Quick deployment of all the measures needed to safeguard employees, ensure business continuity and conserve cash

Despite collapsing markets and a 20.6% contraction in sales, SOI* ended the first half at €310m (3.3% of net sales):
- 22.4% decline in volumes, leading to a deep fixed cost shortfall
- 0.3% gain from assertive pricing policy at a time of declining raw material prices
- 1.6% gain from the still buoyant mix, reflecting market share gains in the 18”+ segment and resilience in the Specialty businesses
- €192m reduction in SG&A costs, excluding €77m in exceptional outlays directly related to Covid-19

A robust financial position recognized by the rating agencies, to weather the crisis

Strategic choices validated during the first half:
- A global presence and diversified business base (resilience in the Specialty businesses, with a 15% operating margin)
- CO₂ reduction pathways and objectives approved by the Science Based Targets initiative**

Expanded CSR governance within the Supervisory Board

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* Segment Operating Income
** Initiative launched in 2015, a few months before COP21, SBTi is a collaboration of 4 organizations that offer a voluntary approach to fight against global warming in the private sector
July 2020 YTD: demand recovery in most of the markets, particularly strong in China.

Source: Michelin

* Including Central America for OE