



PRESS RELEASE
Clermont-Ferrand – June 6, 2016

COMPAGNIE GÉNÉRALE DES ETABLISSEMENTS MICHELIN

**The Michelin Group holds an Investor Day at its
Technology Center in Ladoux, France**

On June 6, the Michelin Group held an Investor and Analyst Day at its Technology Center in Ladoux, France.

Jean-Dominique Senard, Chief Executive Officer, kicked off proceedings by presenting his strategic vision for Michelin. This strategic vision will be deployed in four areas:

- Tires, where the Group's capacity for innovation and understanding of usage practices enables it to bring to market products seamlessly aligned with customer needs, in a commitment to driving above-market growth. The aim is to increase tire sales by 20% by 2020.
- Tire-related services and solutions for more efficient mobility, a promising market where Michelin wants to step up its presence. The Group is aiming to double its services and solutions revenue by 2020, to €2 billion from €1 billion in 2015.
- Experiences, the full array of businesses that offer customers an outstanding mobility experience and support them before, during and after their trip. The Group aims to achieve a three-fold increase in revenue from these activities by 2020.
- High-tech materials, notably elastomer-based, in which the Group leverages its expertise to deliver product differentiation and which can be marketed to other manufacturers in the mobility industry. The Group will play a pro-active role in all of these areas and affirm its technological leadership.

To drive the powerful deployment of this strategy, the Group's operating procedures are being redesigned to focus more on the customer, capitalize on the digital revolution, simplify organizational structures and processes and further empower employees.

All of the Investor Day presentations will be posted on the Group's website (www.michelin.com/eng) in real time.



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