



MICHELIN

A BETTER WAY FORWARD

NOV 24,
2021

FIELD TRIP AUTO & PARTS
KEPLER CHEUVREUX

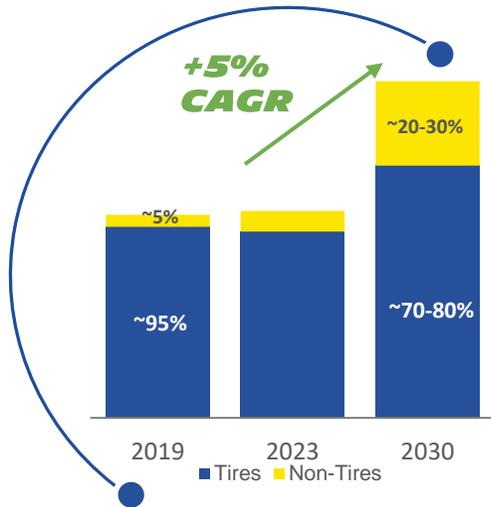




MICHELIN IN MOTION: COMBINING GROWTH AND VALUE CREATION AS OF 2023



SALES GROWTH from 2023



ROCE * from 2023



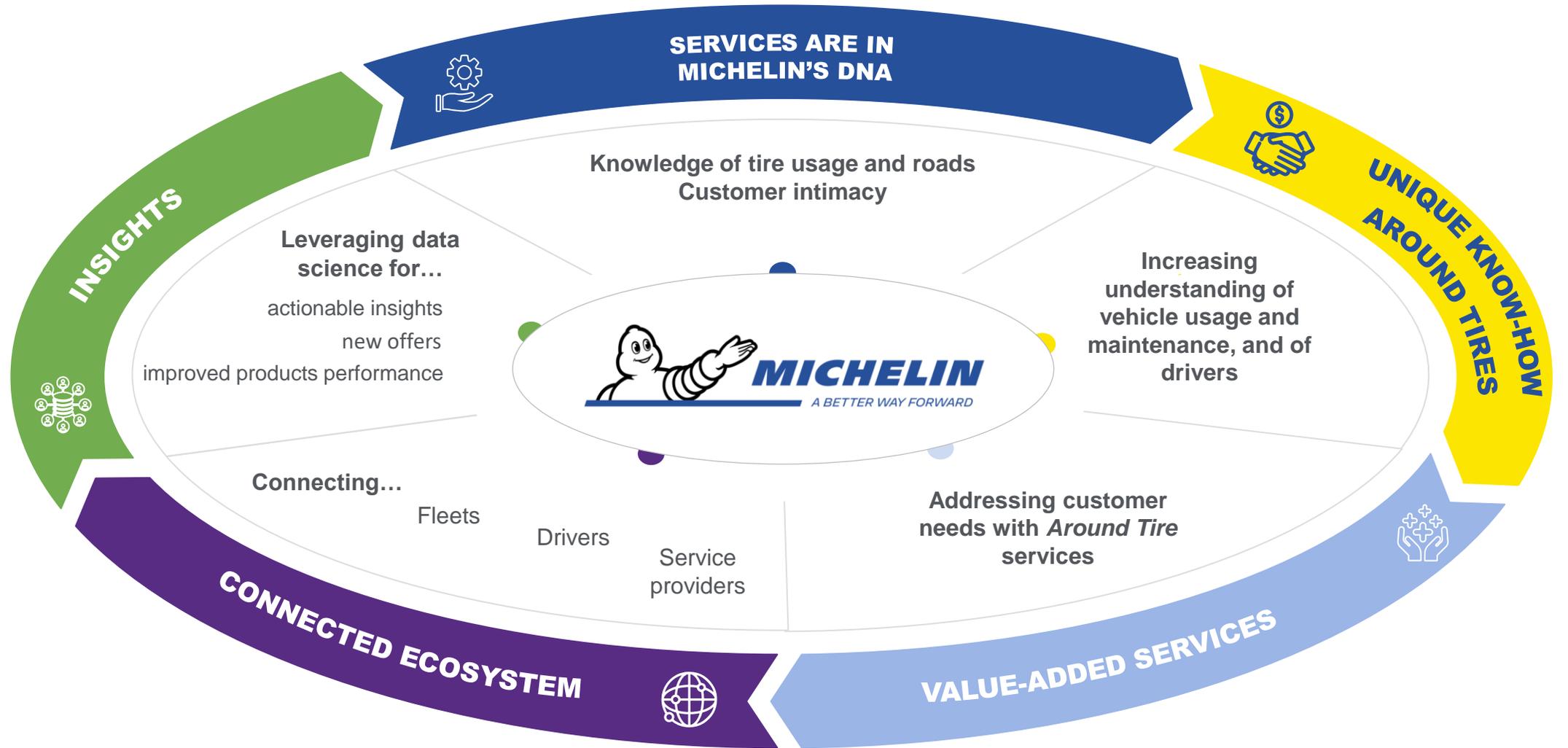
Segment Operating Income in 2023



* Return on Capital Employed, annual target



OUR UNDERSTANDING OF CLIENTS' USAGE PATTERNS AND NEEDS ENABLES US TO OFFER HIGH VALUE-ADDED SOLUTIONS





MICHELIN PROVIDES SERVICES & SOLUTIONS AROUND FIVE CONNECTED BUSINESS MODELS, IN A VIRTUOUS CYCLE OF DATA-DRIVEN INSIGHTS

Tire as a Service

Make fleet operations safer and more predictable, productive, and sustainable



Fleet Management



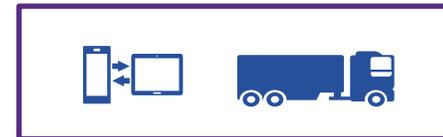
Other Fleet Services

Supporting fleets in their daily needs



Connected Services Platforms

Help customers find trustworthy partners and streamline their maintenance services and business processes digitally



IoT & Data Businesses

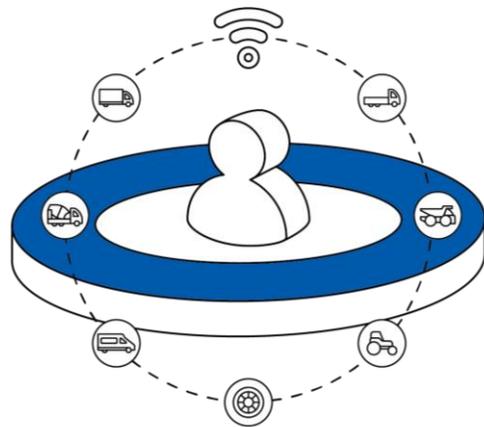
Help customers accelerate their business with smart data and better insights



CUSTOMER BUSINESS IS CONNECTED BY MICHELIN

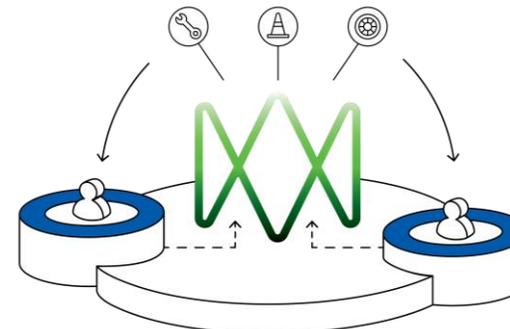
RELATIONSHIPS AND MAINTENANCE ARE CONNECTED BY MICHELIN

INSIGHTS ARE CONNECTED BY MICHELIN

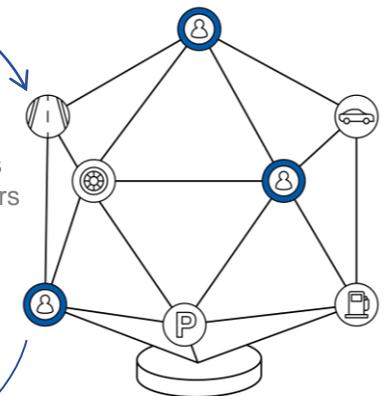


Identifies operational issues

Customers data-driven input and feedback



Actionable insights for service providers



Constant improvement via data-driven insights



FLEET MANAGEMENT: OPTIMIZING FLEET OPERATIONS, WHILE ENHANCING OUR KNOWLEDGE OF USAGES AND CUSTOMER INTIMACY





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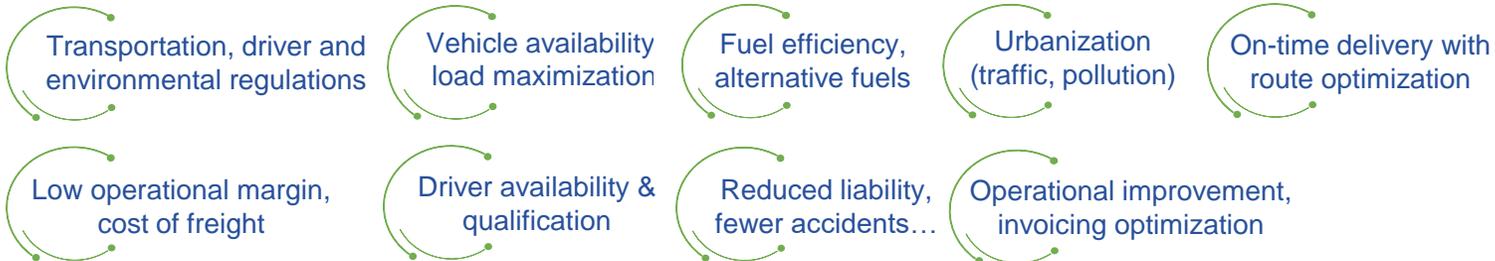
- Covering the 5 pain points of fleets around compliance and sustainability

 in a subscription economic model allowing a steady ground clearance

 with low capital intensity

 and a high level of synergies with other Fleet Management businesses (IS/IT platforms, Go-to-Market approach...)

CUSTOMER'S MAIN CONCERN





FLEET MANAGEMENT: COVERING A WIDE SPAN OF FLEETS AND LEVERAGING THE TRYPTIC: DATA CAPTURE, MONITORING TOOLS AND ACTIONS PLANS CUSTOMIZED SERVICES



FLEET MANAGEMENT PLATFORM
Real-time fleet and jobs information with reports for daily decisions.



SMART REPORTS SERVICES & ACTION PLANS
Transforming data into insights and impact.



DRIVER MANAGEMENT TOOLS

INSTALLATION AND CONFIGURATION SERVICES


ECOSYSTEM PARTNERS INTEGRATION VIA API


CONFIGURATION AND USER TRAINING


FULLY MANAGED INSTALLATIONS


ON-SITE & REMOTE REPAIR SERVICE

CUSTOMER SUPPORT & PERFORMANCE ANALYSIS


ONE POINT OF CONTACT


ACCOUNT MANAGEMENT WITH ANALYSIS TO IMPROVE PERFORMANCE


LOCAL CUSTOMER SERVICE



DDI: LEVERAGING DATA FOR SMARTER AND SAFER MOBILITY



GPS



DRIVING
EVENTS



SPEED AND
ACCELEROMETER



ROAD



TIME



WEATHER



TRAFFIC



DRIVING
SCORE



RISKY ZONES
IDENTIFICATION



PREVENTIVE
MAINTENANCE





DDI: DATA VALORIZATION & TECHNOLOGY PARTNERSHIPS, FOSTERING A WIDE ECOSYSTEM FOR SAFER ROADS AND SAFER DRIVERS



FOR SAFER ROADS

Identify and localize near misses for preventive approach/risky zones definition for safer roads

Capture



(1) Arity is a US mobility data and analytics company
(2) Better Driving Community is a French 15k drivers community founded by Michelin and supported by Colas, CGI, BNPParibas and TotalEnergies

Transform Contextualize



(3) Carbin AI is a US data analytics company, specialized in road-vehicles-drivers interaction

Monetize



(4) Esri is a US based company providing geographical information and location intelligence software
(5) Deighton is a Canadian asset management provider specialized in roadway infrastructure
(6) Cyclomedia is a Dutch company providing geospatial intelligence to municipalities, public order agencies and communications networks

FOR SAFER DRIVERS

Road prevention experience & predictive model development on drivers' risk profile

Capture

Driving trip's data from insurers' customers



(7) These three companies are French insurance companies

Transform Contextualize

Driving behavior analysis
Driving score & coaching



Monetize

Ideal driver pro application consumer experience

Data science expertise : risk profile prediction model

DIGITAL CONSUMER EXPERIENCE DATA SCIENCE





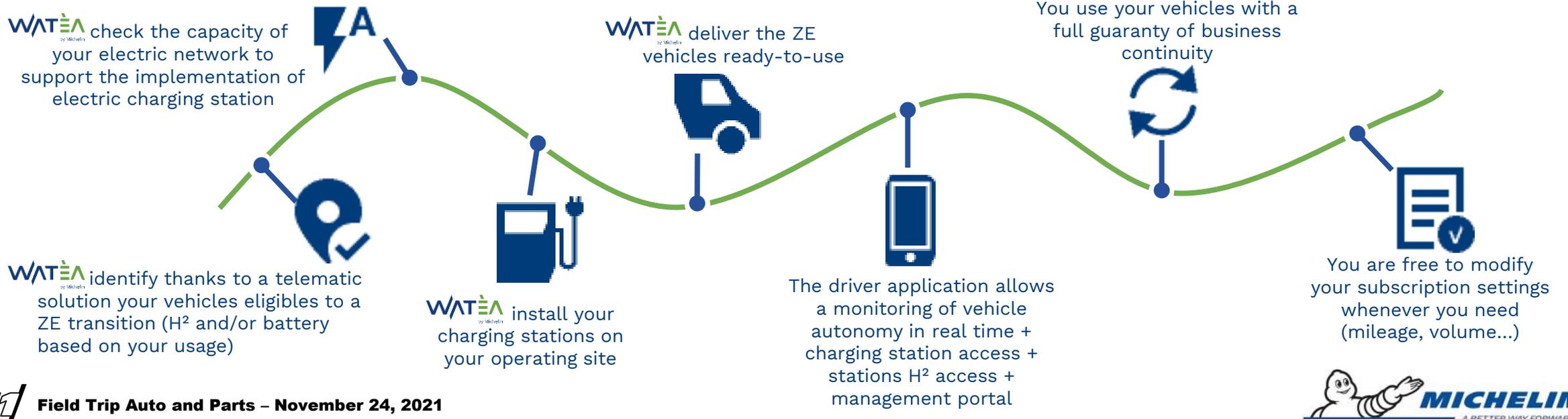
**SUPPORTING LCV FLEET ELECTRIFICATION FOR A MORE SUSTAINABLE MOBILITY:
INTRODUCING WATEA BY MICHELIN. A FLEXIBLE AND TURNKEY SOLUTION FOR A
HIGH VALUE CREATING ECONOMIC MODEL.**





SUPPORTING LCV FLEET ELECTRIFICATION FOR A MORE SUSTAINABLE MOBILITY: INTRODUCING WATÈA BY MICHELIN. A FLEXIBLE AND TURNKEY SOLUTION FOR A HIGH VALUE CREATING ECONOMIC MODEL.

- An all-in-all and customizable subscription offer
- Aggregating and leveraging **technological bricks from the Group** “with”, “around” and “beyond” tires:
 - Agilis Cross Climate
 - Masternaut
 - Euromaster
 - Symbio H² (2022)
- With no impact on Capital Employed : Vehicles in lease are not accounted for in the Group Balance Sheet
- Expected number of vehicles x10 in 2022, and gross margin relative.





DISCLAIMER

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This presentation may contain a number of forward-looking statements. Although the Company believes that these statements are based on reasonable assumptions as at the time of publishing this document, they are by nature subject to risks and contingencies liable to translate into a difference between actual data and the forecasts made or inferred by these statements."





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