

RESULTS OF OUR AMBITIONS FOR 2020

DEFINED AND DEPLOYED IN 2013

2020 AMBITIONS	2020 OBJECTIVES	2020 RESULTS	2019 RESULTS
1 CONTINUOUSLY IMPROVE CUSTOMER SATISFACTION	100% of the targeted customer groups reach the intended NPS ⁽¹⁾	76%	64.7%
2 MOVE FORWARD TOGETHER IN PERSONAL WELL-BEING AND DEVELOPMENT	Health & Safety TCIR <2 ⁽²⁾	1.2	1.4
	85% of employees engaged ⁽³⁾	83%	81%
	75% of managers promoted from within	74%	74%
	30% women in management and supervisory roles ⁽⁴⁾	28.2%	27.4%
	80% of top managers in the growth regions were born there	79%	75%
	3 DELIVERING ROBUST FINANCIAL PERFORMANCE ⁽⁵⁾	€1,400M in structural ⁽⁶⁾ free cash flow per year	€2,010M
	≥ 15% ROCE ⁽⁷⁾	8.6%	13.7%
4 INNOVATE TO WIDEN OUR LEAD IN PRODUCT AND SERVICE PERFORMANCE	Improve the overall performance of our products by at least by 10% vs 2010, while using less raw material per tire in their production	+11.6%	+9.9%
	Save 3 billion liters of fuel over the lifespan of our tires, representing 8 million tons of CO ₂ avoided ⁽⁸⁾	2.7bnl 6.9Mt	3bnl 7.3Mt
	Use 30% renewable or recycled materials in our tires	28%	26%
	5 SET THE INDUSTRY STANDARD FOR RESPONSIBLE MANUFACTURING	Reduce the environmental impact ⁽⁹⁾ of our sites by 50%, notably by improving our energy efficiency ⁽¹⁰⁾ by 38% vs 2005	-51.1% -28.9%
	Reduce CO ₂ emissions across the supply chain ⁽¹¹⁾ by 10% vs 2010	-10.27%	-10.3%
	Ensure that 70% of the 400 leading suppliers assessed by EcoVadis are confirmed as compliant with Michelin standards	828 84%	715 84%
6 CONTRIBUTE TO THE DEVELOPMENT OF OUR HOST COMMUNITIES	100% of Michelin plants are deploying a community involvement program ⁽¹²⁾	110 sites	110 sites
	Dedicate 30,000 workdays per year to local communities	13,180	32,850
	Create 2,000 local jobs per year with the support of Michelin Development (14,000 / 7 years)	11,500 / 7 years	10,000 / 6 years
	Reinforce our advocacy of road safety with a strong focus on driver education in emerging countries ⁽¹³⁾	Not available	In 2019 the global partnerships and local programs deployed by Michelin with its employees and its foundation directly benefited more than 330,000 people

1. Net Promoter Score: the net difference between a brand's promoters and detractors.

2. Total Case Incident Rate: the number of accidents and cases of occupational illness recorded per 200,000 hours worked.

3. Employee engagement rate as measured by the annual "Moving Forward Together: Your Voice for Action" survey.

4. Level of individual responsibility of A to N, according to the Hay method used by the Group.

5. On March 18, 2020, the Group issued a press release acknowledging that, due to the decline in tire demand and the growing systemic crisis in the global economy, the Group's 2020 guidance was no longer relevant, without any possibility, at that time, of assessing the potential impact. As a consequence, the 2020 financial ambitions established in 2013 are no longer relevant;

6. Cash flows from operating activities less cash flows used in investing activities, adjusted for the impact of raw materials and end-of-year inventory on working capital requirement and for non-recurring items.

7. Return on capital employed.

8. Measured by the improvement in the rolling resistance of car, van and truck tires sold in the year in question.

9. Measured by the Michelin Environmental Footprint, which tracks, on a weighted basis, water withdrawals, energy use, CO₂ and VOC emissions, the amount of waste produced and amount of waste landfilled, all per ton of tires produced.

10. Energy consumption per ton of tires produced.

11. CO₂ emissions per ton of tires sold outside the Group. With a 10.27% reduction in CO₂ emissions from logistics activities compared to 2010, the 2020 target was achieved in 2019. The Group has set a new 2030 objective in line with the SBTi (Science Base Target initiative) commitments: - 15 % reduction of CO₂ emissions (in absolute value) vs 2018.

12. Number of plants and offices that have moved their programs into compliance with the guidelines.

13. Number of people directly concerned by global partnerships and local programs deployed by Michelin with its employees and its Foundation.