

Investor Day in Almeria – April 04, 2019

Conclusion

Florent MENEGAUX, Managing General Partner

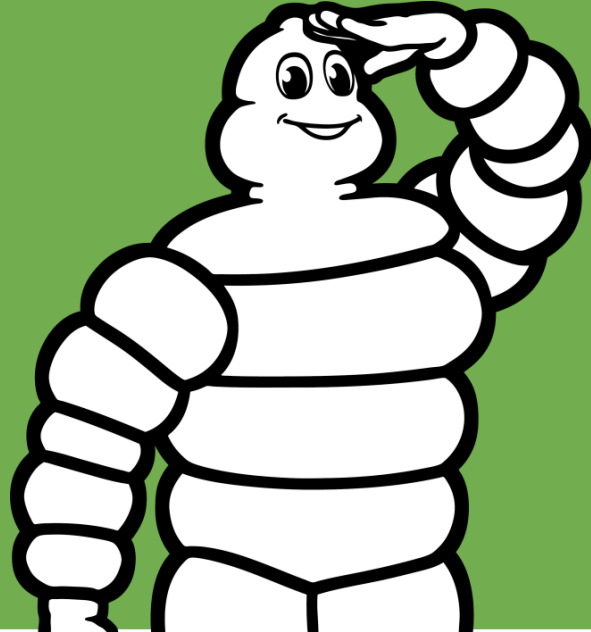


Materials

Services

Tires

Experiences





Committed to sustainable growth



Enhance our customer satisfaction

Encourage our employees self fulfilment

Innovate to strengthen products and services leadership

Be a responsible industrial company

Contribute to sustainable mobility beyond products & services

Have a robust financial performance

Net Promotor Score (NPS obtention)
% Engagement

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

Material Efficiency Ratio
Sustainable Materials Rate
Tons of CO₂ scope 3

Michelin Environmental Footprint
Competitiveness plan
Internal Control Compliance Rate

of tangible contributions with sustainable mobility ecosystems

Total Turnover
ROCE
Enterprise Value / EBITDA



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