10% reduction by 2020*



NB : 'Use of products' CO₂ emissions in 2019 will be published in the 2019 universal registration document

LES GRAVANCHES, CLERMONT-FERRAND FRANCE



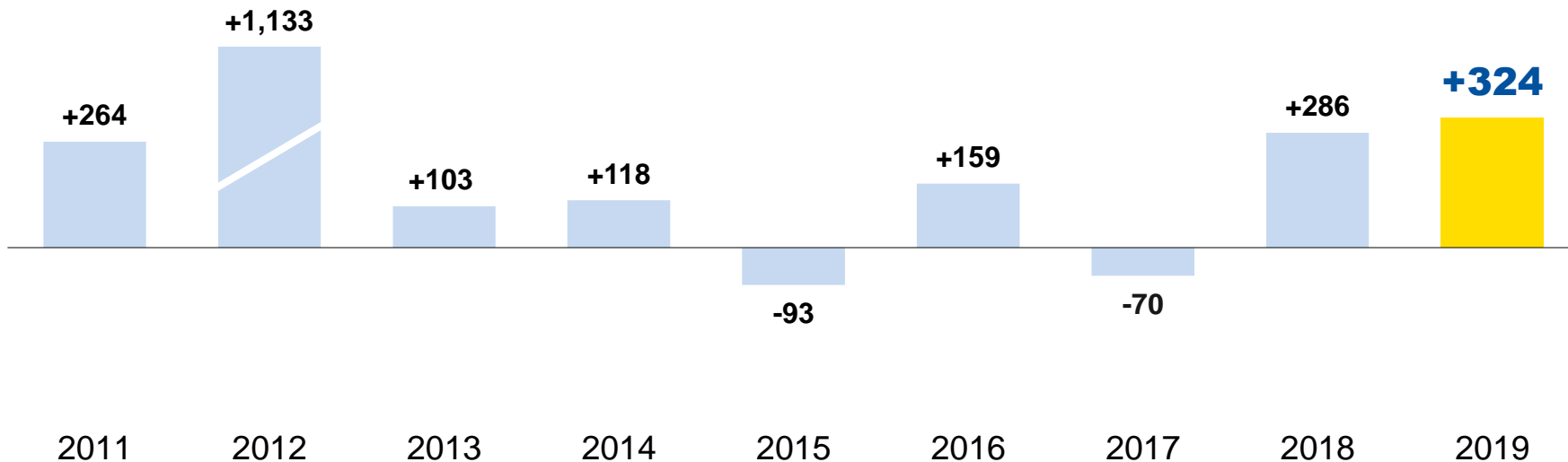
- First zero CO₂ emissions Michelin plant, 100% powered by Renewable Energy
- First zero emission valley site: First hydrogen refueling station in Auvergne-Rhône-Alpes, France

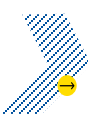


Proven ability to improve unit margin in a highly competitive market environment



- Net impact of changes in the price-mix and raw materials prices
(in € millions)





Sales by currency and SOI impact



	% of sales (2019 FY)		2020 Q1 € change vs. currency	Droptthrough sales/SOI*
	ARS	0.4%	+53%	80% - 85%
	AUD	3%	+5%	80% - 85%
	BRL	3%	+14%	-20% / - 30%
	CAD	3%	-2%	25% - 30%
	CNY	5%	0%	25% - 30%
	EUR	31%	-	-
	GBP	3%	-1%	25% - 30%
	INR	1%	0%	25% - 30%
	JPY	1%	-4%	80% - 85%

	% of sales (2019 FY)		2020 Q1 € change vs. currency	Droptthrough sales/SOI*
	MXN	1%	0%	25% - 30%
	PLN	0.4%	0%	25% - 30%
	RUB	1%	-3%	25% - 30%
	SEK	1%	+2%	80% - 85%
	THB	1%	-4%	-100% / -130%
	TRY	1%	+10%	80% - 85%
	USD	38%	-3%	25% - 30%
	ZAR	0.5%	+5%	80% - 85%
	Other	4.9%	-	80% - 85%

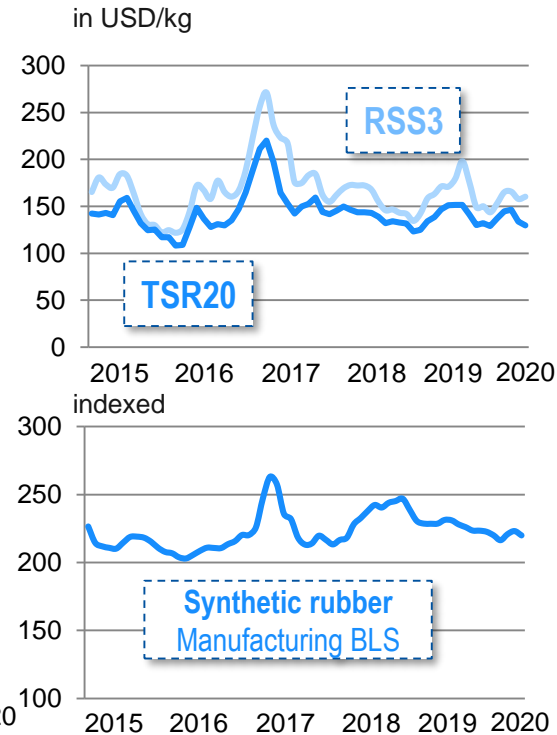
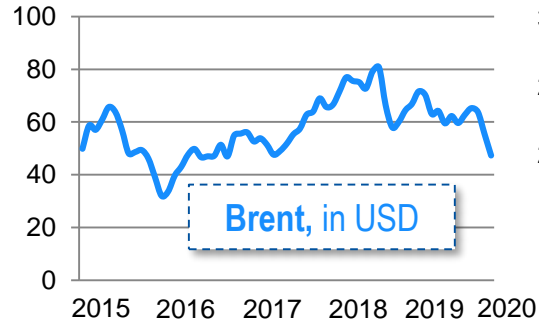
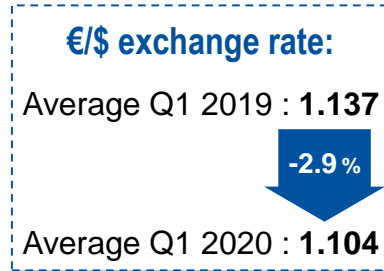
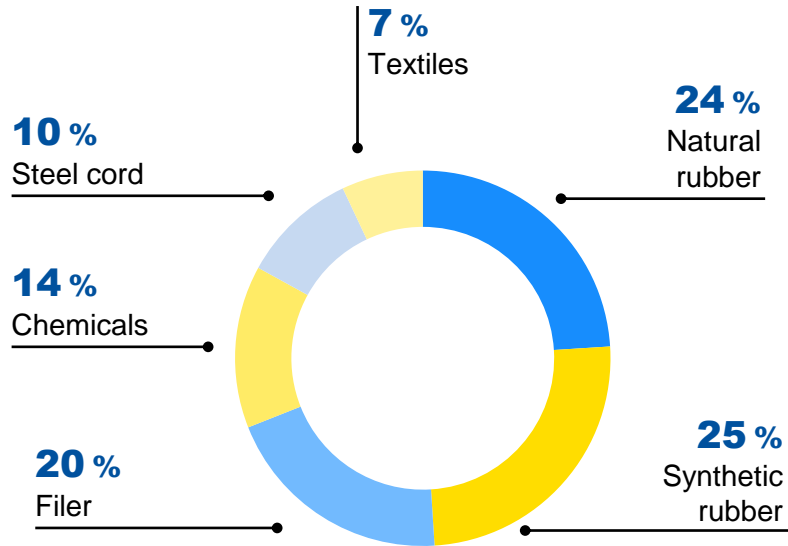
*actual droptthrough linked to the export/manufacturing/sales base



Raw materials



Raw material purchases in 2019 (€5.1bn)

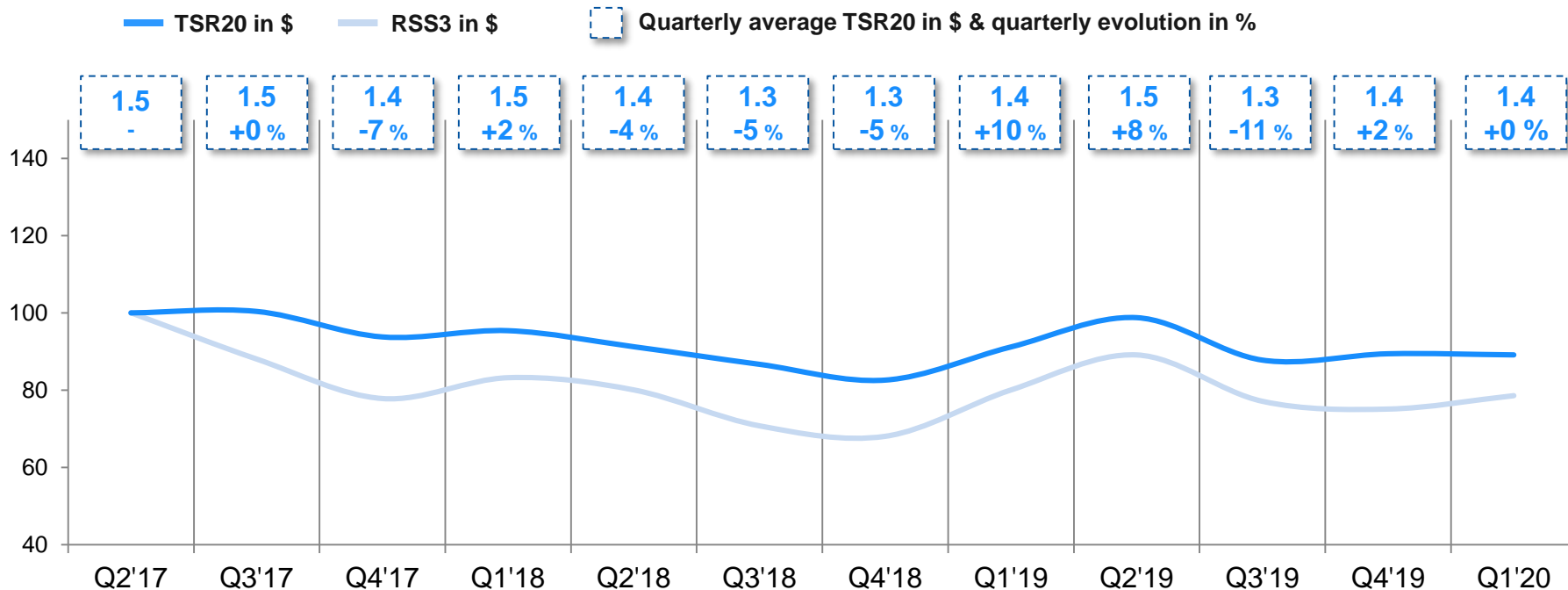




Natural Rubber price trend



➔ At end of March 2020 (per kg, base 100 in Q2'17)



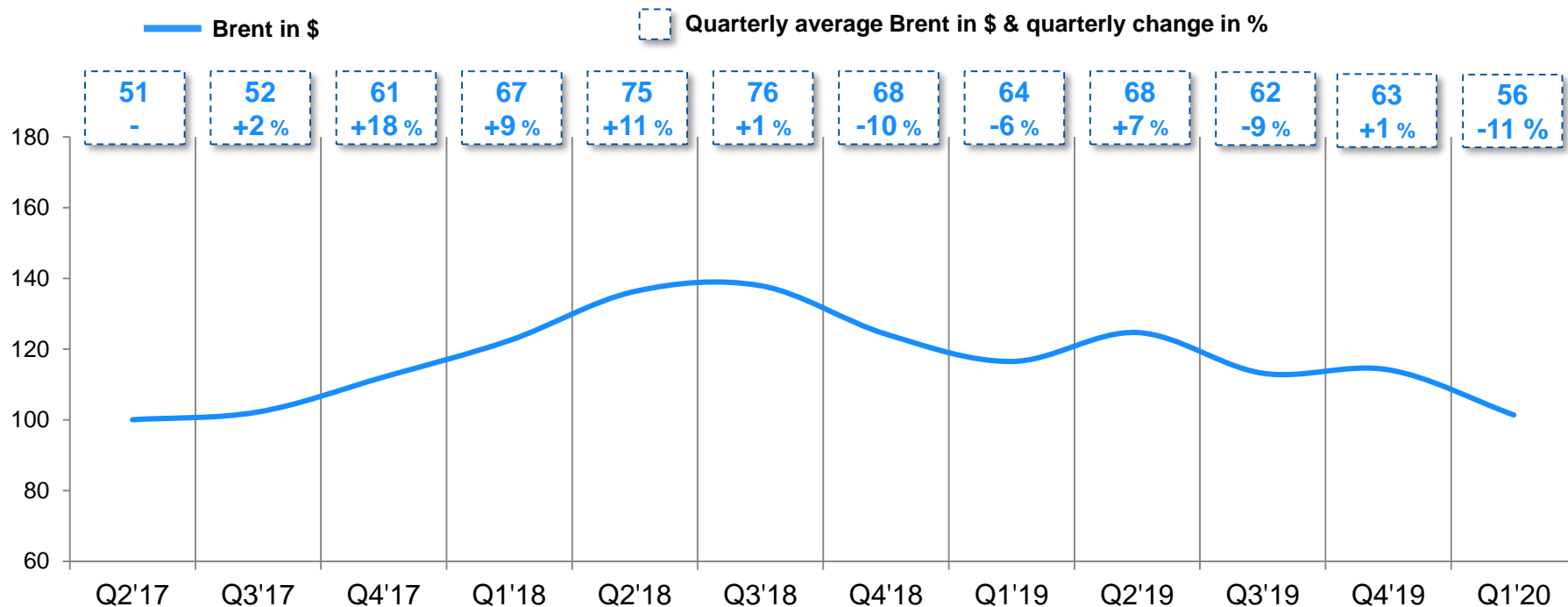
Source : SICOM.



Brent price trend



➔ At end of March 2020 (per barrel, base 100 au Q2'17)





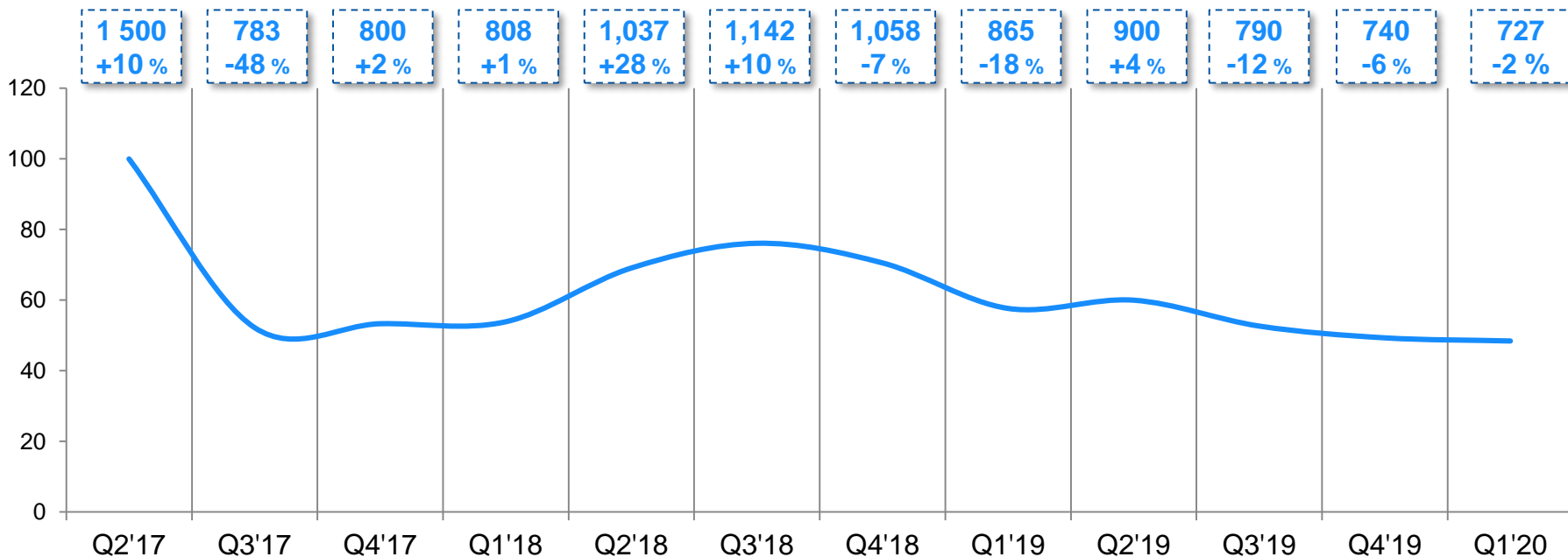
Butadiene price trend



➔ At end of March 2020 (per ton, base 100 in Q2'17)

— Butadiene Europe

Quarterly average Butadiene in € & quarterly change in %



Outstanding bond issues (as of March 31, 2020)

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
Issue Type	Senior Note Bond	Senior Note Bond	Senior Note Bond	Senior Note Convertible	Senior Note Convertible	Senior Note Bond	Senior Note Bond	Senior Note Bond
Principal Amount	€ 750 mn	€ 1'000 mn	€ 750 mn	\$ 600 mn	\$ 500 mn + TAP \$100 mn	€ 302 mn	€ 300 mn	€ 300 mn
Offering price	99,099%	99,262%	99,363%	95,50%	100% & 103,85%	98,926%	99,967%	99,081%
Rating corporation at Issuance date	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) A3 (Moody's)	BBB+ (S&P) A3 (Moody's)
Current corporation rating	A- (S&P) ; A3 (Moody's) ; A- (Fitch)							
Coupon	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
Issue Date	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
Maturity	3-sept.-25	3-sept.-30	3-sept.-38	10-nov.-23	10-janv.-22	30-sept.-45	28-mai-22	28-mai-27
Interest payment	Annual Sept 03	Annual Sept 03	Annual Sept 03	N/A	N/A	Annual Sept 30	Annual May 28	Annual May 28
ISIN	FR0013357845	FR0013357852	FR0013357860	FR0013309184	FR0013230745	XS1298728707	XS1233732194	XS1233734562
Denomination	€ 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



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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