

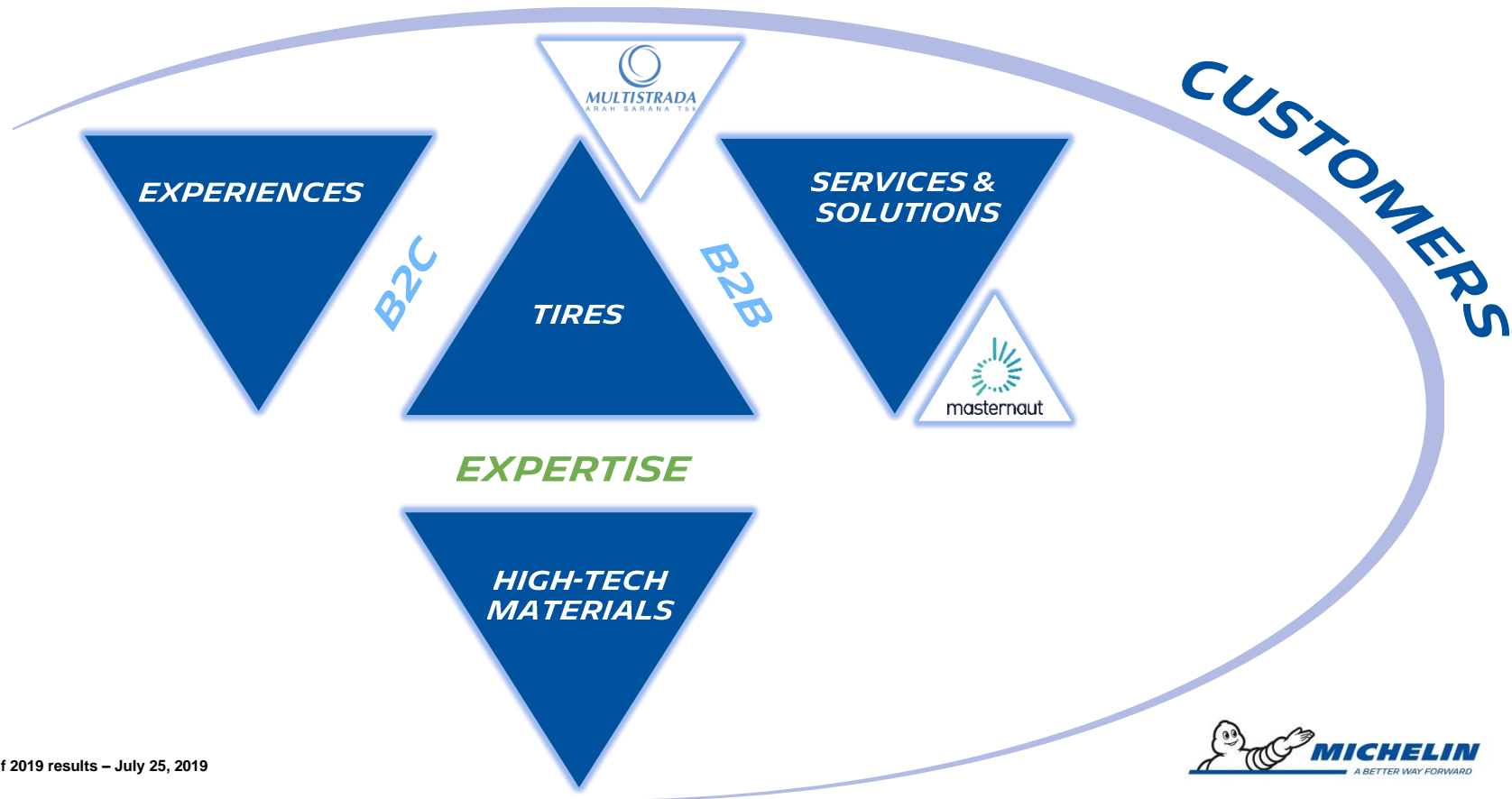
JULY 25, 2019

# FIRST-HALF 2019 RESULTS

## **In a difficult environment, segment operating income rose by 8% to €1,438m, led by a robust price-mix, the competitiveness plan and acquisitions**

- In weaker than expected markets, volumes declined by 0.9%, with in particular:
  - Group positions maintained in Passenger Car and Light Truck tires, in markets down 2% due to the fall-off in Original Equipment demand.
  - Stable volumes in Truck tires, in a market down 1%, benefiting notably from the deployment of Services and Solutions.
  - Further growth in the mining tire business, helping to offset the steep drop in agricultural tire volumes, due to declining markets.
- The price-mix/raw materials effect added a net €79m, thanks to sustained price discipline and continuous enhancement in the value of the mix
- €40m in competitiveness gains, net of inflation
- €101m contribution from recently acquired Fenner and Camso, as expected
- Acquisitions of Multistrada and Masternaut in line with the Group's growth strategy
- The Group lowers its 2019 market scenario and confirms its guidance in this environment.

# H1 2019: two strategic acquisitions that strengthen the Group in tires and services



# 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

Michelin is improving the tire industry's environmental footprint

*by avoiding raw material waste*

*by reducing carbon emissions*



Michelin is improving consumer purchasing power

*by increasing the time between tire changes*

*by improving, with worn tires, the fuel efficiency\**

\* 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*

# 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

## AIRLESS TECHNOLOGY « PUNCTURE PROOF »

Co-developed  
with General Motors

**Benefits for all**  
Material savings and  
waste reduction

### Benefits for fleet owners and professionals

Productivity optimisation



A stack of several black tires with a visible tread pattern, arranged vertically. The tires are slightly out of focus, with the top ones being sharper.

July 25, 2019

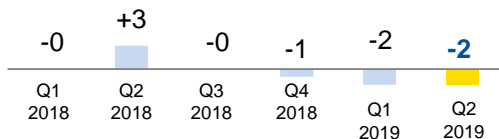
# First-Half 2019 Results

**H1 2019 SOL up  
8% to €1,438m**

# H1 2019 demand: plunging in PC/LT OE, down in Truck and mixed in the Specialties



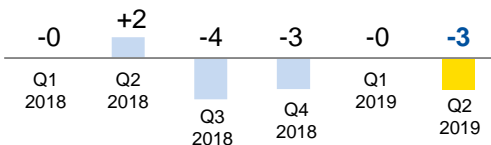
PC/LT H1 2019: -2%



- OE: worldwide demand down 7% (-8% on Q2), especially in China and Europe
- RT: lower demand in Europe and slower growth in North America
- Return to growth in the Chinese RT market



TRUCK H1 2019: -1%



- OE: sustained strong momentum in North America, but slowing in Q2; contraction in Europe
- RT: steep drop in demand in the Americas, and to a lesser extent in Europe and China



SPECIALTIES\*: ~ +2%

*\* Estimated full-year 2019*

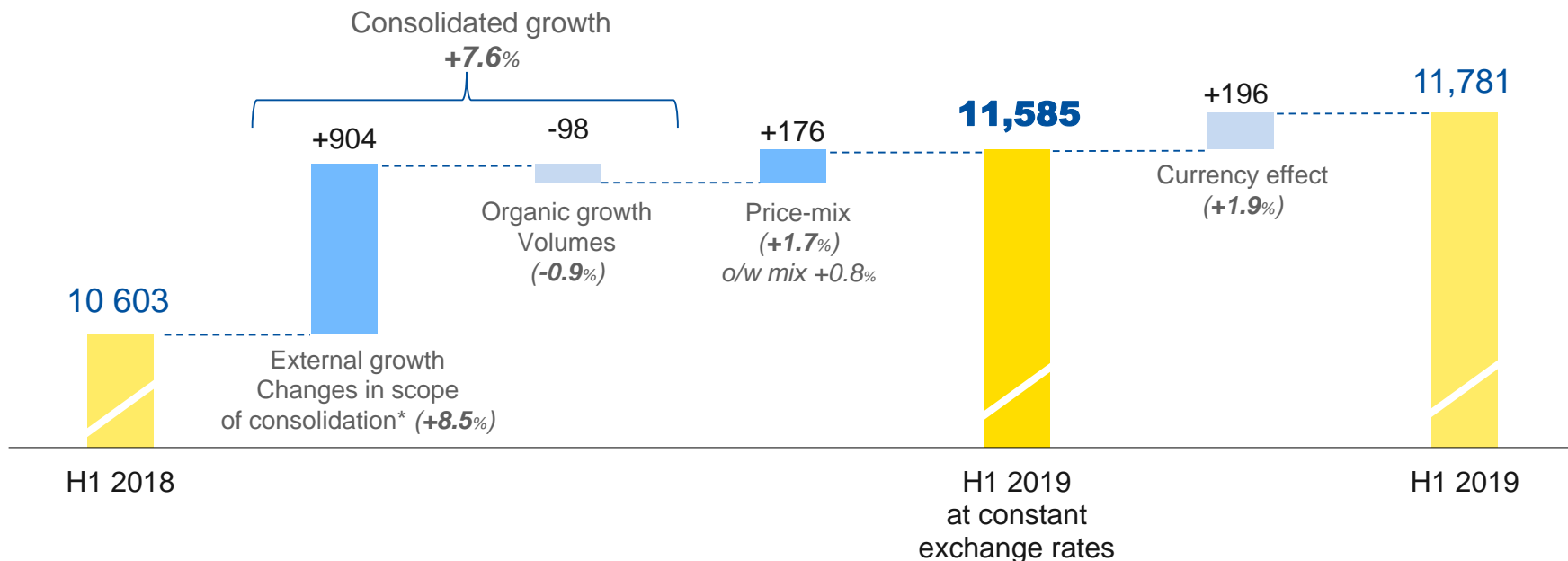
- Mining tires: sustained 4%-5% growth in demand, in line with actual tire consumption
- Off-the-road: downturn in the agricultural tire market and cooling demand in OE Infrastructure tires
- Growth in the two-wheel commuting and aircraft segments

Source: Michelin



# Sales up 11%, lifted by acquisitions, disciplined price management and the sustained improvement in the mix

## ▲ YoY change in sales (in € millions and %)



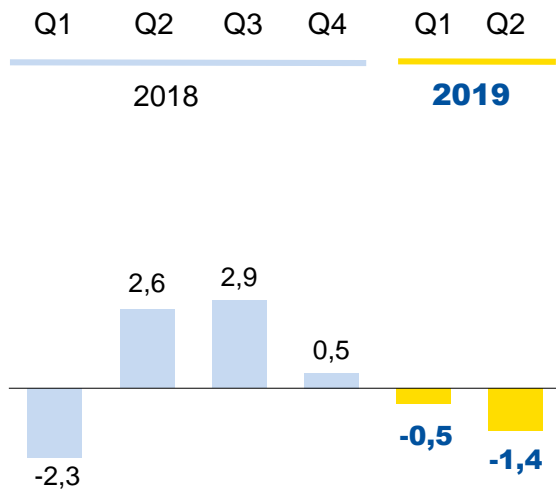
\* Fenner, Camso, Multistrada, Tablet and deconsolidation of the TCi tire wholesaling chain



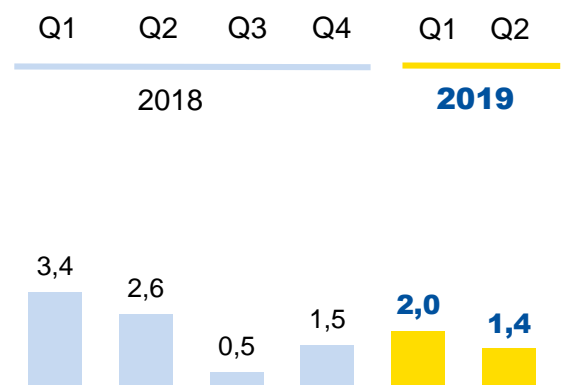
## Q2: as falling demand weighed on volumes, a priority focus on margins with a robust price mix

▲ YoY change, by quarter  
(in %)

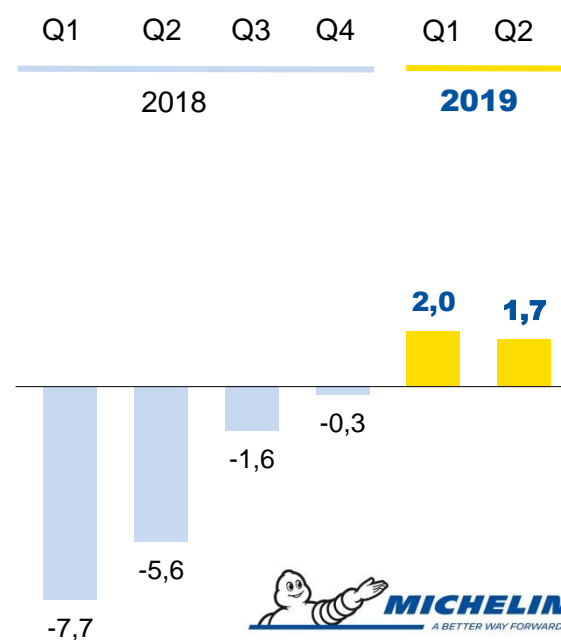
### Volumes



### Price-mix

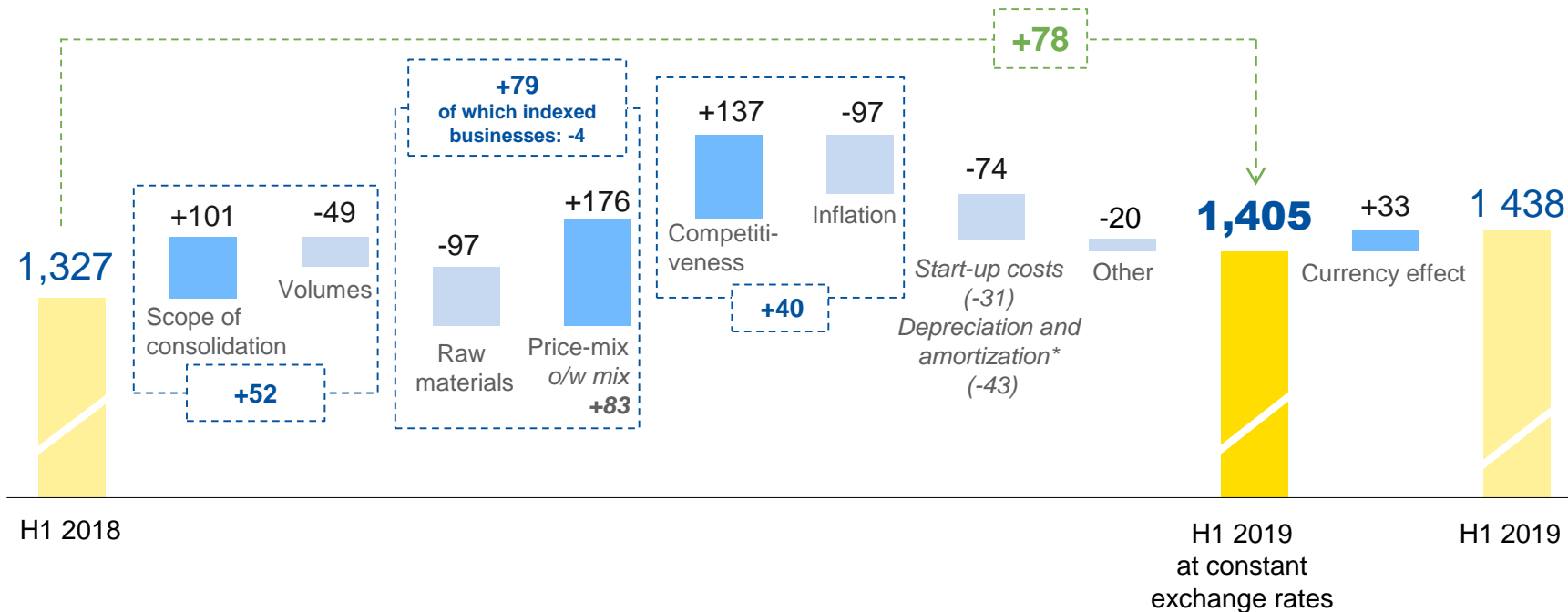


### Currency effect



# Segment operating income up €78m, on the combined impact of acquisitions, a robust price mix and the competitiveness plan

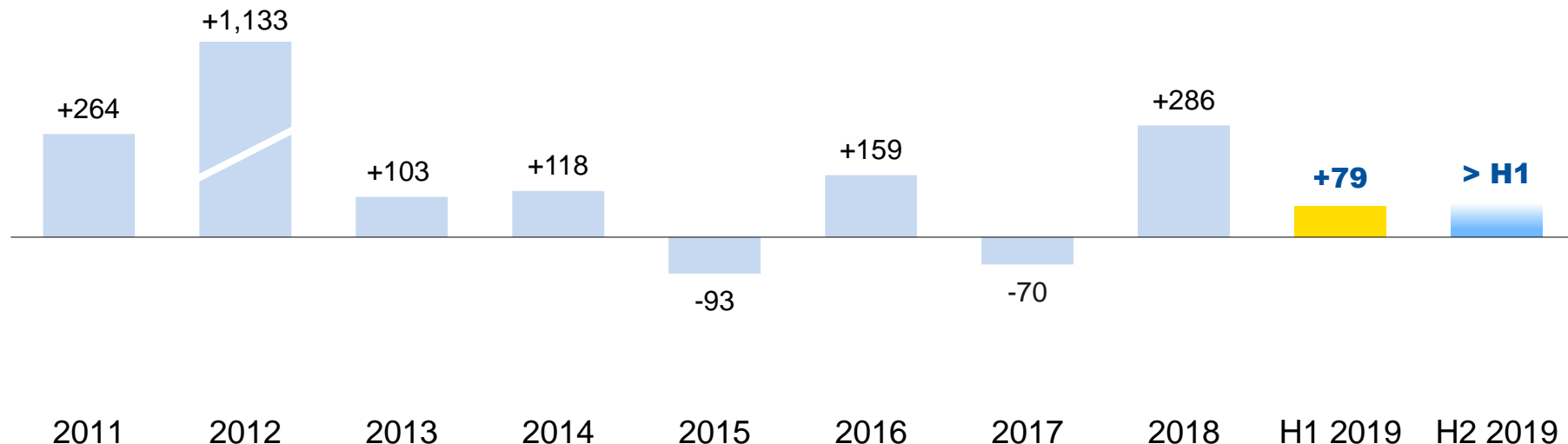
▲ YoY change in SOI (in € millions)



\* Excluding IFRS 16

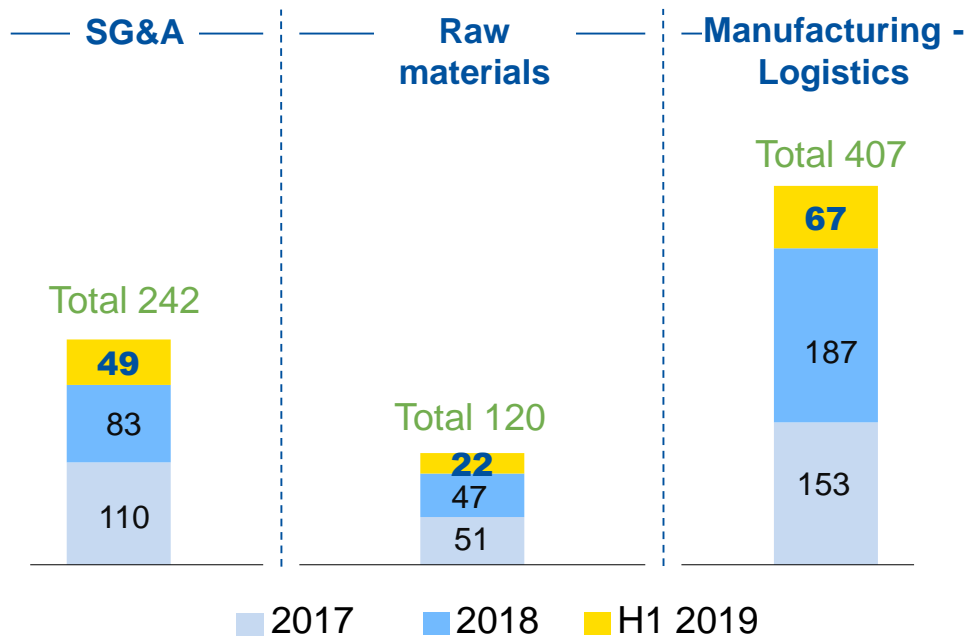
# Group's capacity to protect its margin in a highly competitive market environment

## ▲ Net price-mix/raw materials effect (in € millions)

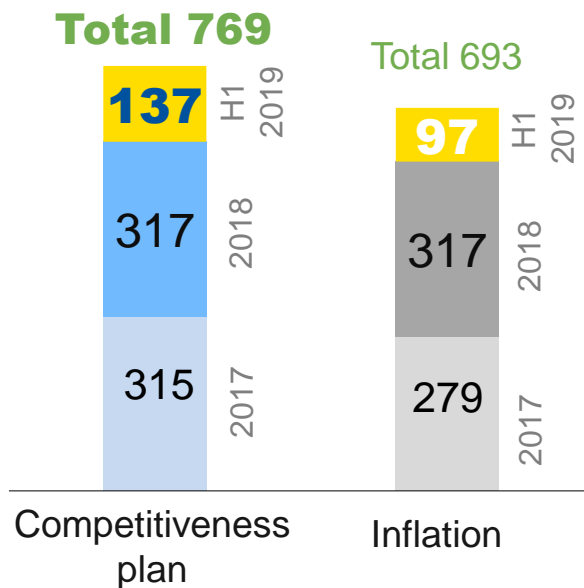


# 2017-2020 competitiveness plan: a profitability driver in an uncertain environment, with a net €40m in savings over the first six months

▲ €769m cumulated savings as of end of June 2019\*



Net gain, 2017-2018-H1 2019  
**+€76m**



\*Before inflation and including avoided costs.

# Auto: negative impact of lower volumes partially offset by the move upmarket in the mix and robust price steering

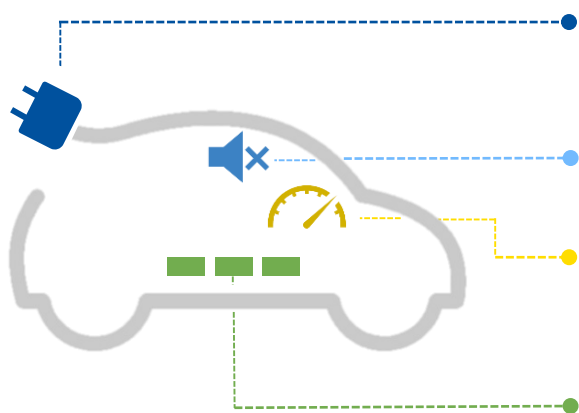


<i>(in € millions)</i>	<b>H1 2019</b>	H1 2018 restated	<i>Change</i>	H1 2018 reported
<b>RS1 sales</b>	<b>5,658</b>	5,603	+1.0%	5,607
<b>Operating income*</b>	<b>585</b>	635	-7.9%	646
Operating margin*	10.3%	11.3%	-1.0 pt	11.5%
Operating margin at constant scope of consolidation	10.5%	11.3%	-0.8 pt	

*\*For the segment*

- Positions maintained in a market down 2%, impacted by the 7% fall-off in OE demand
  - Fixed costs under absorption due to weaker demand and ramp-up costs at the Leon (Mexico) plant reduce margin by around 0,5 pt
  - business particularly hard hit by the increase in butadiene prices in H2 2018
  - Restructuring the NTW network, in line with the business plan, led to a decline in its inventory in H1 2019
- Higher proportion of 18"+ tires in the sales mix (41% in H1 vs. 39% in 2018), led notably by the success of the MICHELIN Pilot Sport <sup>4</sup> SUV

# 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, the world leader – MICHELIN Pilot Sport
- Renault Kangoo Z.E. and Z.E.H2 – MICHELIN Energy Saver
- GM Bolt/Volt...

## 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

# Road transportation: sustained improvement in margins, led by a solid price-mix and the success of Michelin offers

(in € millions)

**RS2 sales**  
**Operating income\***  
Operating margin\*



**H1 2019**

3,144  
279  
8.9%

H1 2018  
restated

3,046  
248  
8.1%

*Change*

+3.2%  
+12.5%  
+0.8 pt

*H1 2018  
reported*

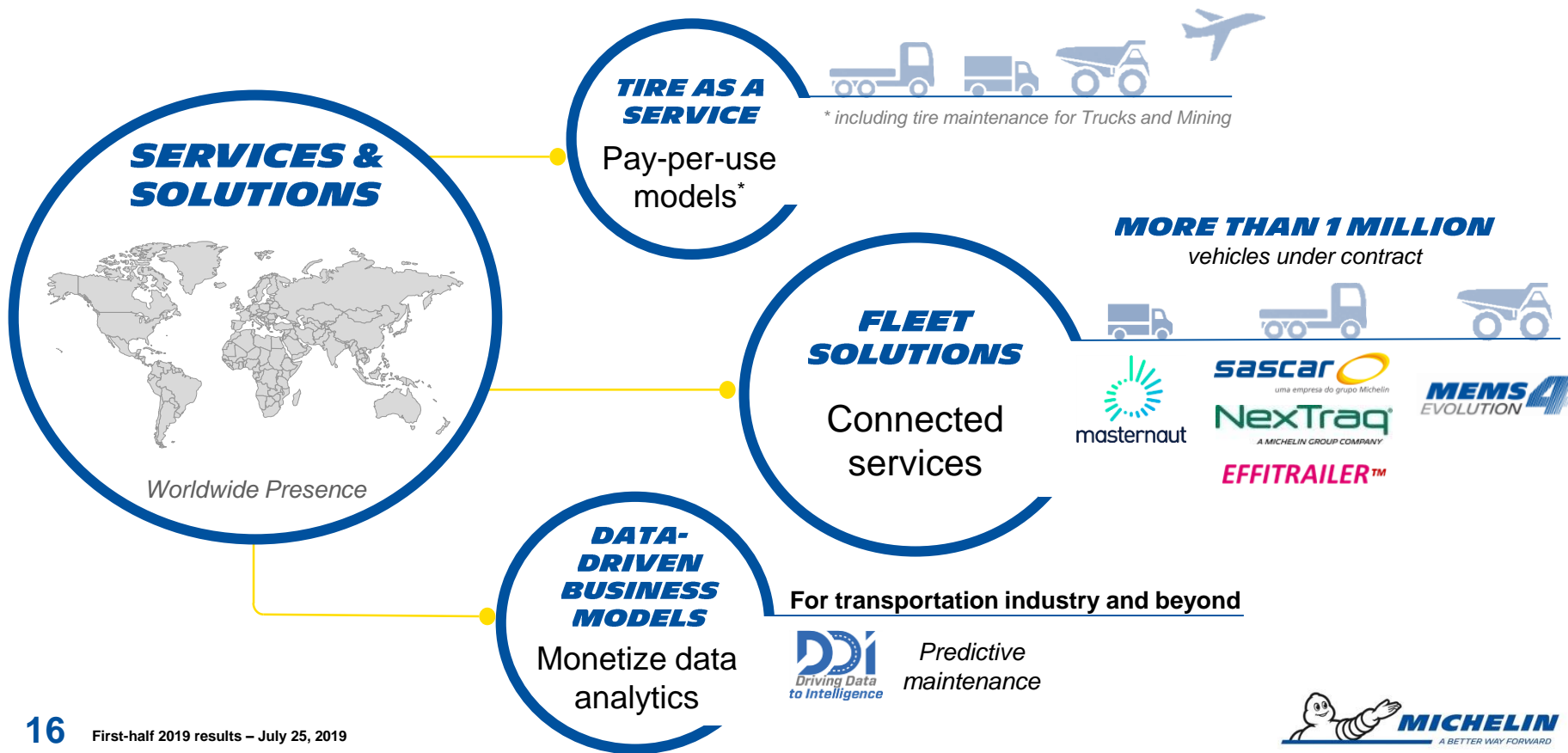
2,782  
195  
7.0%

\*For the segment


- Volumes stable in a market down 1%
- Sustained improvement in operating margin thanks to disciplined price management
- Successful sales of Services and Solutions and faster deployment in Europe with the acquisition of Masternaut: more than one million vehicles under contract worldwide
- Continued success of the MICHELIN AGILIS CrossClimate global all-season tire range
- Temporary impact of customs duties between China and the US: €20 million in H1; €30m over the full year



# Services & Solutions: a diverse range of offers adapted to the needs of customer, growing rapidly



# Specialties: continued growth in mining tires, and a focus on margin integrity in every business

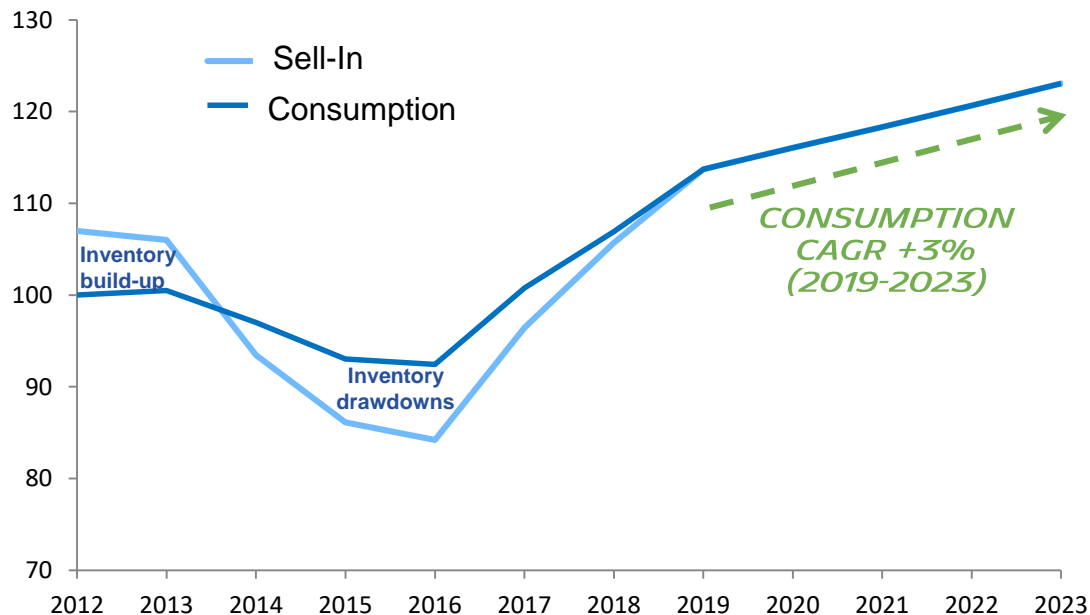
(in € millions)		H1 2019	H1 2018 restated	Change	H1 2018 reported
	<b>RS3 sales</b>	2,979	1,954	+52.5%	2,214
	<b>Operating income*</b>	574	444	+29.3%	486
	Operating margin*	19.3%	22.7%	-3.4 pt	22.0%
	Operating margin	23.0%	22.7%	+0.3 pt	
	at constant scope of consolidation				

\*For the segment

- Robust price-mix in every division
- Tire volumes up 1%, with:
  - strong growth and market share gains in the mining business
  - Off-the-road business hard hit by the downturn in the agricultural tire markets; improved margins following price repositioning in OE agricultural
- Camso and Fenner: performance in line with expectations and smooth integration of the new operations

# 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

## ▲ The most efficient tire offer in the marketplace



● XDR250 - 57"

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



● XDR3 - 63"

**12,6% <sup>(2)</sup> More load on the KOMATSU 930-E4**

● MEMS Evolution 4

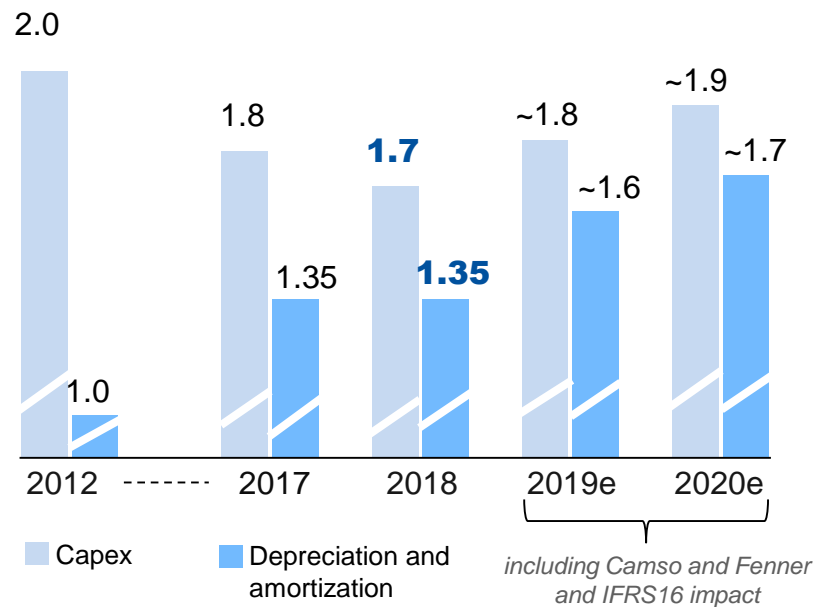


(1) Compared to BRIDGESTONE 46/90 R 57 VRDP and VRPS. Data gathered from 2012 BS databook. And compared to MICHELIN 40.00 R 57 XDR2  
 (2) Based on comparisons of maximum load capacity of the MICHELIN® XDR® 3 Extra Load to the MICHELIN® XDR® 3, size 53 80 R 63, as set forth in the 2018 Michelin Data 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.

# Investing to create value

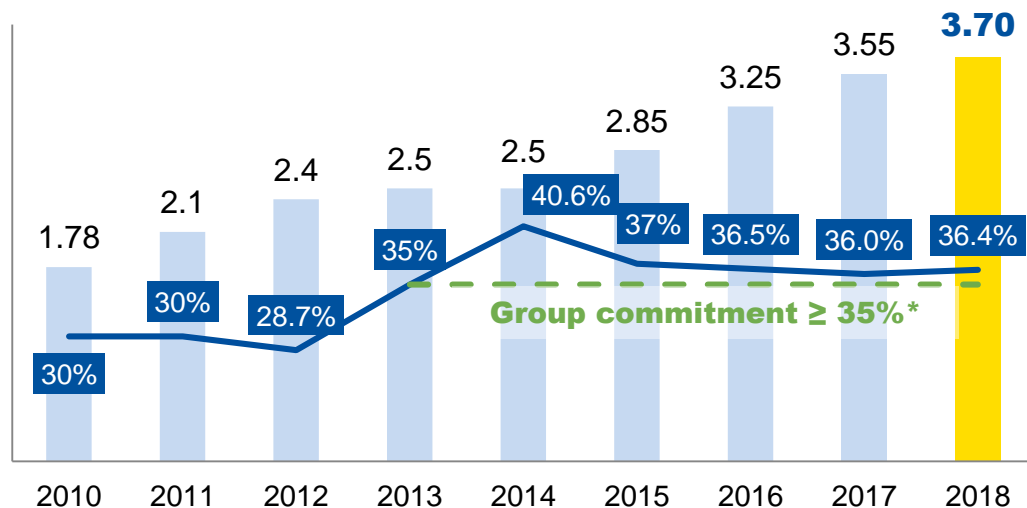
- Reducing Capex on historical core-business towards depreciation level
- Reinforcing Michelin footprint where the growth is
- Capex in Specialties businesses (SR3)
- Developing new territories: fleet management solutions & High Tech Materials excluding JVs
- Speeding up a comprehensive digitization plan

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



# Sustained shareholder return policy

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



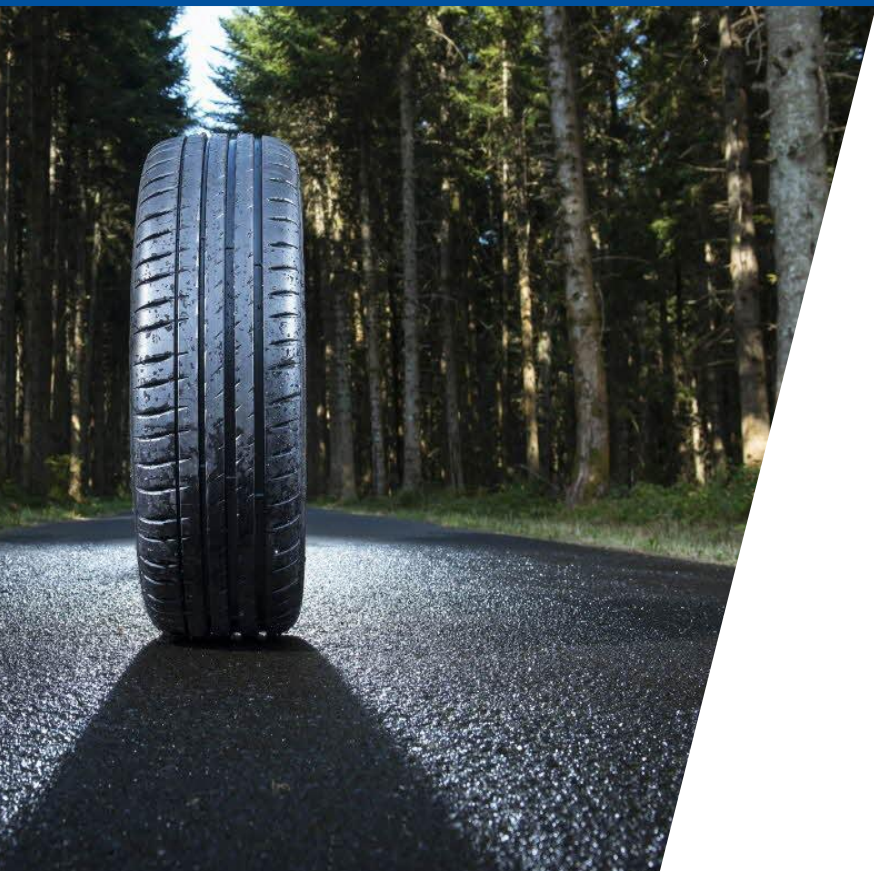
## Share buyback programs

- 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

\* Of consolidated net income before non-recurring items

July 25, 2019

# First-Half 2019 Results



**2019 guidance  
confirmed**



# 2019 market scenario: PC/LT down for the year, hurt by OE; contracting Truck tire demand; mixed growth in the Specialties



## PC/LT: ~ -1%

vs. +0%/+1%

- OE: sustained decline in demand in every region (-4,4%)
- RT: markets up slightly in every geography with a slight pick-up in Chinese demand
- RT  $\geq 18$ " demand up by around 10%



## TRUCK ~ -2%

vs. ~ -1%

- OE: slowdown in North America; contraction in Europe
- RT: further decline in demand in North America; slight increase in the European market
- Chinese market down



## SPECIALTIES: ~ +2%

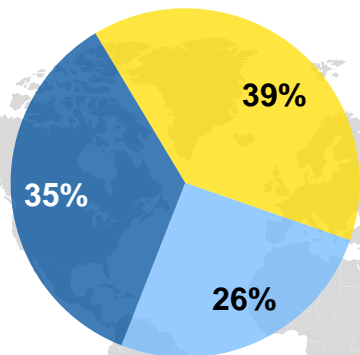
vs. +3%/+5%

- Mining tires: sustained 4%-5% growth in demand, in line with actual tire consumption
- Off-the-road: downturn in the agricultural tire market and stable demand in infrastructure
- Growth in the two-wheel commuting and aircraft segments



# The close fit between the Group's businesses helps to cushion it from the steep drop in auto markets

▲ 2018 sales by region

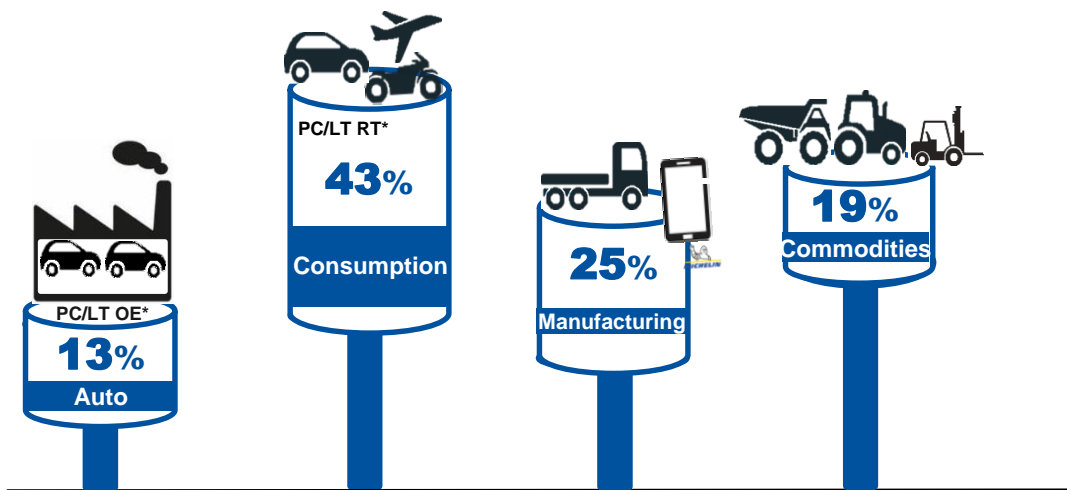


■ Europe incl. Russia & CIS

■ Asia and rest of the world

■ North America incl. Mexico

▲ 2018 sales by growth driver



\* PC/LT OE/RT: Passenger Car and Light Truck tires sold as original equipment (TC/LT OE) or in replacement markets (PC/LT RT)

## 2019 scenario\*

	2019
Cost impact of raw materials prices and customs duties	~ - €100m
Currency effect	Slightly positive **
Effective tax rate	Standard ETR reduced to 26%***
Net price-mix/raw materials effect	Between €100m and €200m
Competitiveness plan gains vs. inflation	Positive

\* Based on the following average prices and exchange rates for 2019: Natural rubber: \$1.49/kg; butadiene (US, Europe and Asia): \$1,026/t; Brent: \$69/bbl; EUR/USD: 1.12

\*\* Based on June 2019 rates. See slide 45

\*\*\*Based on currently available information

# 2019 guidance confirmed

	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 from IFRS 16</i>	> €1,450m

**OUT THERE, YOU'RE  
ALWAYS IN CONTROL.**

**MICHELIN PILOT SPORT 4 SUV**



**MICHELIN PILOT SPORT 4 SUV  
SPECIALLY MADE FOR PREMIUM SUV**

IN HERITAGE OF MICHELIN PILOT SPORT FAMILY MEMBER, PILOT SPORT 4 SUV TIRE TELLS A STORY BEHIND THE BADGE. IT ENABLES YOU CONQUER FROM CITY JUNGLE TO CURVED ROADS, WHILST ALWAYS DELIVERING ULTIMATE PLEASURE IN DRIVING EXPERIENCE THANKS TO COMFORT AND PRECISE HANDLING.

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First Half 2019 Results – July 25, 2019



**MICHELIN**



July 25, 2019

# First-Half 2019 Results



## Appendices

# Investor Calendar

- **Up-coming events:**

- **October 24, 2019** (after close of trading) : Third-quarter and 9 months 2019 sales



# Reported H1 2019 and H1 2018 financial highlights




(in € millions)	H1 2019*	H1 2018
Sales	11,781	10,603
Segment EBITDA	2,296	1,985
Segment EBITDA margin	19.4%	18.7%
Segment Operating income	1,438	1,327
Segment Operating margin	12.2%	12.5%
Other Operating income and expenses	(90)	23
Net income	844	917
Basic earnings per share (in €)	4.74	5.12
Capital expenditure	665	588
Free cash flow**	(592)	(2,049)
Gearing	54%	33%

\* Including IFRS 16 impact

\*\* Net cash from operating activities less net cash used in investing activities less net cash from other current financial assets, before distributions.



# Sales and SOI by SR: 2018 reported and restated

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

\* For the segment

# Restatement of the cost of sales of services in the dealership networks from SG&A expense to gross income

(in € millions)				As a % of sales	
	2018 reported	Restatement	2018 restated	2018 reported	2018 restated
Sales	22,028	-	22,028		
Cost of sales	(14,912)	(605)	(15,517)	67.7%	70.4%
Gross income	7,116	(605)	6,511	32.3%	29.6%
Sales and marketing expenses	(1,862)	595	(1,267)	8.5%	5.8%
Research and development expenses	(648)	10	(638)	2.9%	2.9%
General and administrative expenses	(1,826)	-	(1,826)	8.3%	8.3%
Other segment income and expenses	(5)	-	(5)	0.0%	0.0%
Segment operating income	2,775	-	2,775	12.6%	12.6%

- The restatements had no impact on the competitiveness plan

# Estimated impact of applying IFRS 16 on the 2019 balance sheet, income statement and statement of cash flows

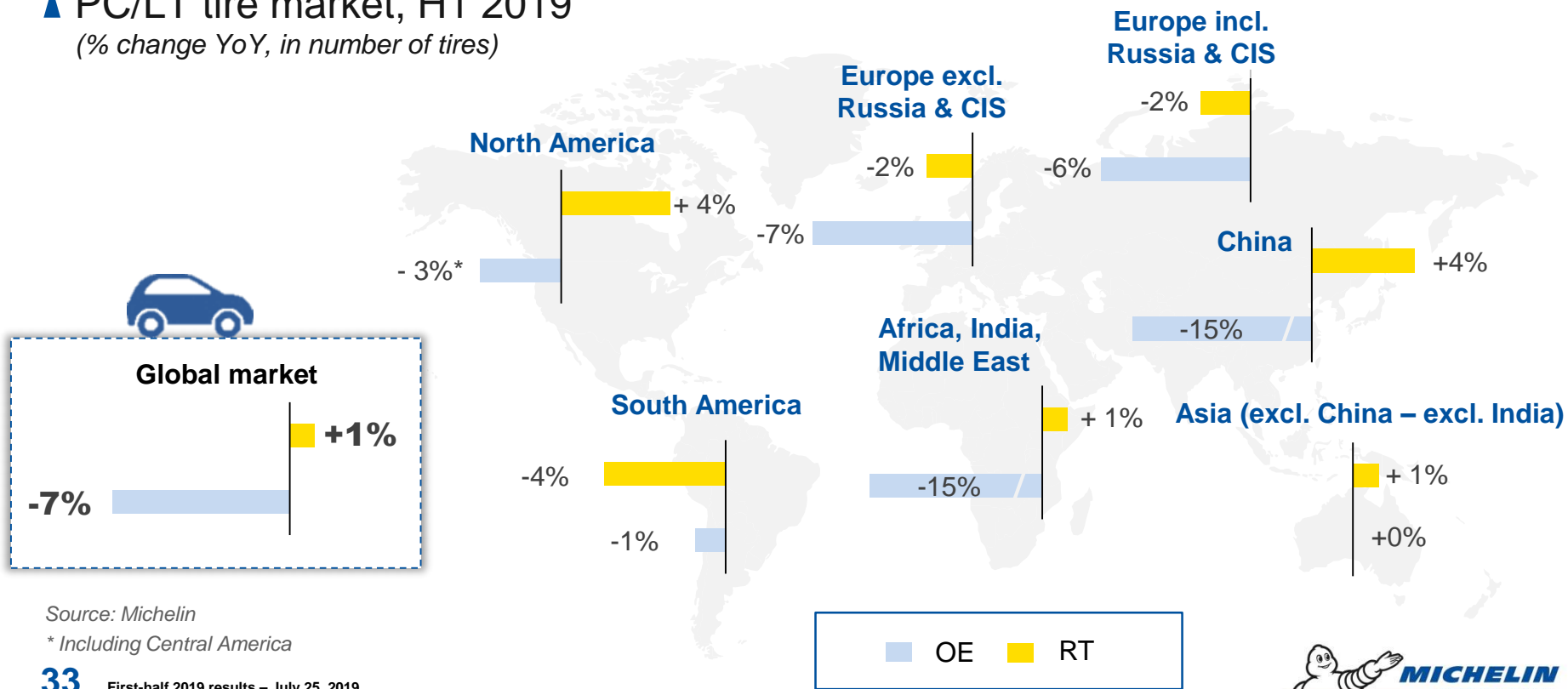
<i>(in € millions)</i>	Income statement
EBITDA	~ +170
Depreciation and amortization	~ -160
<b>SOI</b>	~ +10
Net financial income	~ -20
<b>Net income</b>	~ -10

<i>(in € millions)</i>	Cash flows
EBITDA	~ +170
Net financial income	~ -20
<b>Impact on structural cash flow</b>	~ +150
Cash flows used in financing activities (debt repayment)	-150
<b>Net cash impact</b>	0

<i>(in € millions)</i>	Balance sheet
Net assets	~ +800
Net debt	~ +800

# PC/LT: OE demand down sharply in every region; slight growth in the RT market, led by North America and China

## ▲ PC/LT tire market, H1 2019 (% change YoY, in number of tires)

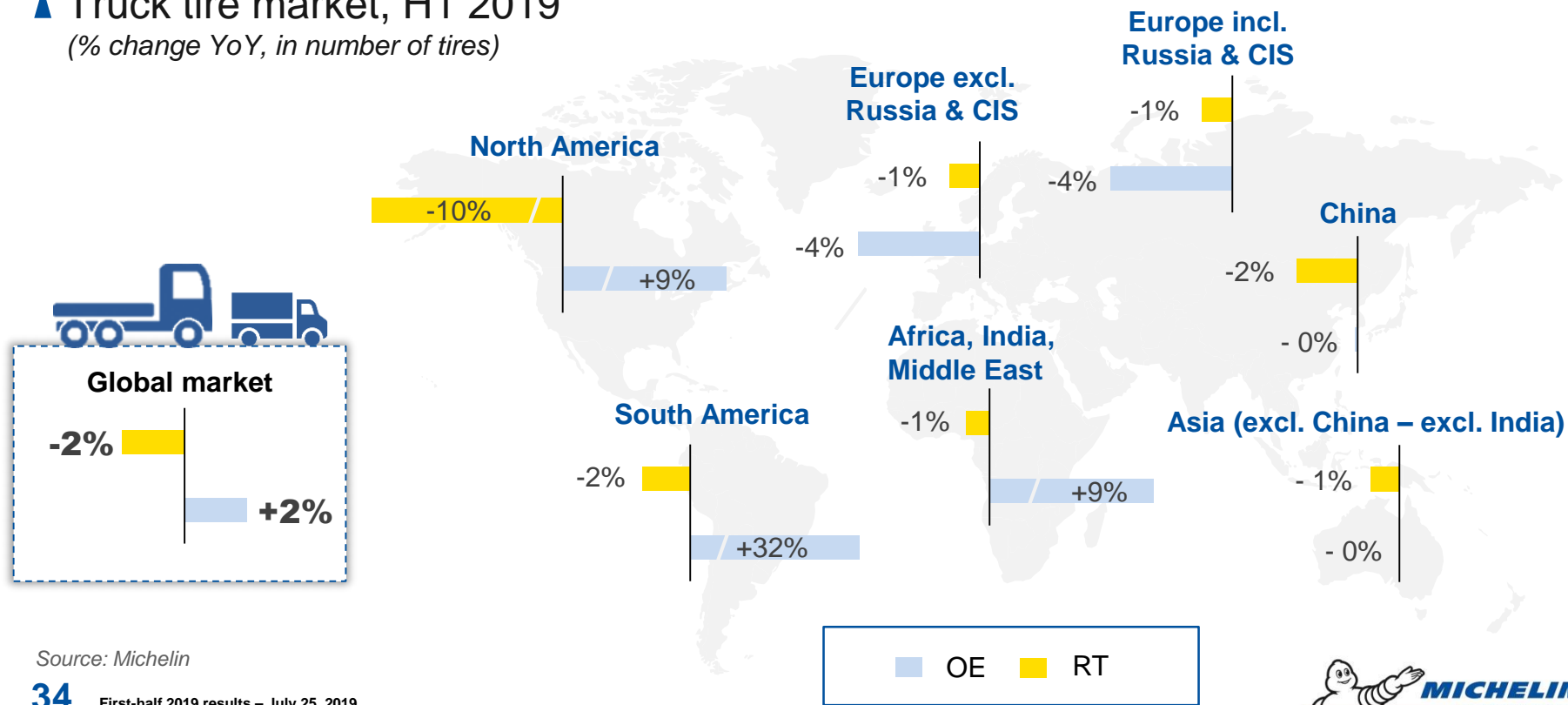


Source: Michelin

\* Including Central America

# Truck: OE demand up, lifted by the Americas and India; RT demand down, with a steep drop in the United States

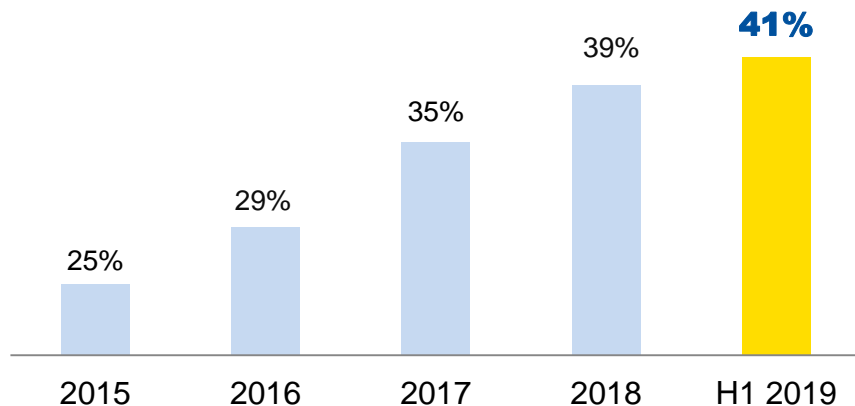
▲ Truck tire market, H1 2019  
(% change YoY, in number of tires)



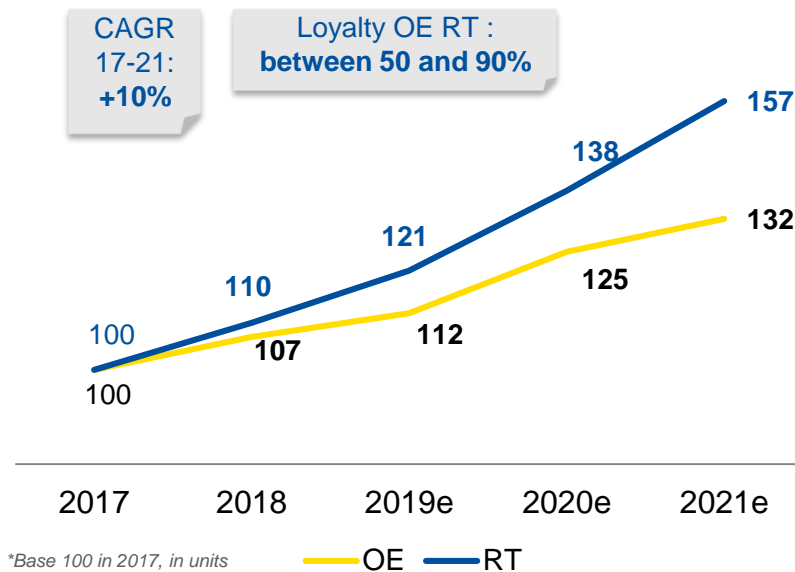
Source: Michelin

# Widening exposure to the fast growing, highly profitable $\geq 18''$ PC/LT tire market

▲ Percentage of  $\geq 18''$  tires in total MICHELIN-brand sales  
(in tons)



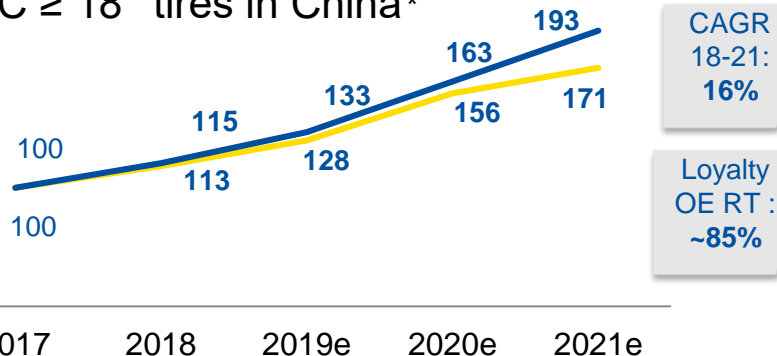
▲ Growth in the  $\geq 18''$  PC/LT tire market\*



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



## ▲ PC $\geq 18''$ tires in China\*

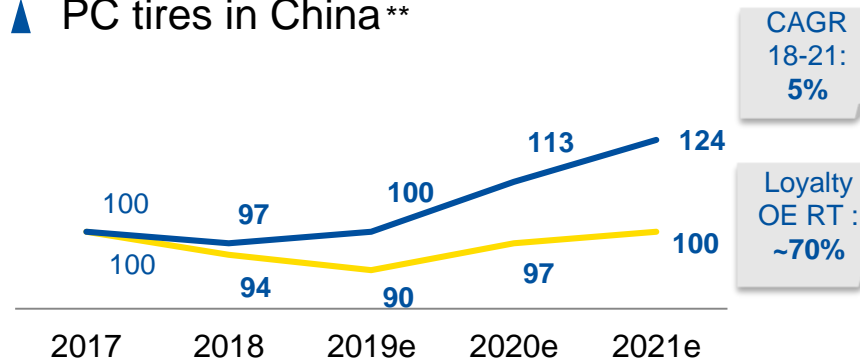


\*base 100 in 2017, in units

— OE — RT



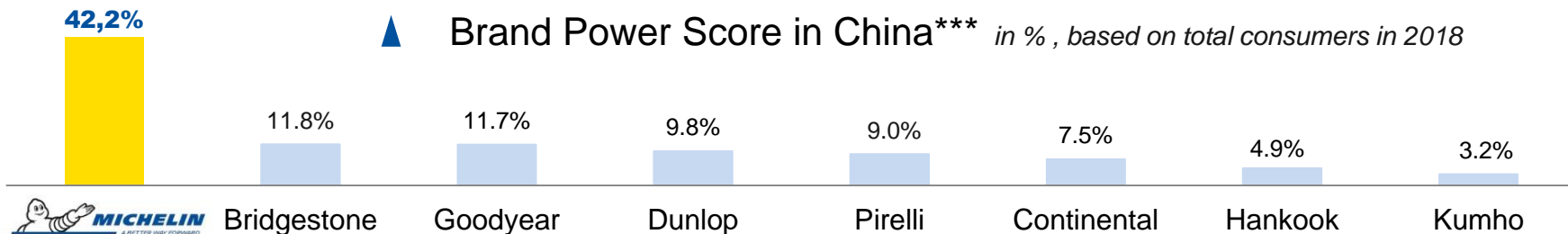
## ▲ PC tires in China\*\*



\*\*base 100 in 2017, in units

— OE — RT

## ▲ 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



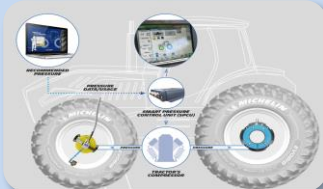
# Michelin, leader in connected tire solutions recognized by professionals and enthusiasts alike



## MEMS Evolution 4



## Zen@Terra



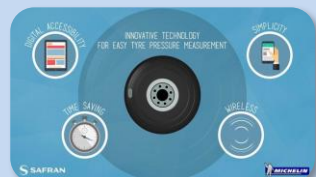
## Projects with OEM



## Tire Care



## Project PresSense



sport

## Track Connect



### B2B

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

### B2C

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

# 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

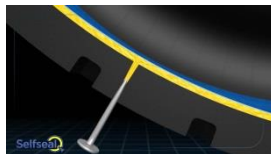
## Technologies

### *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

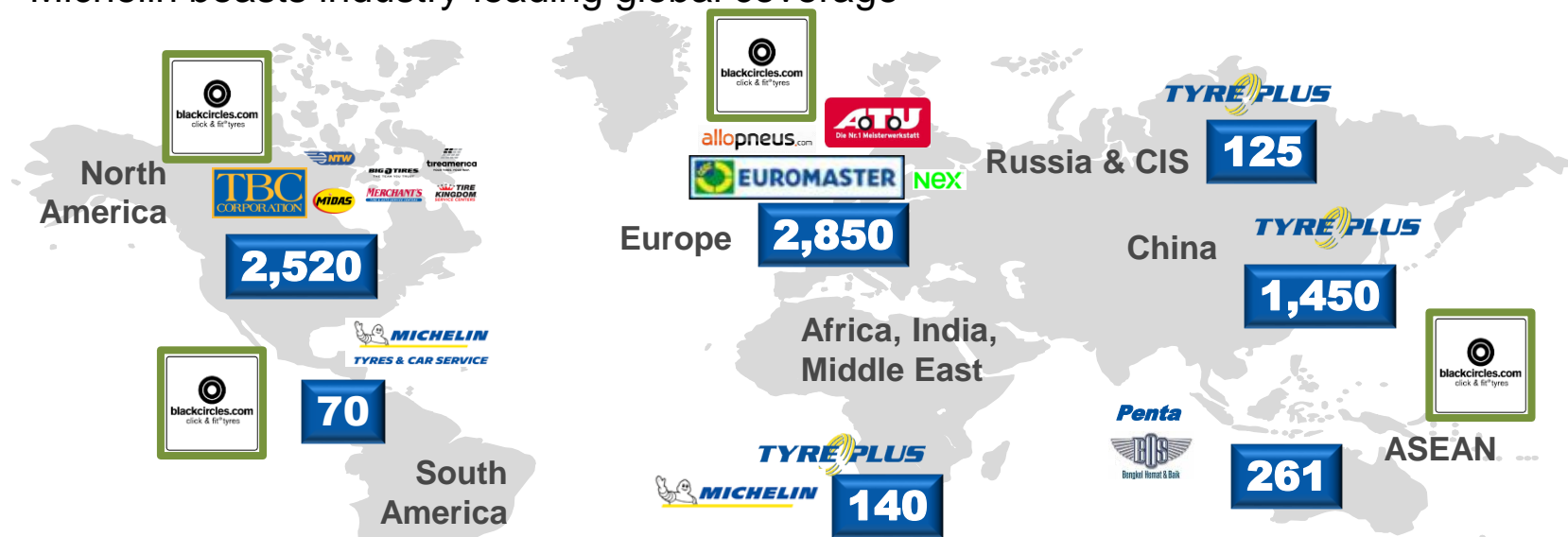
### *Acorus*



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

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

- Michelin boasts industry-leading global coverage

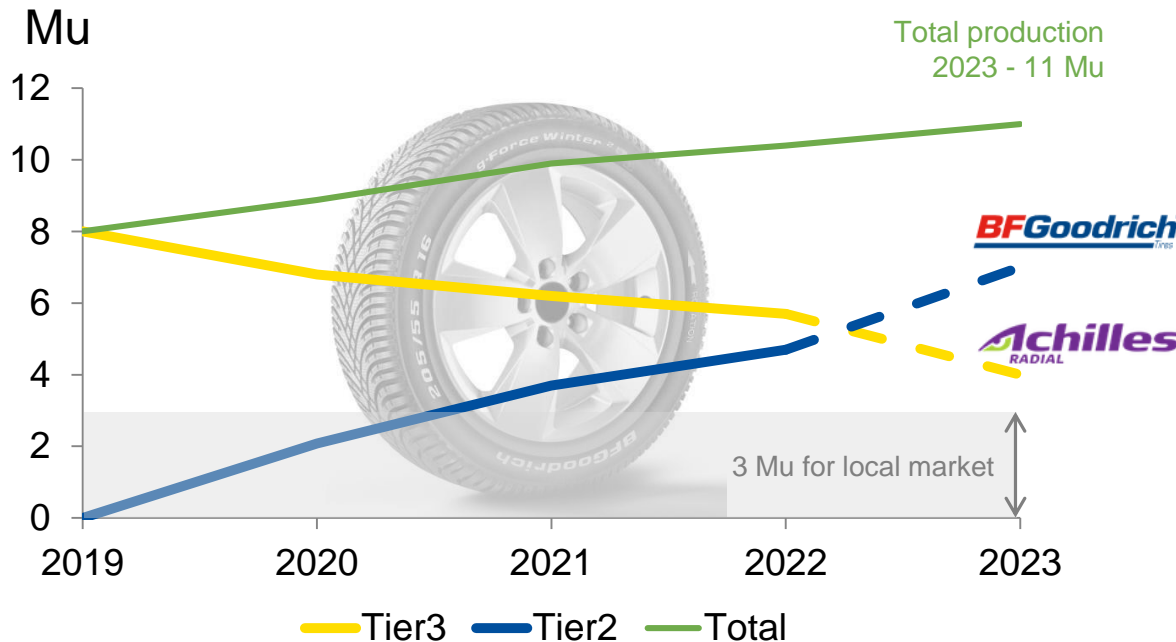


- Partner wholesalers: NTW, Ihle, Meyer Lissendorf
- A vast network of strategic retailers\* as of late 2018: ~ 7,400 including Penta in Indonesia following the acquisition of Multistrada

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

# Multistrada: a key asset to capture the worldwide rising demand in Tier 2 tires

- ▲ Rapidly convert PC Tier 3 capacity into PC Tier 2 capacity with very limited investment



- Global Tier 2 market growth: ~+3%
  - in line with projected global growth over 2017-2023: ~+3%
  - Tier 1 market: ~+3% driven by emerging economies
- Capex required for the conversion: USD 13 million in 2019

# Continuing to adapt Michelin's manufacturing footprint

## 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 2018-2020

Mexique : new PC/LT plant  
Capacity raised to 60 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

# Michelin, a committed and leading player in the Hydrogen sector



- With its expertise in the hydrogen fuel cell, notably with Symbio, Michelin is accelerating the deployment of zero-emission mobility:
  - by partnering with Faurecia to create a leading hydrogen fuel cell system
  - by participating in the Zero Emission Valley project (Hympulsion), in Auvergne Rhône Alpes

## Symbio

A supplier who designs and industrialises, based on Michelin's production strength, hydrogen fuel cell kits

**+300**

Renault Kangoo  
ZE H2, Symbio  
equipped,  
circulate in Europe



H2 fuel cell for  
trucks, light  
trucks, buses...



## Hympulsion

A Joint venture created as part of the Zero Emission Valley project in Auvergne Rhône Alpes, involving public-private partners and including Michelin (22.8%). The objective of first phase is to deploy:

**20**

H2 stations

**15**

electrolysers

**1000**

vehicles



# Michelin Off-Highway Transportation: to sustainably contribute to build, and feed & protect people

- **OHT customers** operate in

- Agriculture
- Construction
- On-site Logistics
- Defense

- They face challenges to operate sustainably

- Lack of productive land
- Material scarcity, pollution, safety risks

- In demanding, unpredictable conditions and constrained timing

- Benefitting from long term fundamental growth



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

increasing  
yields

more  
load

lasting  
longer

going  
faster

optimizing  
uptime

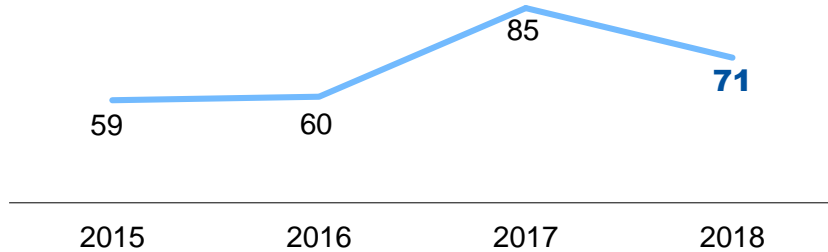




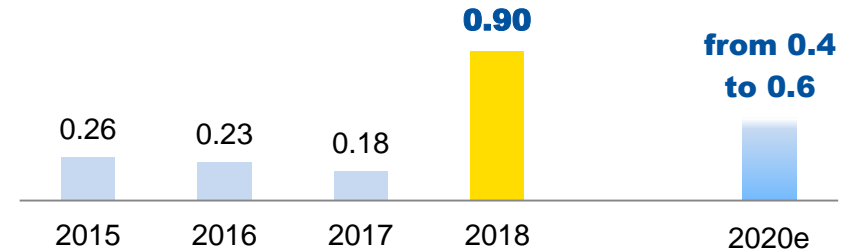
# High free cash flow and a robust financial position

## ▲ 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

# 2019 : Sales by currency and EBIT impact

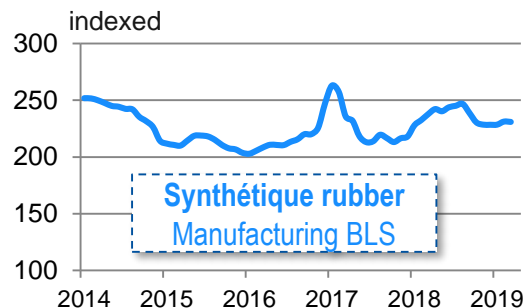
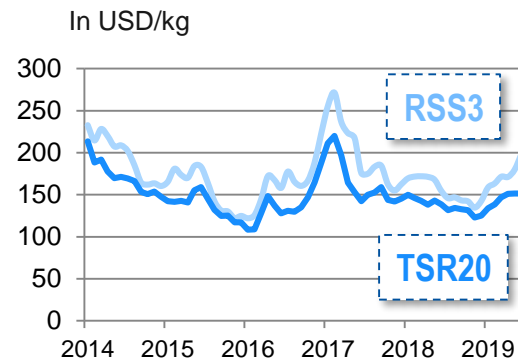
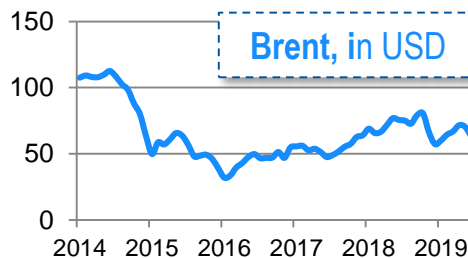
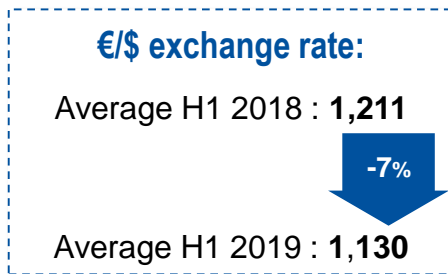
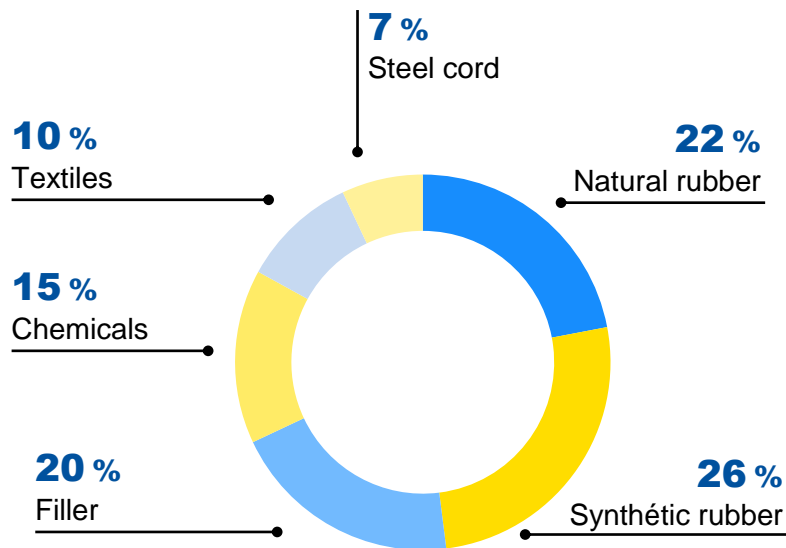
	% of sales		H1 2019 € change vs. currency	Droptthrough sales/EBIT*
	AUD	3%	2%	80% / 85%
	BRL	3%	5%	-20% / - 30%
	CAD	3%	-2%	25% / 30%
	CHF	1%	-3%	80% / 85%
	CNY	5%	-1%	25% / 30%
	EUR	32%	-	-
	GBP	3 %	-1%	25% / 30%
	INR	1%	0%	25% / 30%
	JPY	1%	-6%	80% / 85%

	% of sales		H1 2019 € change vs. currency	Droptthrough sales/EBIT*
	MXN	1%	-6%	25% / 30%
	PLN	1%	+2%	25% / 30%
	RUB	1%	+3%	25% / 30%
	SEK	1%	+4%	80% / 85%
	THB	1%	-7%	-100% / -130%
	TRY	1%	+29%	80% / 85%
	USD	36%	-7%	25% / 30%
	ZAR	1%	+8%	80% / 85%
	Other	5%		80% / 85%

\* Droptthrough dépendant de la base d'exportation / fabrication / vente

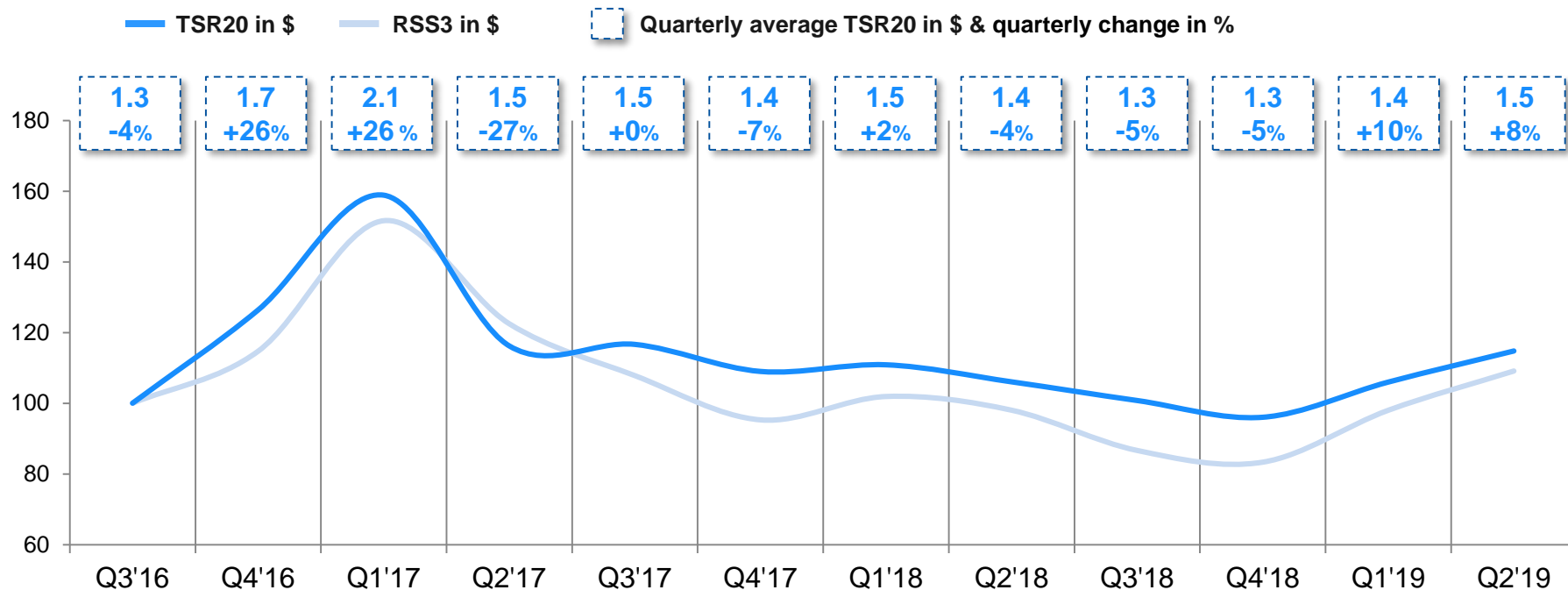
# Raw materials

## ▲ Raw material purchases in H1 2019 (€2.5bn)



# Natural Rubber price trend

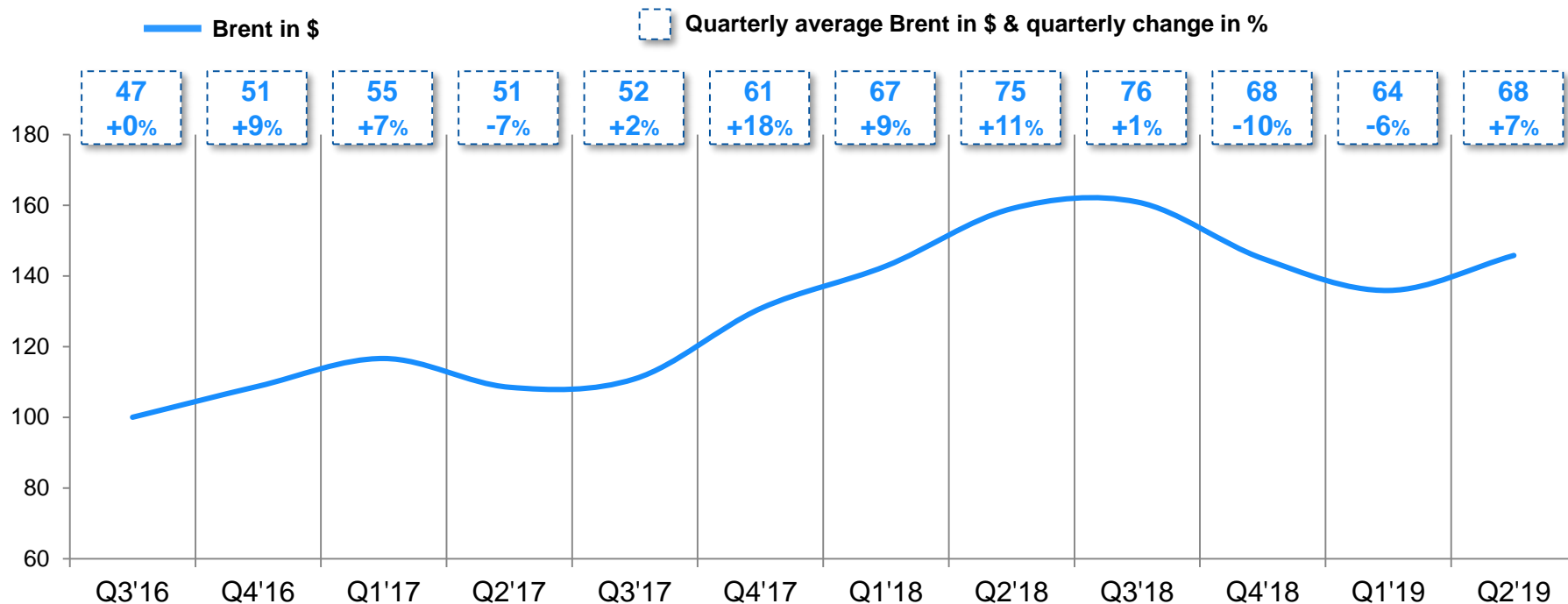
▲ At end of June 30, 2019 (per kg, base 100 au Q3'16)



Source : SICOM

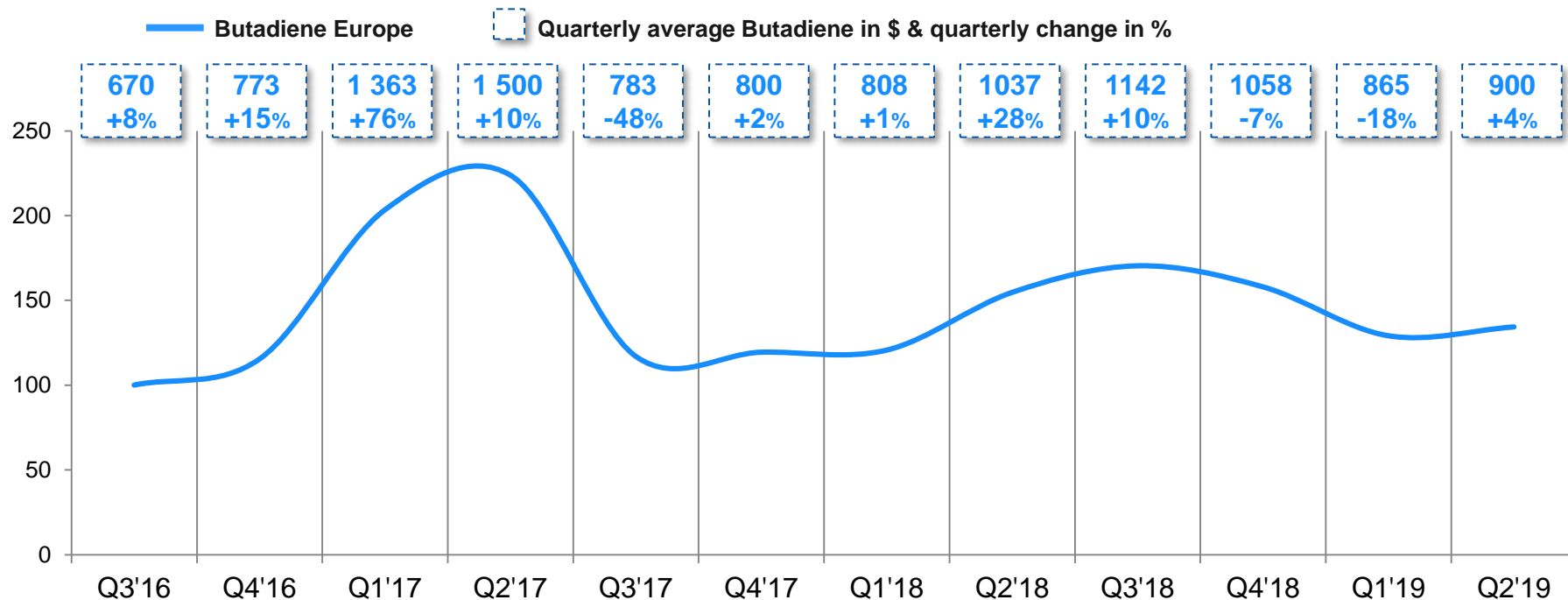
# Brent price trend: -7% H1 2019 vs H1 2018

▲ At end of June 30, 2019 (per barrel, base 100 in Q3'16)



# Butadiene price trend

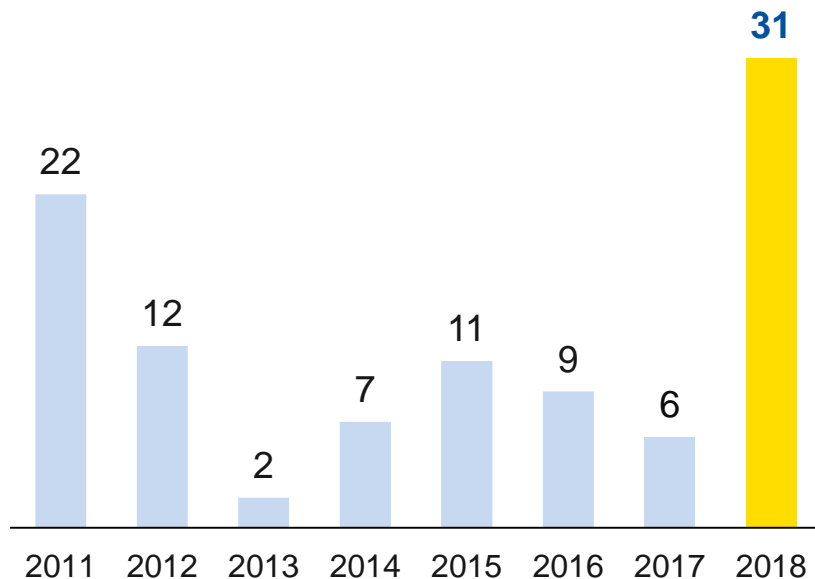
▲ At end of June 30, 2019 (per ton, base 100 au Q3'16)



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

## ▲ Gearing

Net debt/equity, in %



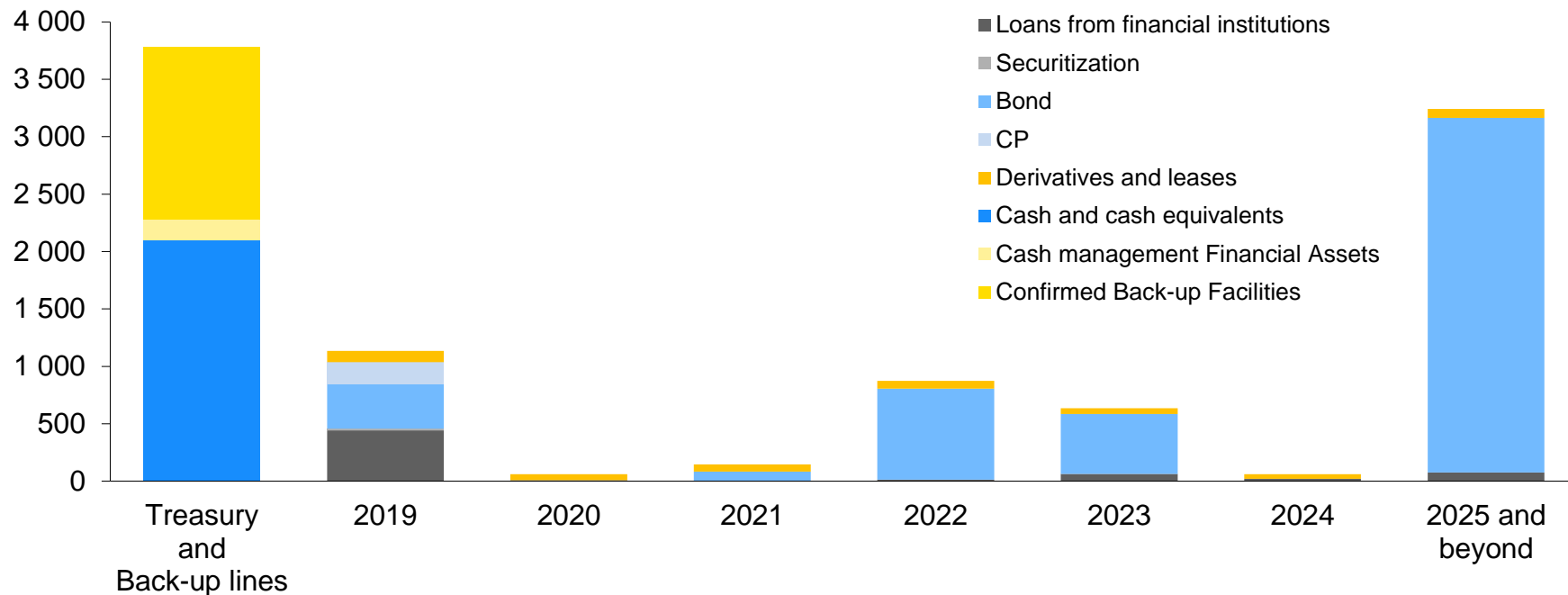
## ▲ Long-term ratings confirmed following the Multistrada acquisition

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



# A comfortable cash position

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

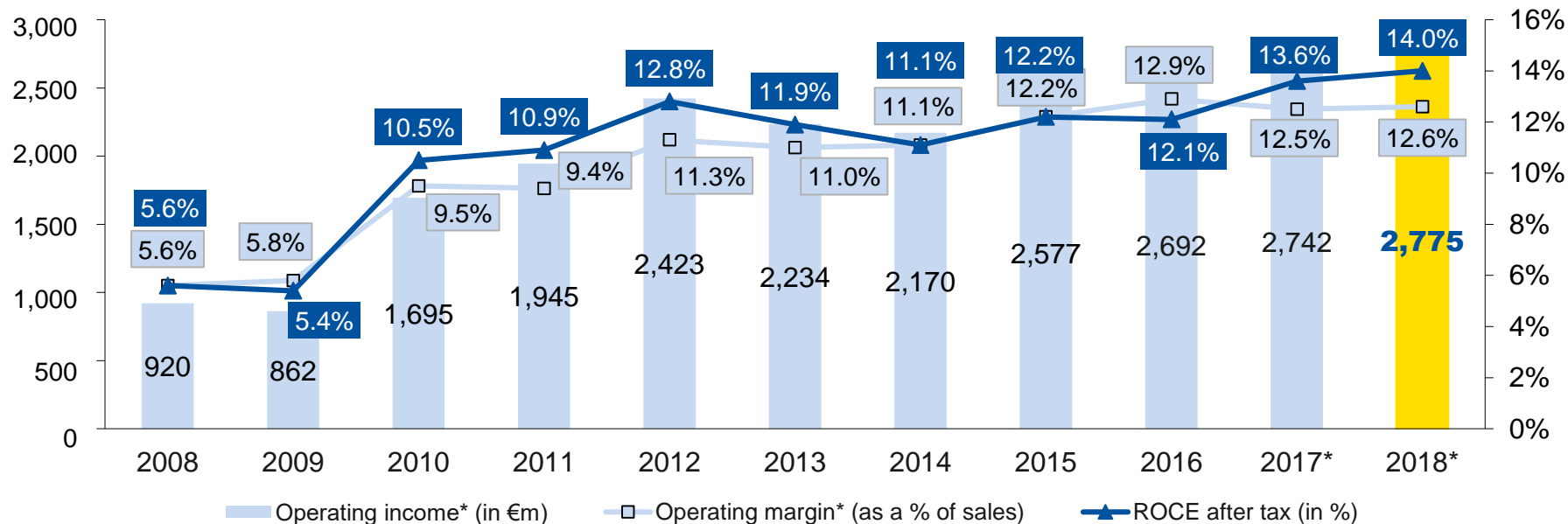


# Outstanding bond issues (as of June 30, 2019)

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
<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
<b>Principal Amount</b>	€ 750 mn	€ 1'000 mn	€ 750 mn	\$ 600 mn	\$ 500 mn + TAP \$100 mn	€ 302 mn	€ 300 mn	€ 300 mn
<b>Offering price</b>	99,099%	99,262%	99,363%	95,50%	100% & 103,85%	98,926%	99,967%	99,081%
<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)
<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
<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
<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
<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
<b>ISIN</b>	FR0013357845	FR0013357852	FR0013357860	FR0013309184	FR0013230745	XS1298728707	XS1233732194	XS1233734562
<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

# 2018: another year of progress

## ▲ 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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