

Investor Day in Ladoux – June 6, 2016

Michelin Tomorrow

Jean-Dominique Senard,
CEO



Michelin's strategy for 2017 - 2020

Four domains of growth

- Provide our customers with tires that truly meet their needs
Increase by 20% our revenue from our tire business
- Develop tire-related services and solutions that further enhance mobility
Double revenue in our services and solutions business
- Strengthen all the activities that enable our customers to enjoy unique mobility experience
Triple the revenue generated by these mobility experience businesses
- Leverage our expertise in high-technology materials – in particular those involving elastomers
Be proactive and assert our technological leadership in the area of high technology materials

Michelin's strategy for 2017 - 2020

Four initiatives to support Michelin performance

- Putting our customers at the heart of our business
- Leveraging the digital revolution
- Simplifying our structures and processes
- Empowering employees

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Valérie MAGLOIRE
Matthieu DEWAVRIN
Humbert de FEYDEAU

+33 (0)1 78 76 45 36

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

investor-relations@fr.michelin.com