



MICHELIN NORTH AMERICA

OVERVIEW

Dedicated to the improvement of sustainable mobility, Michelin designs, manufactures and sells tires for every type of vehicle, including airplanes, automobiles, bicycles, earthmovers, farm equipment, heavy-duty trucks and motorcycles. Michelin also offers a full range of innovative services and solutions that help make mobility safer, more efficient and more environmentally friendly.



- The Michelin brand is the top-selling tire brand worldwide.
- Michelin is the No. 1 source of innovation in the global tire industry.



A COMPREHENSIVE PORTFOLIO OF BRANDS FOR PASSENGER VEHICLES

- Michelin: a global premium brand
- BFGoodrich: a brand for performance seekers, dedicated to sports cars and SUVs
- Uniroyal: a brand for those with value in mind

AWARDS & RECOGNITION

- No. 1 Best Large Employer in America on Forbes 2018 “America’s Best Employer” list
- 88 total awards for initial quality from J.D. Power & Associates, four times more awards than all other tire manufacturers combined, and ranking highest in “original equipment tires” category in the U.S. for 2018
- Consumer Reports “Recommended Best Buy”
- Fortune Global 500

AT A GLANCE

\$9.6 BILLION

Sales in North America in 2018*



In addition to tires, Michelin offers unique mobility experiences through road maps, travel itineraries, hotel and restaurant guides and award-winning lifestyle products.



534,000 maps and guides sold in the U.S. and Canada in 2018

More than 18 million licensed MICHELIN® lifestyle products sold in NA in 2018



20,011 Employees

19 Plants

2 Countries

\$8 BILLION

Global estimated value of Michelin brand

SOURCE: BrandFinance® Global 500, 2018
*Note: Results in 2017 included Canada, Mexico and the U.S. Results in 2018 include Canada and the U.S. as a result of the Company's reorganization of regions.



MICHELIN GROUP

BETTER MOBILITY FOR EVERYONE

Since 1889, Michelin has innovated constantly to facilitate the mobility of people and goods, thus contributing to the advancement of human progress. Today, the Group is the leader in tire technology for every type of vehicle, leveraging its expertise in high-tech materials to deliver services and solutions that increase travel efficiency and products that enable customers to enjoy unique mobility experiences.

114,070
EMPLOYEES
in 171 countries

69 PRODUCTION
FACILITIES
in 17 countries

€ 22 BILLION net sales

190 MILLION
tires produced

5,000
dealership & service centers

€ 648 MILLION INVESTED IN 2018

in research and development with seven R&D centers in Europe, China, Japan, Thailand, India, Brazil and the United States

MICHELIN: STRONGER, HIGHER PERFORMING

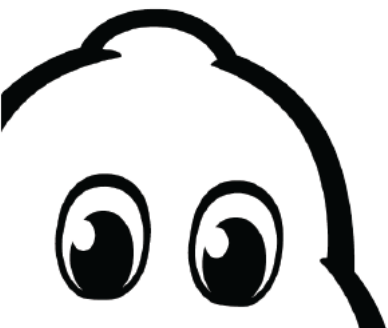
To secure its long-term growth and meet its ambitious financial, environmental and social responsibility objectives, Michelin will continue to pursue its passion for innovation, execute its sustainable development approach and remain true to its commitment to moving forward with every stakeholder.



“2018 was a year of strategic transformation for the Group. We implemented the new organization, which centers around our customers and empowers our teams; we evolved many of our operating modes; we carried out acquisitions and forged partnerships on an unprecedented scale.

Michelin will continue to evolve, while remaining steadfastly loyal to its Purpose and values, which unite us and give meaning to our vision.”

— Jean-Dominique Senard,
Chief Executive Officer



**MICHELIN HAS BEEN A
LEADING INNOVATOR FOR
MORE THAN 125 YEARS.**



SUSTAINABLE DEVELOPMENT AND SOCIAL RESPONSIBILITY

BETTER MOBILITY FOR EVERYONE

Michelin is committed to developing accessible, clean, safe and connected mobility solutions to address the challenges of sustainable economic, environmental and social development. We intend to act responsibly toward customers, employees and shareholders. We're taking action every day and focusing on the long-term consequences of our decisions. Our sustainable development approach provides a framework for this ongoing commitment to effectively carry out our responsibilities.

OUR SIX AMBITIONS FOR SUSTAINABLE DEVELOPMENT

Our six ambitions for 2020 are designed to make Michelin a leader in sustainable mobility and one of the world's top-performing companies in fulfilling all of its responsibilities.



CUSTOMER SATISFACTION

Improving our customers' satisfaction.



PERSONAL WELL-BEING AND DEVELOPMENT

Work together to continuously improve health and safety in the workplace, while promoting personal growth and diversity.



FINANCIAL PERFORMANCE

Secure our financial performance by pursuing excellence in every aspect of our business.



PRODUCT PERFORMANCE

Widen our lead in product performance by delivering more performance while using less raw materials and improving fuel efficiency.



A RESPONSIBLE MANUFACTURER

Set the industry standard for responsible manufacturing, logistics and purchasing.



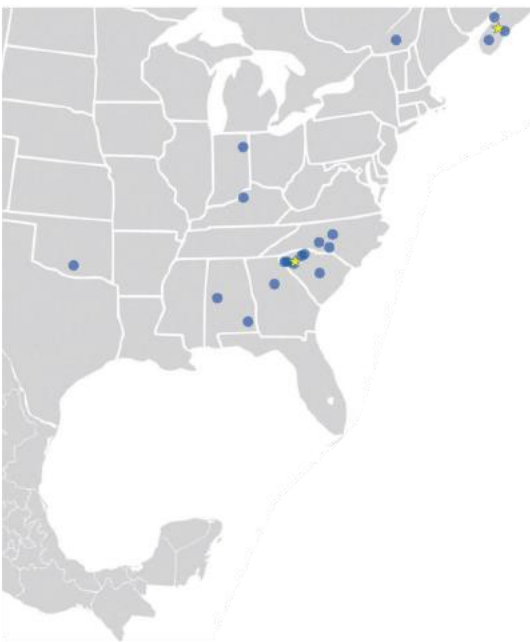
COMMUNITIES & SUSTAINABLE MOBILITY

Strengthen our ties in the communities where we live and work by contributing to the vitality of the regions and encouraging employees to get involved in society. Promoting energy-efficient, low-emissions mobility.



THE MICHELIN FOOTPRINT IN NORTH AMERICA

Michelin employs more than 20,000 people and operates 19 plants in the United States and Canada. Our North American industrial plants produce nearly every type of tire, including tires for earthmovers, airplanes and vehicles worldwide. Combined with our management, marketing and research teams, Michelin continues to innovate and produce the highest quality mobility solutions to move you forward.



FACILITIES IN THE UNITED STATES

Ardmore, Okla.* 1,778 employees Radial Passenger & Light Truck Est. 1969	Dothan, Ala.* 550 employees Radial Light Truck Est. 1979	Ft. Wayne, Ind.* 1,592 employees Radial Passenger & Light Truck Est. 1961	Greenville, S.C. 2,093** employees North American Headquarters Est. 1985	Greenville, S.C.* 1,079 employees Radial Passenger, Light Truck, Molds Est. 1975
Greenville, S.C. 325 employees Operational Support Est. 1975	Greenville, S.C.* Radial Passenger Est. 1996	Greenville, S.C. 950** employees Michelin Americas Research Company Est. 1975	Laurens, S.C. 41 employees Michelin Laurens Proving Grounds Est. 1975	Lexington, S.C.* 1,622 employees Radial Passenger Est. 1981
Lexington, S.C.* 800 employees Earthmover Est. 1998	Louisville, Ky.* 362 employees American Synthetic Rubber Company Est. 1943	Norwood, N.C.* 492** employees Aircraft Est. 1986	Piedmont, S.C.* 111 employees Tweel Est. 2014	Sandy Springs, S.C.* 854 employees Semi-Finished Products Est. 1975
Spartanburg, S.C.* 1,165 employees Radial Heavy Truck Est. 1978	Starr, S.C.* 285 employees Semi-Finished Rubber Est. 2001	Starr, S.C.* 102 employees Earthmover Est. 2013	Tuscaloosa, Ala.* 1,355 employees Radial Passenger & Light Truck Est. 1945	

U.S. EMPLOYMENT BY STATE

Alabama	1,905
Georgia	153
Indiana	1,592
Kentucky	362
North Carolina	704
Oklahoma	1,778
South Carolina	9,970

FACILITIES IN CANADA

Pictou County, NS 26 employees Canadian Operations & Support Est. 1971	Pictou County, NS* 682 employees Radial Passenger, Light Truck, Molds Est. 1971	Bridgewater, NS* 1,231 employees Radial Passenger & Light Truck, and Steel Cord Est. 1971	Waterville, NS* 1,398 employees Radial Heavy Truck & Earthmover Est. 1982	Montreal, QC 144** employees Canada Headquarters Est. 1947
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RETRADING LOCATIONS

Covington, Ga.* 153 employees Tread Production, Heavy Truck Est. 2000	Asheboro, N.C. 163 employees Tread Production, Heavy Truck Est. 1965	Salisbury, N.C. 27 employees Retread Equipment, Heavy Truck Est. 1967	Duncan, S.C. 46 employees Tire Retreading, Heavy Truck Est. 1989
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*Identifies Michelin North America's major manufacturing plants

**Includes field sales and support employees assigned to the location but working remotely