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

SALES GROWTH from 2023

ROCE * from 2023

Segment Operating Income in 2023

WITH TIRES

AROUND TIRES

BEYOND TIRES

* Return on Capital Employed, annual target
Increasing understanding of vehicle usage and maintenance, and of drivers

Leveraging data science for actionable insights, new offers, improved products performance

Connecting... Fleets, Drivers, Service providers

Addressing customer needs with Around Tire services

Value-added services
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**
  - Supporting fleets in their daily needs

- **Other Fleet Services**

- **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

- EFFITIRES™

RELATIONSHIPS AND MAINTENANCE ARE CONNECTED BY MICHELIN

- Customers data-driven input and feedback
  - Identifies operational issues
  - Constant improvement via data-driven insights
  - Actionable insights for service providers

INSIGHTS ARE CONNECTED BY MICHELIN

Field Trip Auto and Parts – November 24, 2021
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

- Transportation, driver and environmental regulations
- Vehicle availability load maximization
- Fuel efficiency, alternative fuels
- Urbanization (traffic, pollution)
- On-time delivery with route optimization
- Low operational margin, cost of freight
- Driver availability & qualification
- Reduced liability, fewer accidents…
- Operational improvement, invoicing optimization

Field Trip Auto and Parts – November 24, 2021
FLEET MANAGEMENT: COVERING A WIDE SPAN OF FLEETS AND LEVERAGING THE TRYTIC: DATA CAPTURE, MONITORING TOOLS AND ACTIONS PLANS CUSTOMIZED SERVICES

DATA CAPTURE
All types of vehicles and usages

MONITORING TOOLS AND ACTION PLANS

CUSTOMIZED SERVICES

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

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
DDI: LEVERAGING DATA FOR SMARTER AND SAFER MOBILITY

Capture
- GPS
- DRIVING EVENTS
- SPEED AND ACCELEROMETER
- ROAD
- TIME
- WEATHER
- TRAFFIC
- DRIVING SCORE
- RISKY ZONES IDENTIFICATION
- PREVENTIVE MAINTENANCE

Contextualize

Transform

Monetize

With high data frequency and maximized accuracy
FOR SAFER ROADS

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

FOR SAFER DRIVERS

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

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

Capture

Transform

Contextualize

Monetize

(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
(3) Carbin AI is a US data analytics company, specialized in road vehicles-drivers interaction
(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
(7) These three companies are French insurance companies
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.

Watèa helps you manage your fleet's energy transition,
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 relutive.
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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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