



MICHELIN

A BETTER WAY FORWARD

DEC. 2,
2021

PREMIUM REVIEW
SOCIÉTÉ GÉNÉRALE



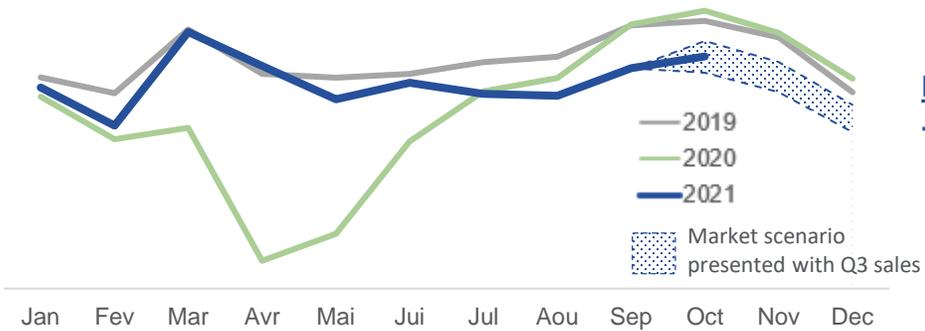


THE SHARP SLOWDOWN IN OE PC/LT MARKETS IS WEIGHING ON DEMAND, IN AN ENVIRONMENT THAT IS LIKELY TO REMAIN DISRUPTED FOR LONG

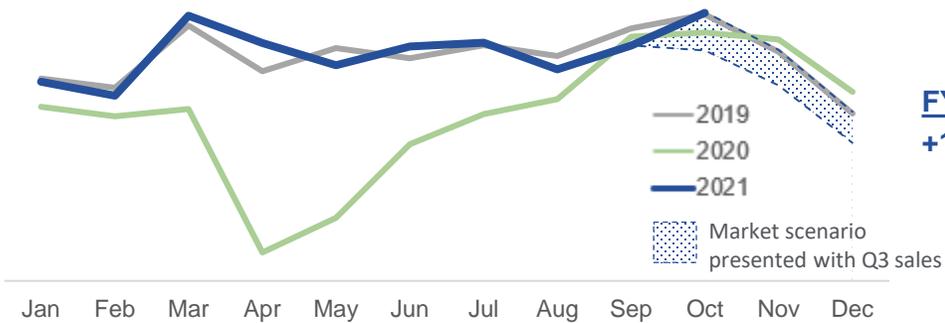
Demand has suffered in PC/LT from the slowdown in OE markets, but remains robust in the RT segment and in Truck tires excluding China...

... in an environment that is likely to remain disrupted for a long time across every supply chain

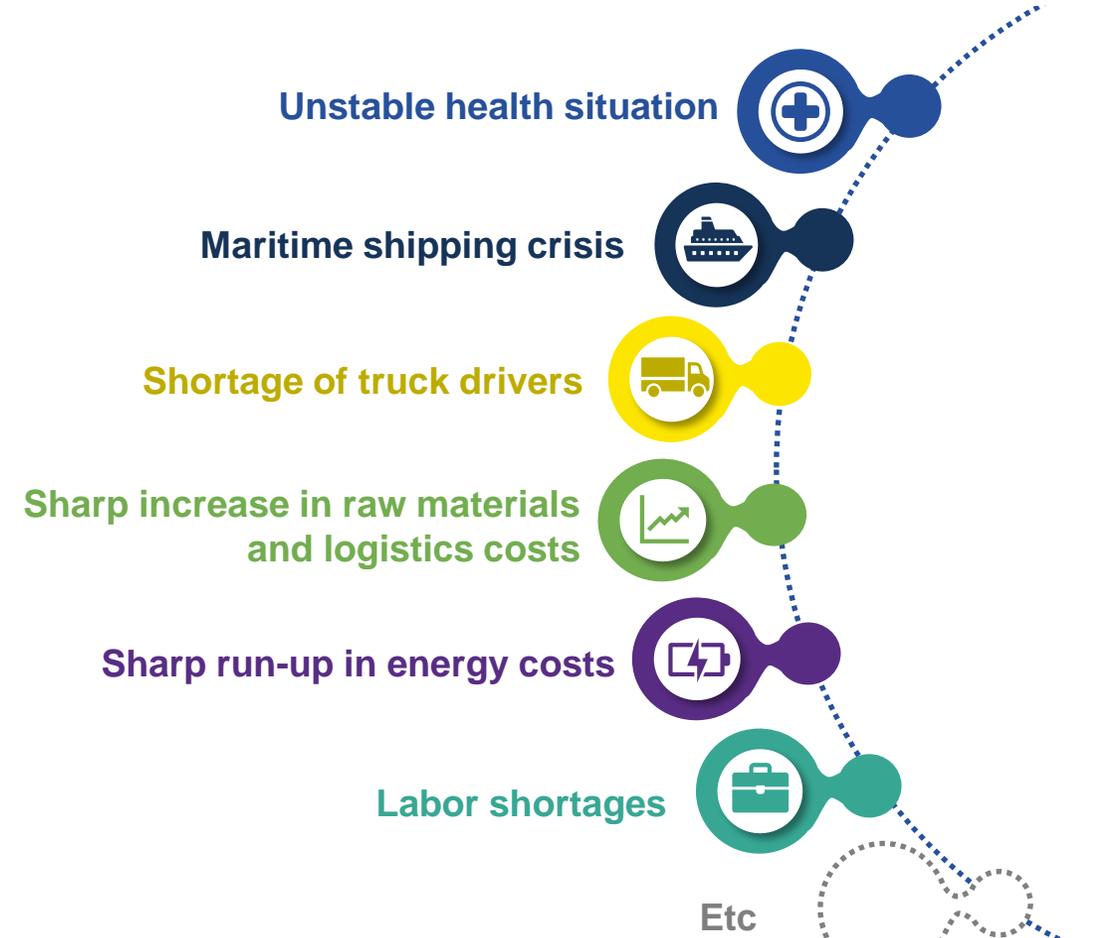
▶ Global Passenger car/Light truck tire market (units)



▶ Truck tire market (excluding China) (units)



▶ Specialties FY market scenario*: +9% / +11% vs 2020



A person wearing a helmet and riding gear is riding a motorcycle on a dark asphalt road that curves through a mountainous landscape. The road is bordered by large, rectangular stone blocks. The background shows steep, rocky hills with some sparse vegetation. The lighting suggests it might be late afternoon or early morning, with long shadows cast across the road.

1

2021 Q3 & 9 MONTHS SALES



DESPITE A TURBULENT ENVIRONMENT, THE GROUP REPORTED €17.2BN IN SALES FOR THE NINE MONTHS ENDED SEPT 30, A RISE OF 15.6%

- The environment in which the Group is currently operating is characterised by:
 - the persistent health crisis
 - extensive disruption across every supply chain
 - rising raw materials, logistics and now, energy costs
 - worsening labor shortages in North America and, to a lesser extent, in Europe
- As comparatives turned less favorable than in H1, demand varied widely in the third quarter:
 - the OE PC/LT tire market fell 21% over the quarter, dragged down by the ongoing chip shortage, while the RT segment was stable
 - the Truck tire market continued to expand outside China, gaining 7% over the quarter, but plunged by a steep 30% in China
 - demand in the Specialty markets remained robust, with a particularly strong rebound in the OE Construction and Agricultural tire segments
- With sales of €6 billion in the third quarter, consolidated sales ended the first nine months at €17.2 billion, up 15.6% year on year:
 - 14.8% growth in tire volumes, of which 1.3% in the third quarter
 - a 2.8% gain from price increases designed to offset sharply rising costs
 - a 1.3% increase from the mix effect, reflecting market share gains in the 18”+ segment and a favorable OE/RT mix in the Automotive division
 - a 5.8% increase in non-tire sales
 - a 3.5% decrease from the unfavorable currency effect
- The Group maintains its guidance for 2021⁽¹⁾

(1) Barring any new systemic impact from Covid-19, such as deeper supply chain disruptions or tighter restrictions on freedom of movement that could result in a significant drop in the tire markets.



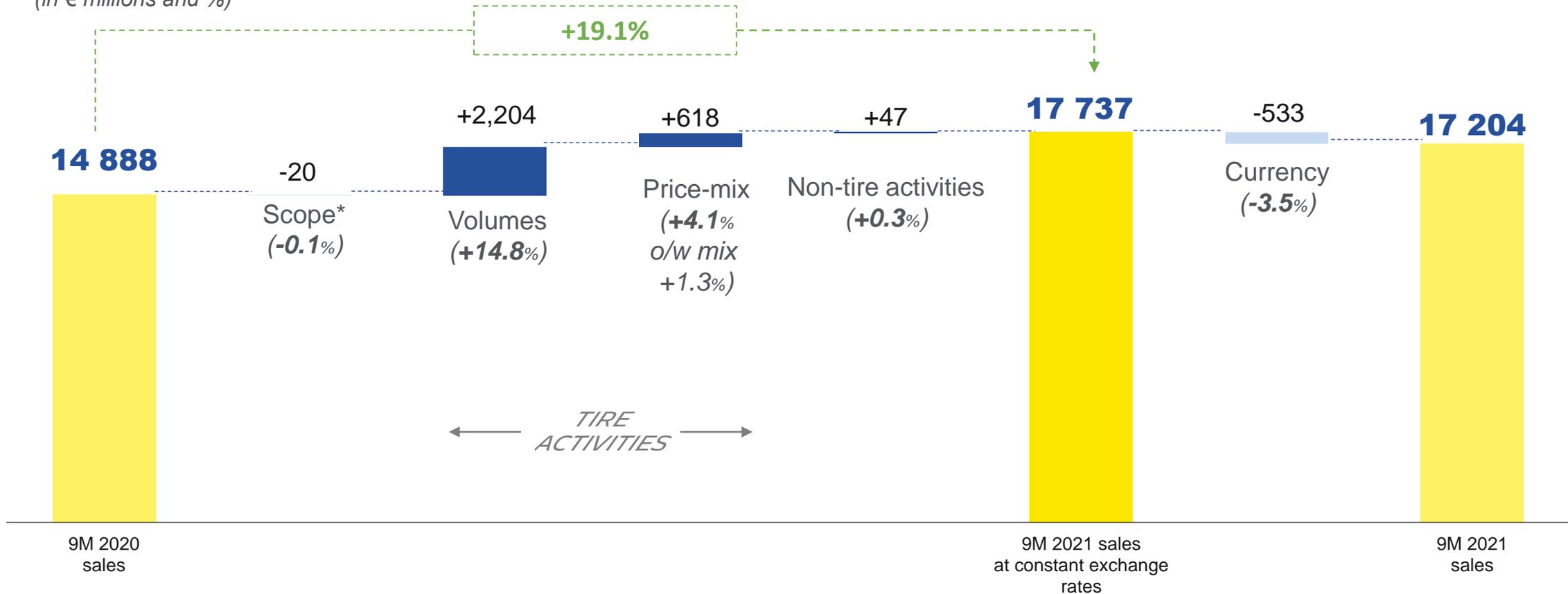


9M 2021: TIRE SALES UP, LIFTED BY THE FIRST-HALF REBOUND IN DEMAND, A ROBUST MIX AND DISCIPLINED PRICE MANAGEMENT. NON-TIRE SALES UP €47M, OR 5.8% AT CONSTANT EXCHANGE RATES.



Analysis of Nine-month sales

(in € millions and %)



* Deconsolidation of the printing, publishing and marketing businesses associated with Maps & Guides for France (Michelin Editions) on February 1, 2021, and of Solesis on May 28, 2021; consolidation of TechnoBalt on May 1, 2021, ConVeyBelt on May 1, 2020 and MAV S.p.A. on December 1, 2020.

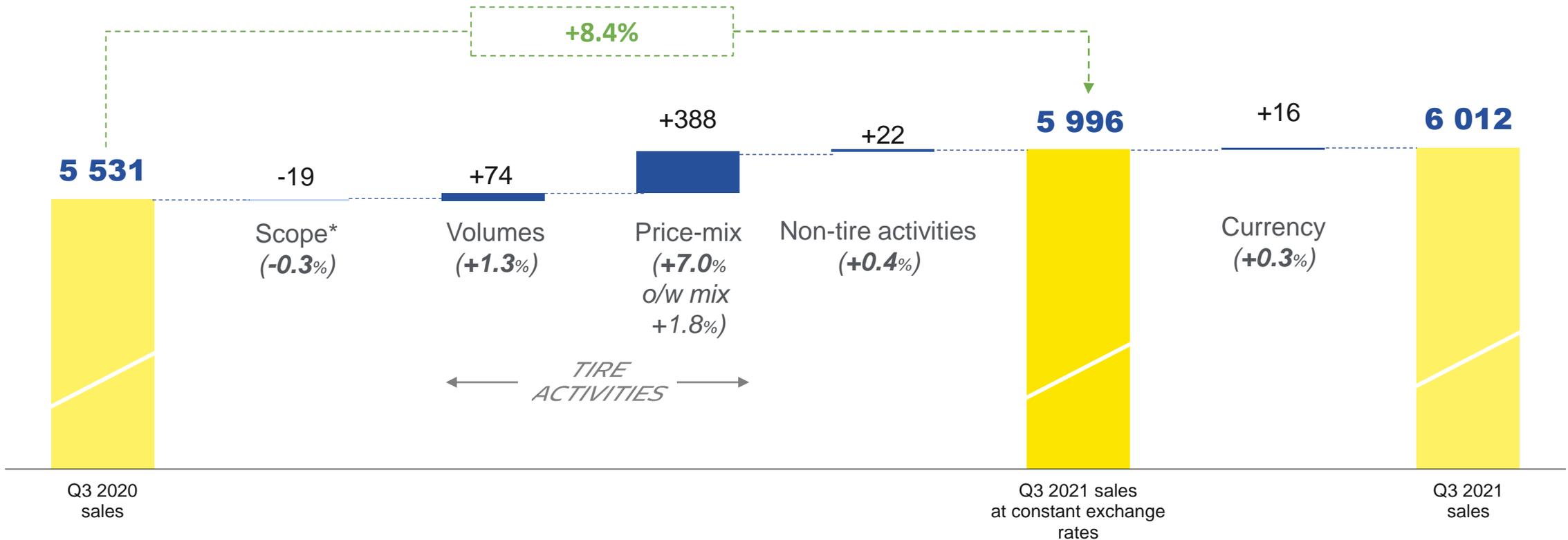


**Q3 2021: TIRE SALES UP, LIFTED BY A ROBUST MIX AND DISCIPLINED PRICE MANAGEMENT.
NON-TIRE SALES UP BY €22 MILLION, OR 8.2% AT CONSTANT EXCHANGE RATES.**



Analysis of quarterly sales

(in € millions and %)



* Deconsolidation of the printing, publishing and marketing businesses associated with Maps & Guides for France (Michelin Editions) on February 1, 2021, and of Solesis on May 28, 2021; consolidation of TechnoBalt on May 1, 2021, ConVeyBelt on May 1, 2020 and MAV S.p.A. on December 1, 2020.



SALES GROWTH IN EVERY SEGMENT. RESPONSIVE PRICING POLICIES IN ALL NON-INDEXED BUSINESSES.

<i>(in € millions)</i>		Nine months 2021	Nine months 2020	<i>Change</i>
	RS1 sales	8,603	7,236	+18.9%
	RS2 sales	4,503	3,870	+16.4%
	RS3 sales	4,098	3,782	+8.4%

At a time of steeply rising costs and significant supply chain disruptions:

- **RS1:** strong growth in sales led by responsive pricing management, market share gains in 18”+ tires and a favorable OE/RT mix, as OE sales were severely impacted by the shortage of auto semiconductors.
- **RS2:** strong growth in sales led by robust demand in Europe and North America, responsive pricing management and sustained expansion in fleet management solutions.
- **SR3:** higher sales driven by the Beyond Road businesses (Construction, Agricultural, Material Handling) over the first nine months, creating a negative business mix; in the non-indexed businesses, disciplined price management was not enough to offset the sharp run-up in costs over the short term (because raw materials clauses are adjusted only every six months on average). Turmoil in the supply chain is complicating finished product shipments, particularly for the Mining tire business.



2021 GUIDANCE





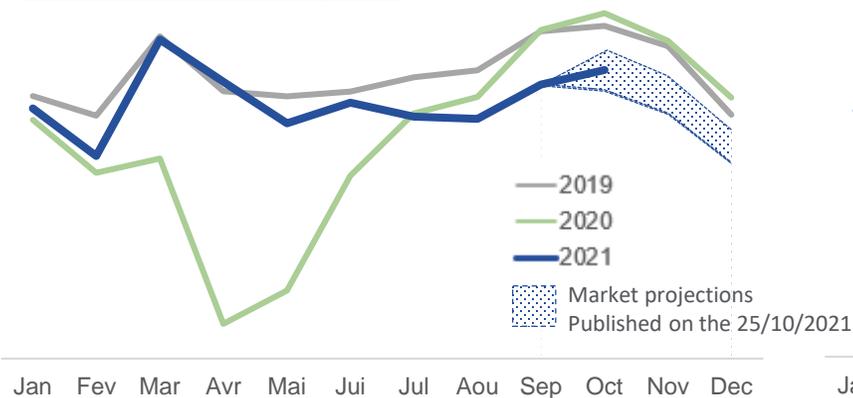
2021 MARKET SCENARIO: IN A HIGHLY TURBULENT ENVIRONMENT, DEMAND STILL LAGS BEHIND 2019 LEVELS



PC/LT : +6% / +8%*

- OE: OEM supply chain constrictions are weighing on demand more heavily than forecast in the first half
- RT: global demand remains high, despite signs of a slowdown in China

PC/LT market forecast (units)

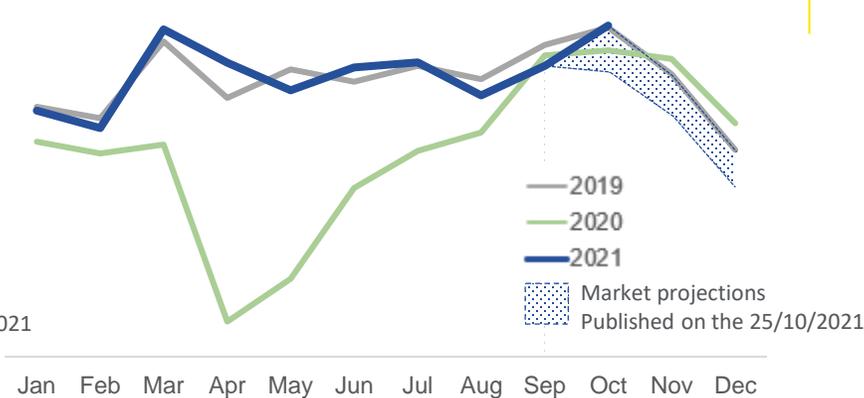


TRUCK : +6% / +8%*

Truck tires excl. China : +11% / +13%*

- OE: markets rebounding outside China, from higher comparatives in the second half
- RT: global demand excluding China remains strong, buoyed by freight demand in every region

Truck market forecast, excluding China (units)



SPECIALITIES: +9% / +11%*

- Mining tires: demand remains robust, but supply chain disruptions are complicating shipments
- Off-the-road tires: fast growing demand
- Two-wheel tires: sustained growth
- Aircraft tires: growth in demand from weak comparatives

* vs 2020



2021 SCENARIO

	2021
Volumes	Slightly above markets
Net price-mix/raw materials effect	Positive including in the second-half
Cost impact of raw materials prices, customs duties, logistics and energy	Strongly negative
Currency effect*	Strongly negative

* See slide 21



FULL-YEAR 2021 GUIDANCE MAINTAINED ⁽¹⁾

	2021
Segment Operating Income at constant exchange rates	> €2,800m
Structural Free Cash Flow ⁽²⁾	> €1,000m

(1) Barring any new systemic effect from Covid-19: deeper supply chain disruptions or tighter restrictions on freedom of movement that would result in a significant drop in the tire markets.

(2) Structural Free Cash Flow : see slide 64



MICHELIN CROSSCLIMATE²



15" to 20"



AB 69-71 dB



All-season



Labelling from 01/05/2021 : (a) Fuel efficiency class (from A to E), B for majority dimensions. (b) Wet grip class (from A to E). (c) External rolling noise class (from A to C) and measured value in decibel (dB). (d) Tyre for use in severe snow conditions.



APPENDICES





FINANCE CALENDAR

- **Coming events :**

- **February 14, 2022 (after close of trading) : 2021 Annual Results**
- **April 26, 2022 (after close of trading) : 2022 First Quarter Sales**

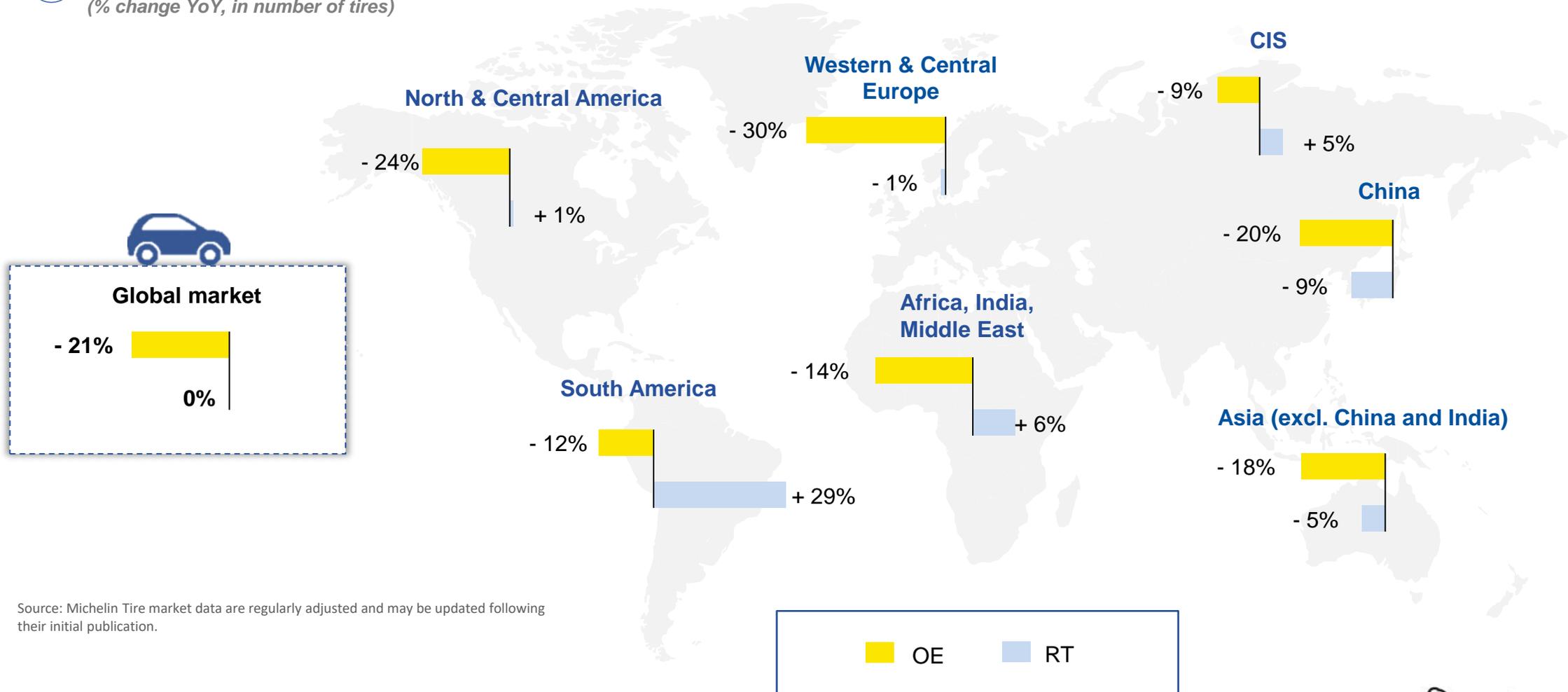


Q3 2021 – PC/LT MARKETS: WITH LESS FAVORABLE COMPARATIVES THAN IN Q2, OE DEMAND HAS BEEN HARD HIT BY CHIP SHORTAGES; RT DEMAND REMAINS ROBUST



PC/LT TIRE MARKET, Q3 2021

(% change YoY, in number of tires)



Source: Michelin Tire market data are regularly adjusted and may be updated following their initial publication.

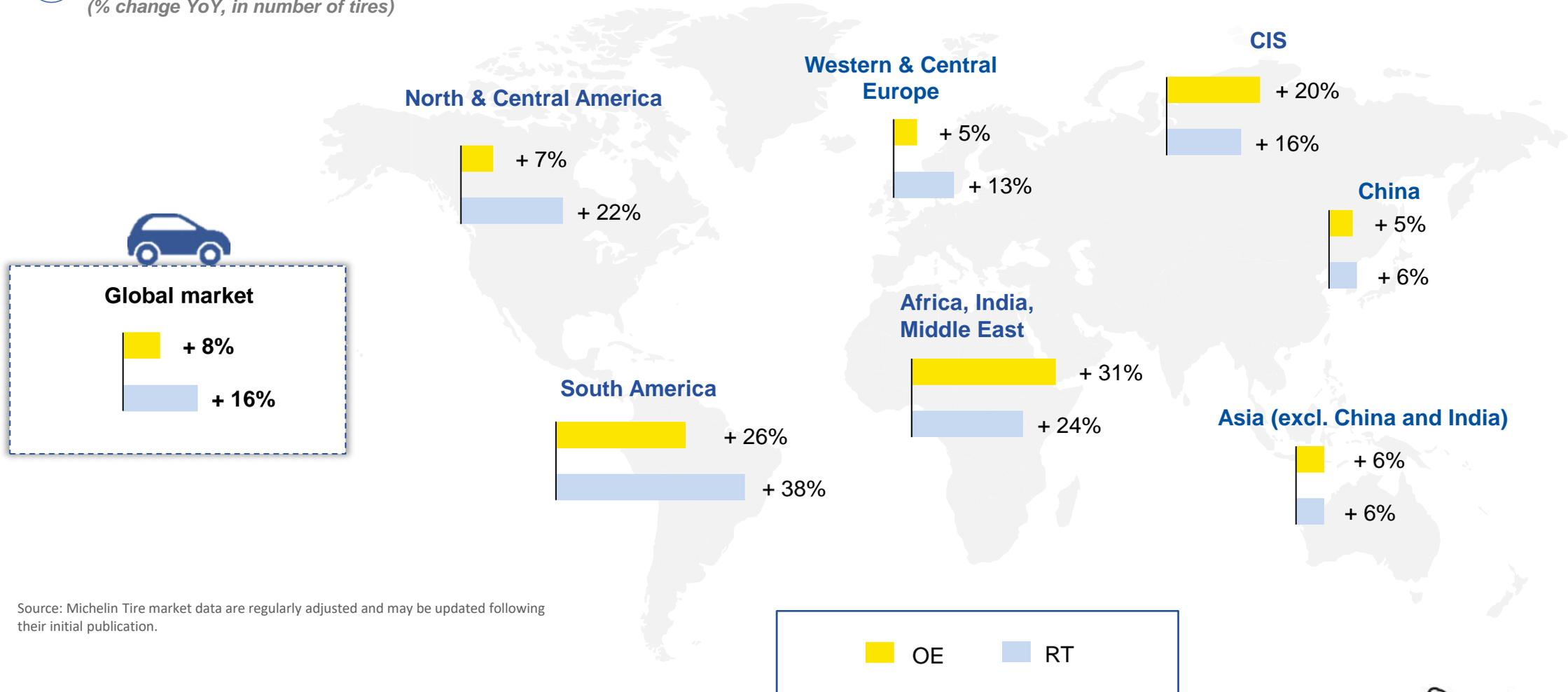


9M 2021 – PC/LT MARKETS: SHARP SLOWDOWN IN OE GROWTH IN THE WAKE OF Q3; RT DEMAND STILL EXPANDING DESPITE LESS FAVORABLE COMPS



PC/LT TIRE MARKET, 9M 2021

(% change YoY, in number of tires)



Source: Michelin Tire market data are regularly adjusted and may be updated following their initial publication.



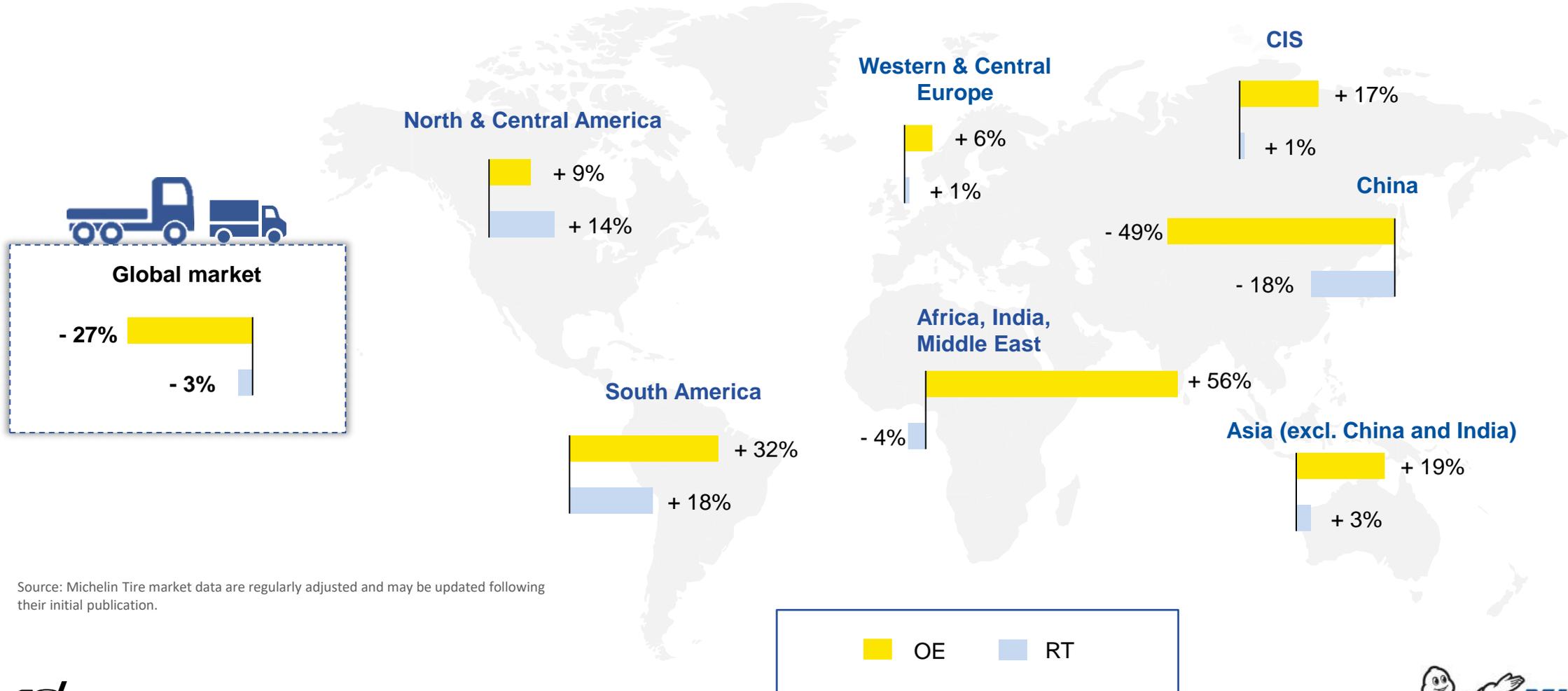


Q3 2021 – TRUCK TIRE MARKETS: EXCLUDING CHINA AND FROM A LESS FAVORABLE BASE THAN IN Q2, DEMAND CONTINUED TO BE SUPPORTED BY FLEET UPGRADES AND GROWTH IN FREIGHT DEMAND



TRUCK TIRE MARKET, Q3 2021

(% change YoY, in number of tires)



Source: Michelin Tire market data are regularly adjusted and may be updated following their initial publication.

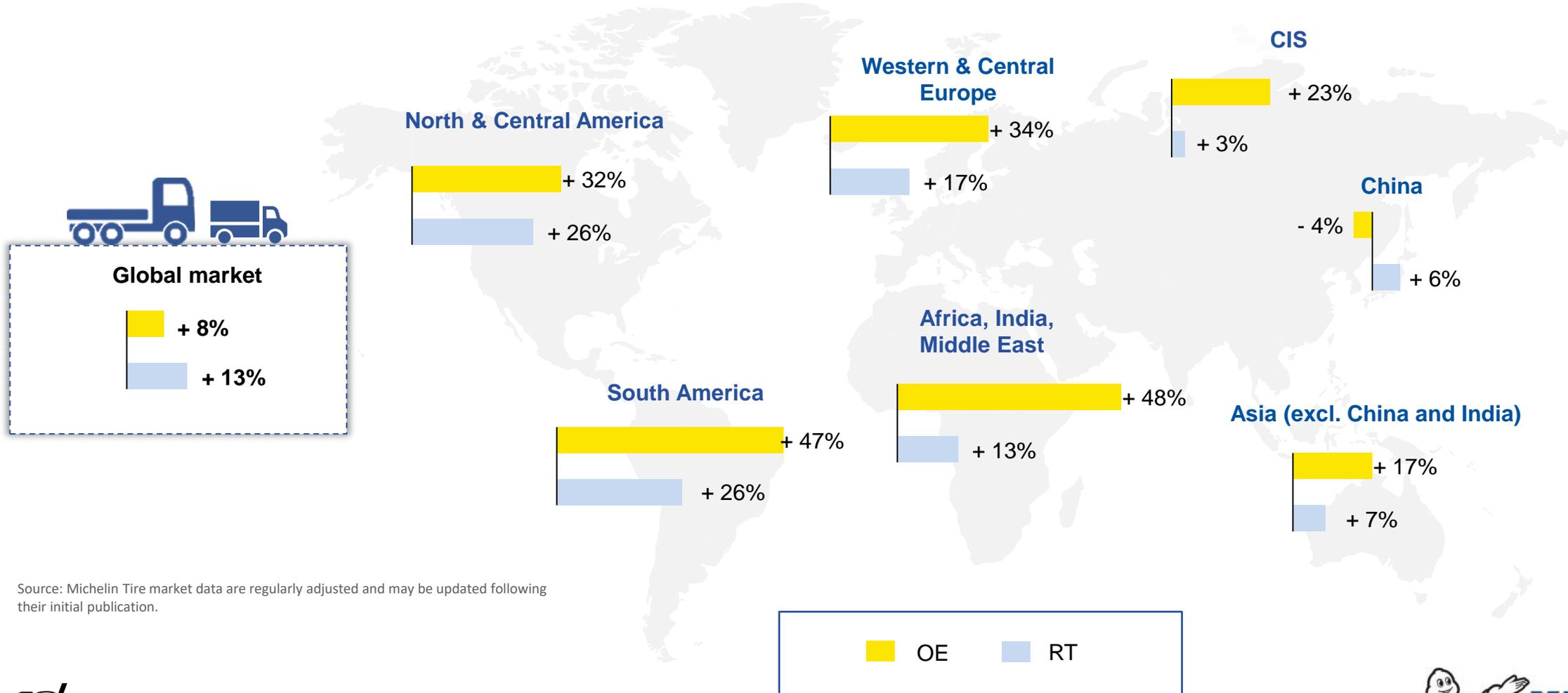


9M 2021 – TRUCK TIRE MARKETS: EXCLUDING CHINA, DEMAND WAS SUPPORTED BY FLEET UPGRADES AND GROWTH IN FREIGHT DEMAND, OFF OF LESS FAVORABLE COMPARATIVES



TRUCK TIRE MARKET, 9M 2021

(% change YoY, in number of tires)



Source: Michelin Tire market data are regularly adjusted and may be updated following their initial publication.



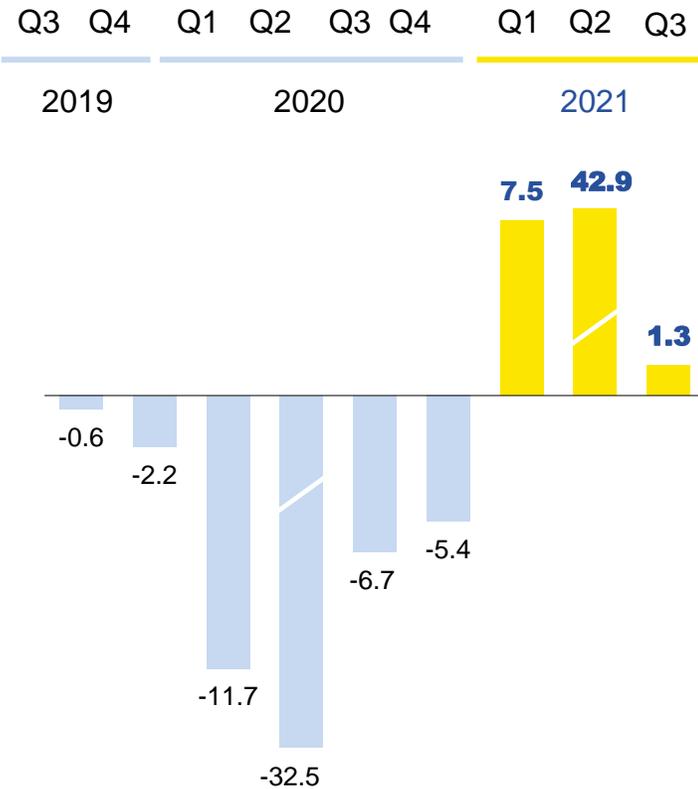
9M 2021: AS COMPARATIVES BECAME LESS FAVORABLE IN Q3 (VOLUMES), SALES GROWTH WAS SUPPORTED BY A ROBUST MIX AND RESPONSIVE PRICING MANAGEMENT



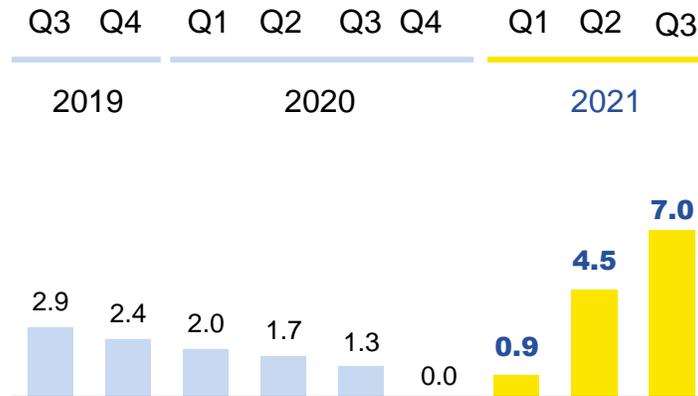
YoY QUARTERLY CHANGE

(in %)

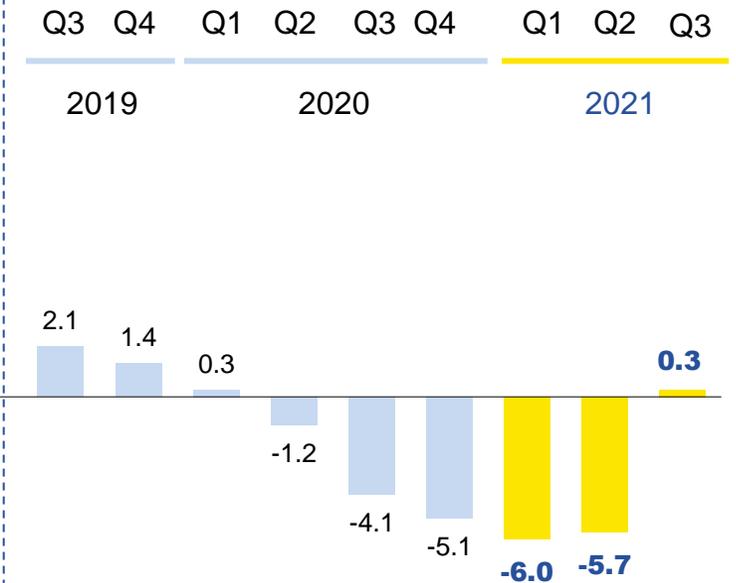
Volumes



Price-mix



Currency





SALES BY CURRENCY AND SEGMENT OPERATING INCOME (SOI) IMPACT

% of sales (2020)		9M 2021 € change vs. currency	<i>Dropthrough*</i> sales / SOI
USD	36%	+ 6%	35% / 45%
EUR	32%	-	-
CNY	6%	- 2%	25% / 30%
AUD	3%	- 5%	80% / 85%
GBP	3%	- 2%	25% / 30%
BRL	3%	+ 13%	-30% / -20%
CAD	3%	- 2%	25% / 30%
RUB	1%	+ 12%	25% / 30%
JPY	1%	+ 7%	80% / 85%

% of sales (2020)		9M 2021 € change vs. currency	<i>Dropthrough*</i> sales / SOI
CLP	1%	- 2%	80% / 85%
MXN	1%	- 1%	25% / 30%
THB	1%	+ 6%	-130% / -100%
TRY	1%	+ 29%	80% / 85%
SEK	0,8%	- 4%	80% / 85%
TWD	0,6%	0%	80% / 85%
ZAR	0,4%	- 7%	80% / 85%
ARS	0,3%	+ 48%	80% / 85%
COP	0,2%	+ 6%	80% / 85%
Others	5,7%	-	-

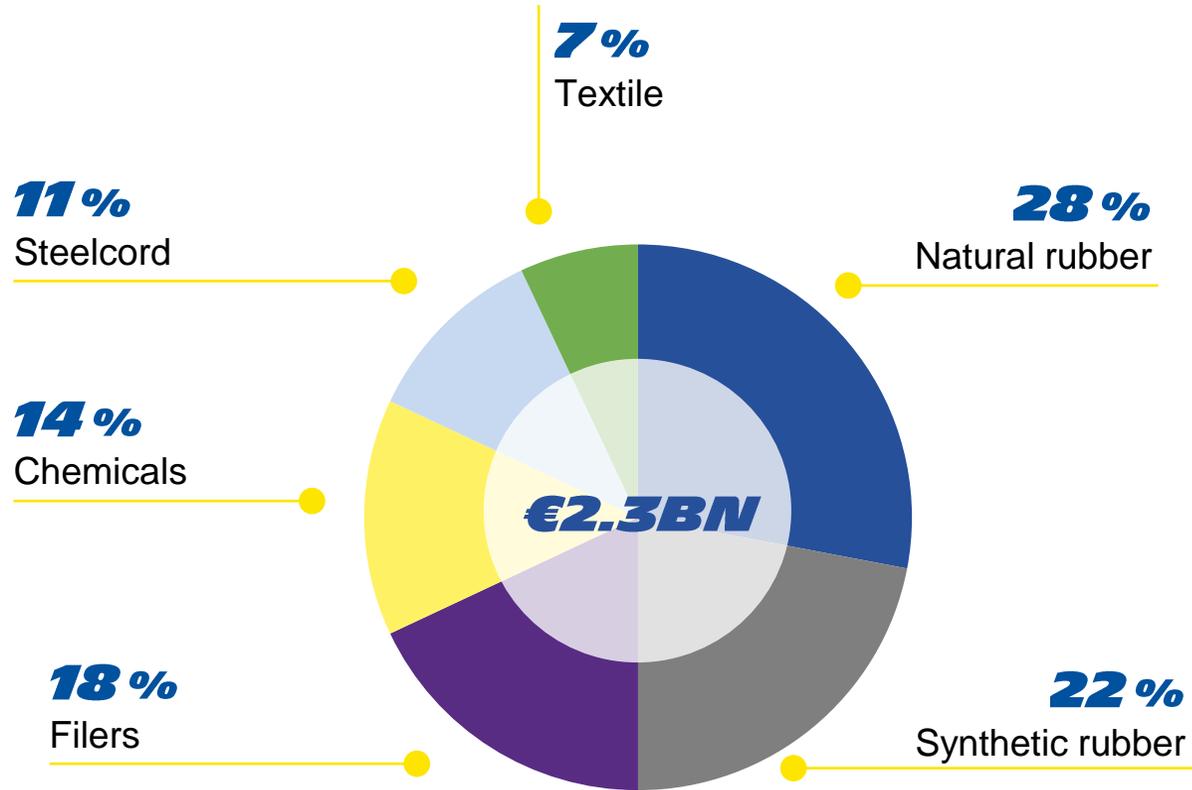
* droptthrough linked to the export/manufacturing/sales base



RAW MATERIALS



COST OF RAW MATERIAL USED IN PRODUCTION IN H1 2021

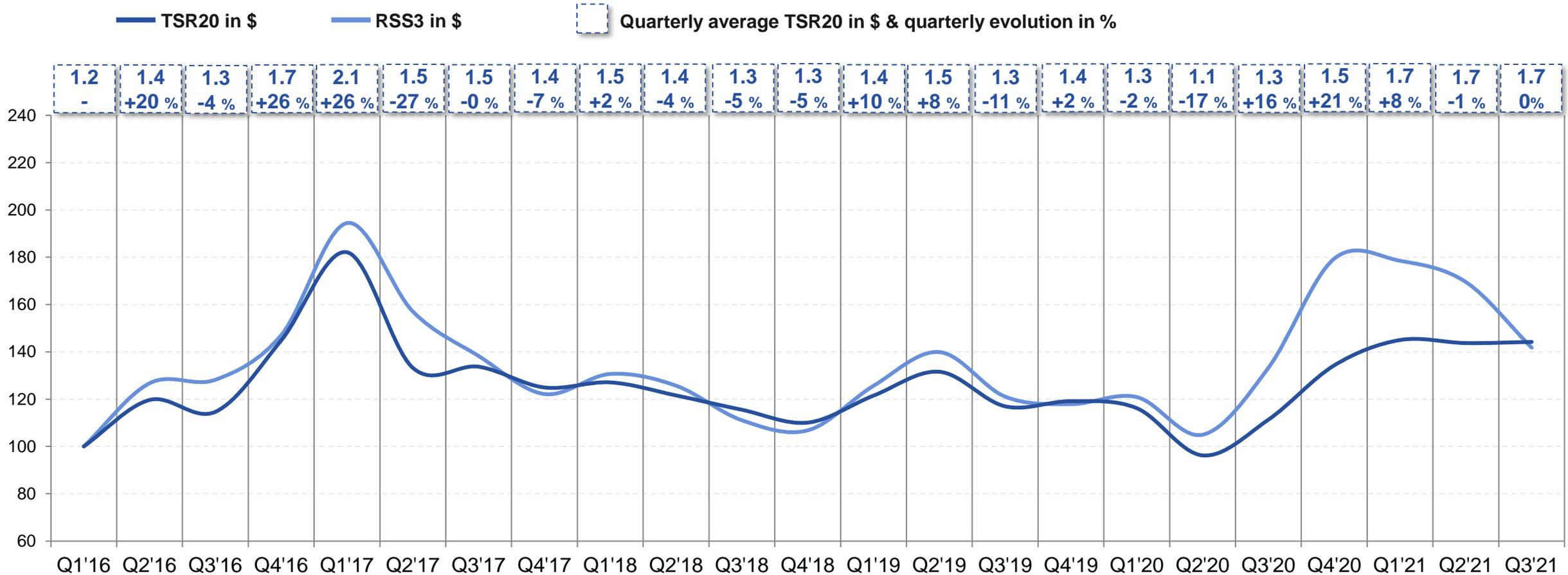




NATURAL RUBBER PRICE TREND



\$/kg, base 100 in 1st 2016 quarter



Source : SICOM

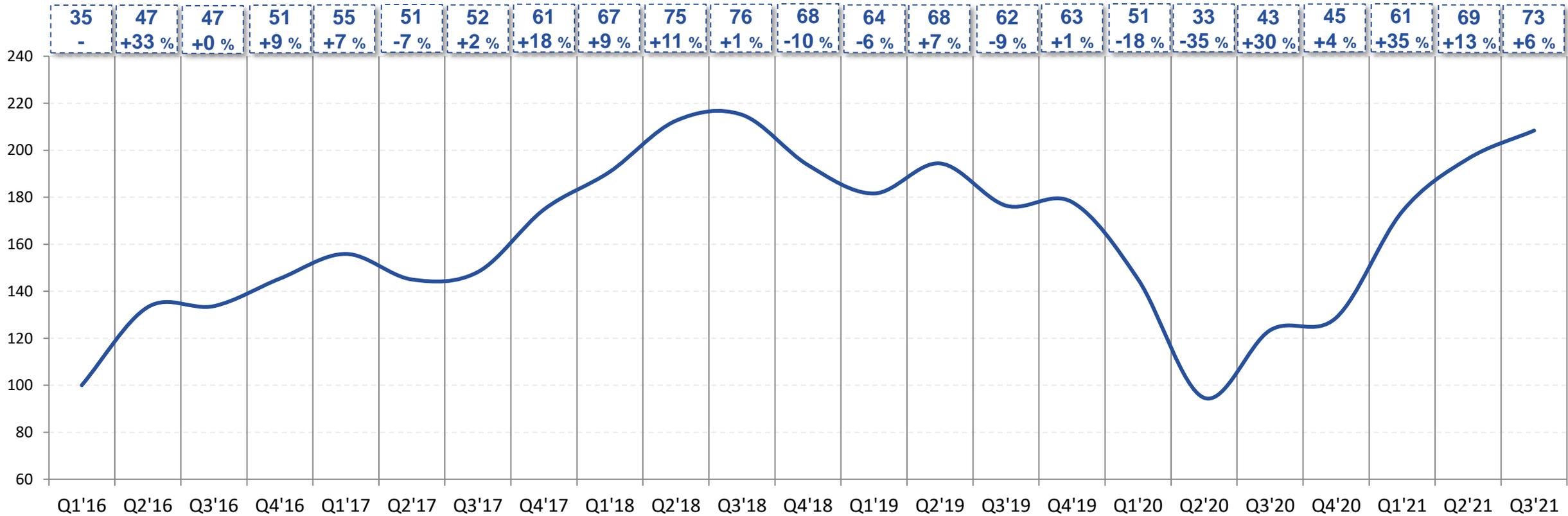


BRENT PRICE TREND



\$/bbl, base 100 in 1st 2016 quarter

— Brent In \$ □ Quarterly average Brent in \$ & quarterly change in %





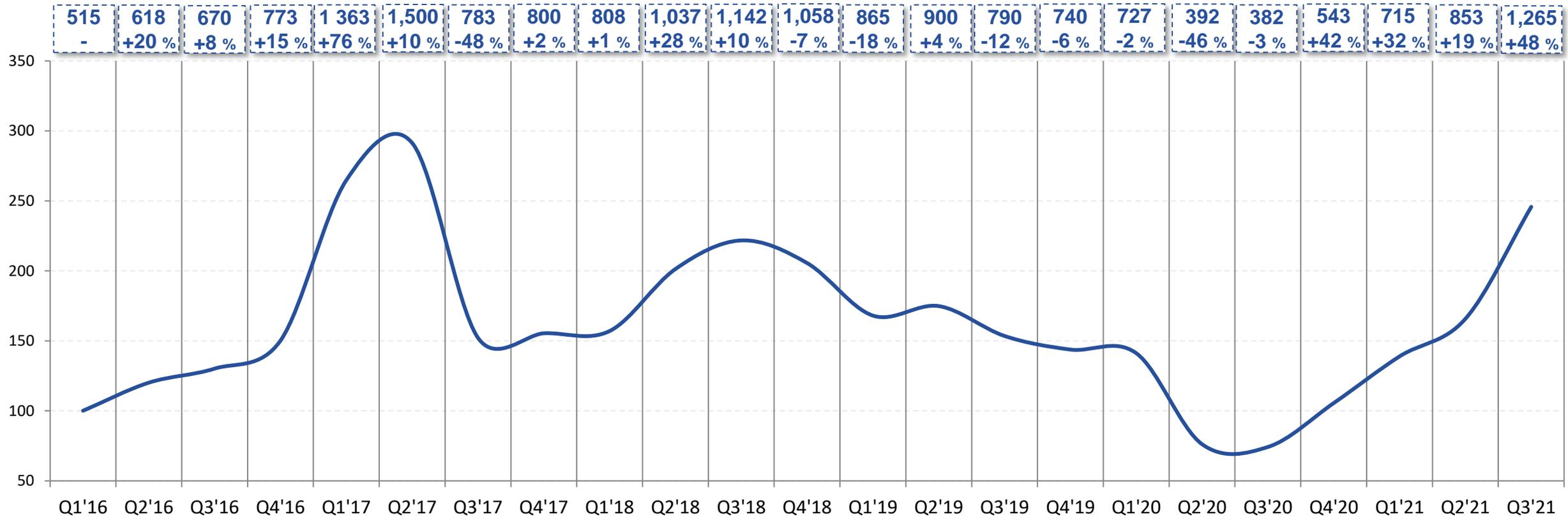
BUTADIENE PRICE TREND



€/t, base 100 in 1st 2016 quarter

— Butadiène Europe in €

☐ Quarterly average Butadiene in \$ & quarterly change in %





OUTSTANDING BOND ISSUES

(AS OF SEPTEMBER 30, 2021)

Issuer	Compagnie Générale des Établissements MICHELIN										
Issue Type	Senior Note Convertible	Senior Note Bond	Senior Note Convertible	Senior Note Bond	Senior Note Bond	Senior Note Bond	Senior Note Bond	Senior Note Bond	Senior Note Bond	Senior Note Bond	Senior Note Bond
Principal Amount	\$ 500m + TAP \$100m	€ 300m	\$ 600m	€ 750m	€ 300m	€ 500m	€ 1,000m	€ 500m	€ 750m	€ 500m	€ 302m
Offering price	100% & 103,85%	99,97%	95,50%	99,10%	99,081%	99,89%	99,262%	99,54%	99,363%	99,46%	98,926%
Rating corporation at Issuance date	A- (S&P) A3 (Moody's)	BBB+ (S&P) A3 (Moody's)	A- (S&P) A3 (Moody's)	A- (S&P) A3 (Moody's)	BBB+ (S&P) A3 (Moody's)	A- (S&P) A- (Fitch)	A- (S&P) A3 (Moody's)	A- (S&P) A- (Fitch)	A- (S&P) A3 (Moody's)	A- (S&P) A- (Fitch)	A- (S&P) A3 (Moody's)
Current corporation rating	A- (S&P) ; A3 (Moody's) ; A- (Fitch)										
Coupon	ZERO Conv premium 128%	1.125% p.a	ZERO Conv premium 130%	0.875% p.a	1.750% p.a	0.000% p.a	1.750% p.a	0.250% p.a	2.500% p.a	0.625% p.a	3.250% p.a
Issue Date	10-jan.-17 & 05-may-17	28-may-15	10-jan.-18	3-sept.-18	28-may-15	2-nov.-20	3-sept.-18	2-nov.-20	3-sept.-18	2-nov.-20	30-sept.-15 & 30-sept.-16
Maturity	10-jan.-22	28-may-22	10-nov.-23	3-sept.-25	28-may-27	2-nov.-28	3-sept.-30	2-nov.-32	3-sept.-38	2-nov.-40	30-sept.-45
Interest payment	N/A	Annual May 28	N/A	Annual Sept 03	Annual May 28	Annual Nov 02	Annual Sept 03	Annual Nov 02	Annual Sept 03	Annual Nov 02	Annual Sept 30
ISIN	FR0013230745	XS1233732194	FR0013309184	FR0013357845	XS1233734562	FR0014000D31	FR0013357852	FR0014000D49	FR0013357860	FR0014000D56	XS1298728707
Denomination	\$ 200'000 with min. tradable amount \$ 200'000	€ 1'000 with min. tradable amount € 1'000	\$ 200'000 with min. tradable amount \$ 200'000	€ 100'000 with min. tradable amount € 100'000	€ 1'000 with min. tradable amount € 1'000	€ 100'000 with min. tradable amount € 100'000	€ 1'000 with min. tradable amount € 1'000				

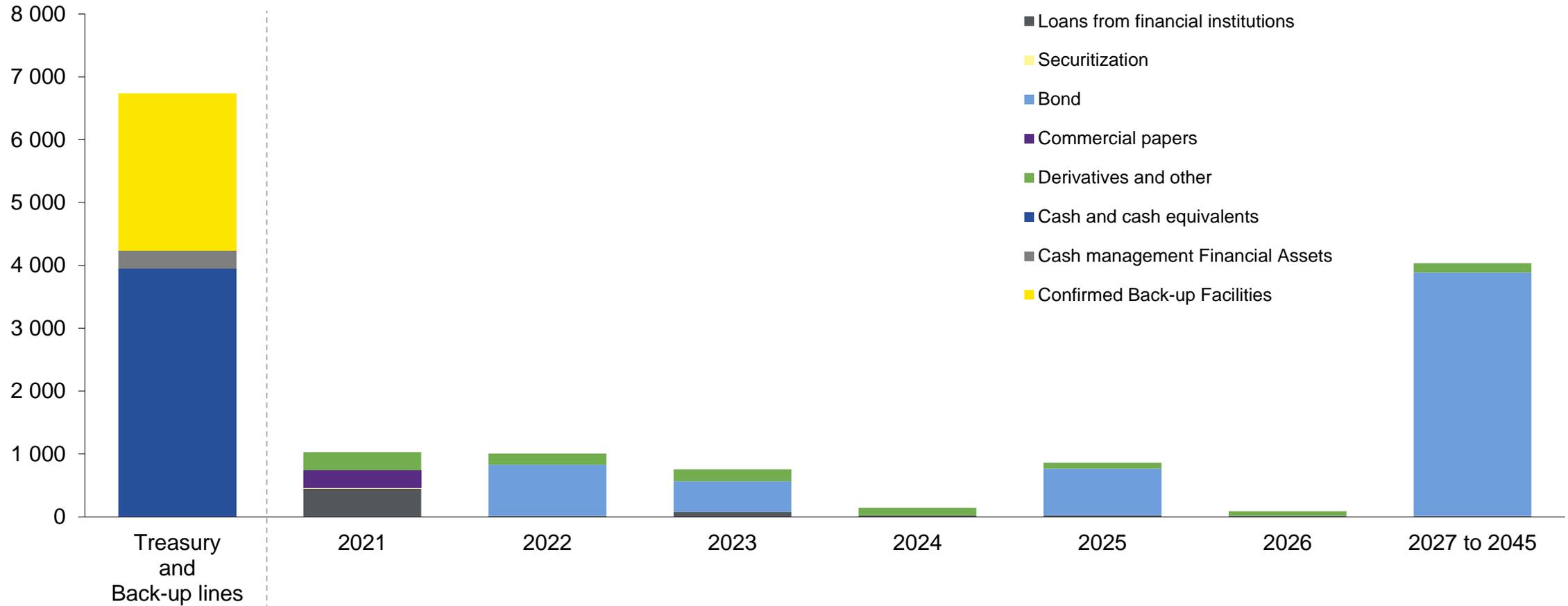


A COMFORTABLE CASH POSITION



Debt maturities at September 30, 2021

(carrying amount, in € millions)



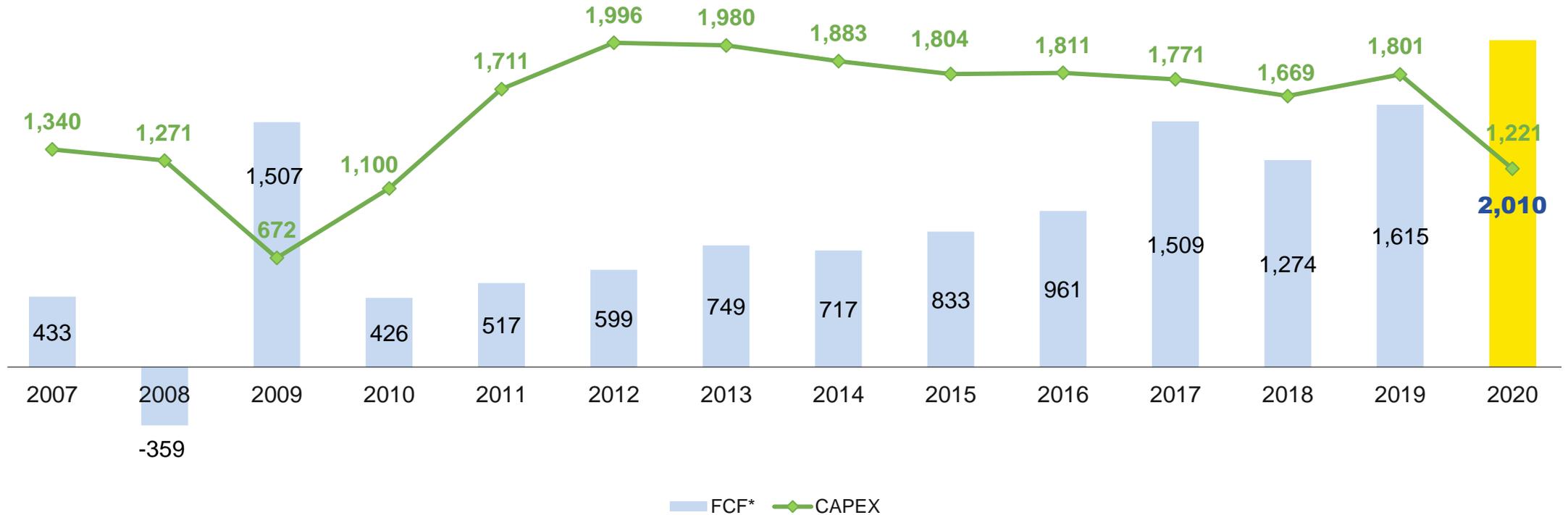


2007 – 2020: GROUP CAPACITY TO PROTECT AND IMPROVE ITS FREE CASH FLOW GENERATION



Free cash flow* and CAPEX 2007 - 2020

(in € millions)



* Reported FCF from 2007 to 2010, Structural FCF from 2011 onwards (see slide 64 for Structural FCF definition)



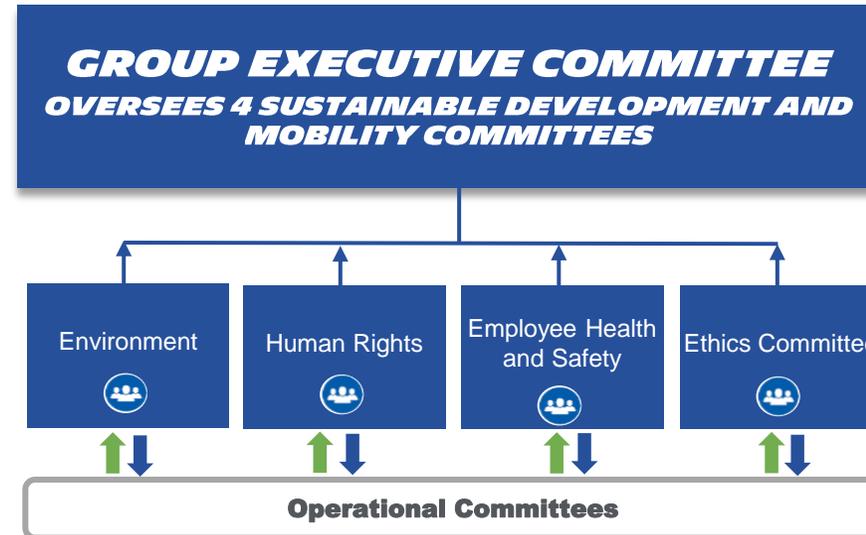
NON-FINANCIAL PERFORMANCE: MICHELIN, A LEADING AND RECOGNIZED PLAYER IN SUSTAINABLE MOBILITY

Major sustainability rating (as of November 2, 2021)

	SUSTAINALYTICS <i>(risk rating) 2021</i>	MSCI 2021	CDP 2020	ECOVADIS 2021	ISS ESG 2021	VIGEO EIRIS Moody's 2021
Rating	LOW RISK	AAA	A-	78/100	B-	73/100
Ranking / Distribution of ratings	<p>Severe: 0%, High: 18%, Medium: 63%, Low: 19%, Negligible: 1%</p> <p>Auto Components: 14%, Global universe: 27%, Tires: 69%</p>	<p>CCC: 14%, B: 14%, BB: 31%, BBB: 19%, A: 11%, AA: 6%, AAA: 6%</p>	<p>Climate change: Light manufacturing (C), Europe (C), Global Average (C), MICHELIN score (A-)</p> <p>Water security: Light manufacturing (B), Europe (B), Global Average (B-), MICHELIN score (A-)</p>	<p>MANUFACTURE FRANCAISE DES PNEUMATIQUES MICHELIN SC (GROUP)</p> <p>0% to 100% scale, 25, 45, 65, 85, 100</p> <p>● All companies rated by EcoVadis in this industry</p>	<p>D- to A+ scale, 0% to 30% scale</p>	<p>1ST / 39 in the Europe automobile sector</p>



ESG AWARENESS AND OVERSIGHT ARE FULLY EMBODIED IN MICHELIN'S GOVERNANCE STRUCTURE



Governance bodies Decisions Recommendations

SUPERVISORY BOARD - CSR COMMITTEE



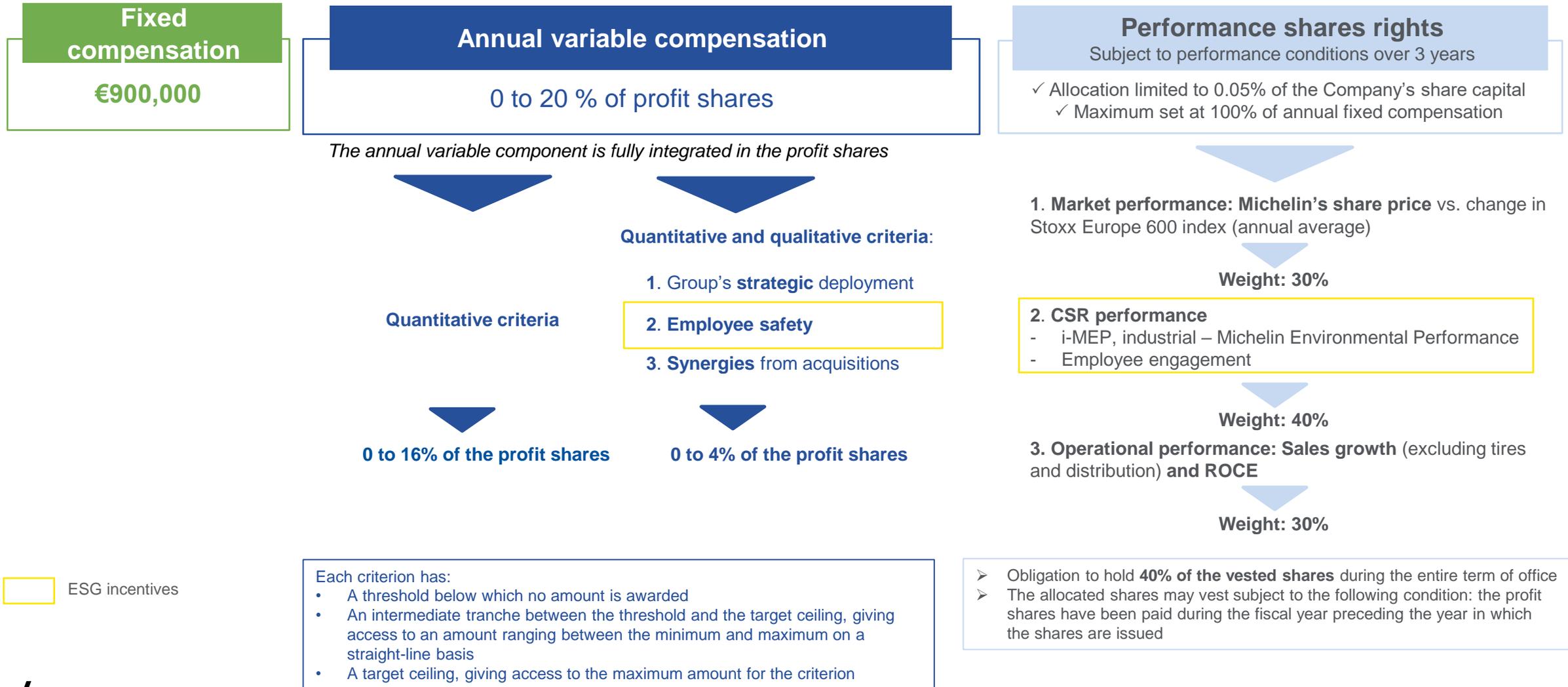
STAKEHOLDERS COMMITTEE

At the corporate executive level, a Stakeholders Committee set up in 2016 brings together 12 people representative of the Group's leading stakeholders, including suppliers, investors, unions, customers and NGOs. Four continents are represented on the Committee, which meets with the Executive Committee for a full day at least once per year.



ESG IS MANAGED AT HIGHEST LEVEL BY AN INCENTIVIZED TEAM

Florent Menegaux, Managing Chairman, compensation for 2021



ESG incentives



ABOUT TIRE AND ROAD WEAR PARTICULES (TRWP)

TRWPs are tiny debris produced by the friction between tires and the road.
This friction is what ensures grip and safety on the road.



Scientific studies conducted to date by the TIP⁽¹⁾, the ETRMA⁽²⁾ and l'EAA⁽³⁾ suggest that:

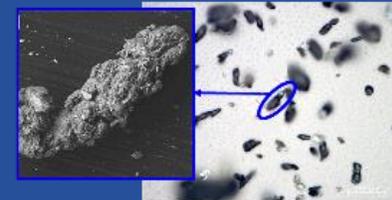
- 2% to 5% of TRWPs reach estuaries;
- TRWPs represent only a minor fraction of airborne particule matter (PM10 and PM2.5).

(1) TIP - Tire Industry Project

(2) ETRMA – European Tyre & Rubber Manufacturers Association

(3) Agence Européenne de l'Environnement – EEA report 10/2019

TRWP



5×10^{-2} mm

- Characteristics: mixture of rubber and road surface minerals
- High density: 1,8
- Diameter : ~100 µm
- High degradability rate: **50% of TRWP disappeared in 16 months**

MICROPLASTICS



5 mm

- Characteristics: bits of plastics floating / suspended in water
- Diameter: ~ 5mm
- Degradability rate: **very low**





APPENDICES

2023 TARGETS & 2030 AMBITIONS



CAPITAL MARKETS DAY: RELIVE THE EVENT

A dedicated page has been created for the event on the www.michelin.com website. It features a number of [replayable](#) videos that review the day's presentations and offer insight into the following themes, which are going to drive the Group's sustainable growth:

- [Michelin's Environmental Leadership](#): Focus on the Automotive segment
- [Industry 4.0](#): a key lever to improve our industrial efficiency
- [Services and Solutions](#): understanding customer needs and how our products are used enables us to develop and offer high value-added solutions
- [High-Tech Materials](#): leveraging our R&D expertise in materials, to develop new growth avenues
- [Metal 3D Printing](#): a unique offering in a very high-potential market
- [Hydrogen](#): becoming a global player in hydrogen mobility



The **digital version of the 2020 Annual Report** is available on the Group's corporate site at the following address:
<https://www.michelin.com/en/annual-report/>



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



SALES GROWTH from 2023

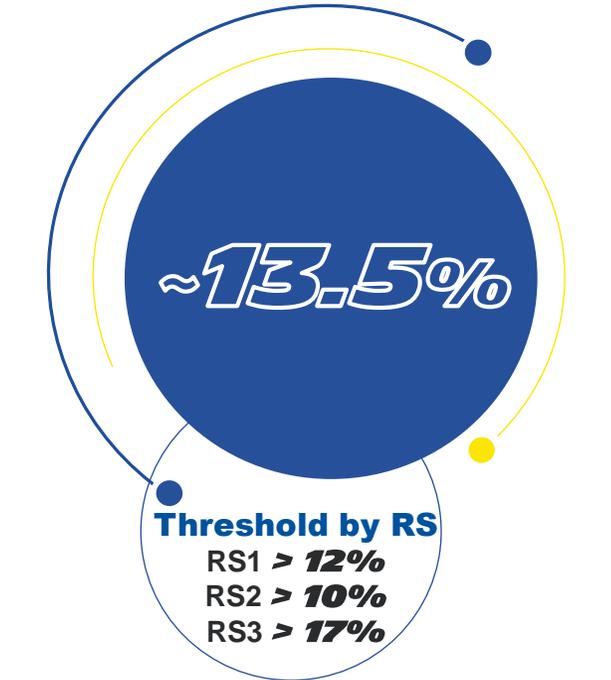


ROCE * from 2023



* Return on Capital Employed (definition on slide 63), annual target

Segment Operating Income in 2023





2030 VISION: DETAILED STRATEGIC SCORECARD

	▶ AMBITIONS	▶ METRICS	▶ 2030 SUCCESS
 People	 Be world-class in employee engagement	 Engagement rate	>85%
	 Be world-class in employee safety	 TCIR*	<0.5
	 Be a reference in diversities and inclusion of teams	 IMDI*	80 points over 100
	 Be best-in-class in value created for customers	 NPS* partners and NPS final customers	+10 and +5 pts respectively
 Profit	 Deliver substantial growth	 Total sales	5% CAGR 23-30
	 Deliver continuous financial value creation	 ROCE*	>10.5%
	 Maintain MICHELIN brand power	 Brand vitality quotient	+5 pts vs 2021
	 Maintain best-in-class innovation pace in products and services	 Offers vitality index	>30%
 Planet	 Reach carbon neutrality by 2050 (manuf. and energy)	 CO2 emissions scopes 1&2	(50%) vs. 2010
	 Contribute to reaching carbon neutrality (usage)	 Products energy efficiency (scope 3)	+10% vs. 2020
	 Be best-in-class in environmental footprint of industrial sites	 i-MEP*	-1/3 vs. 2019
	 Reach full circularity of products by 2050	 Sustainable Material Rate	40%

* TCIR = Total Case Incident Rate ; IMDI = Inclusion and Diversities Management Index ; NPS = Net Promoter Score ; ROCE = Return on Capital Employed ; i-MEP = industrial - Michelin Environmental Performance, see p.150 of the 2020 Universal Registration Document



2023 TARGET: EXITING THE CRISIS IN A POSITION OF STRENGTH

2020 → 2023

€300M

Cumulated net gain, tire activity

~ €80M / YEAR

Manufacturing

Partly reinvested to finance mix enrichment and improve operating leverage

~ €20M / YEAR

SG&A

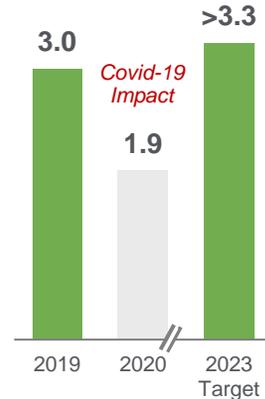
Partly reinvested to finance non-tire businesses expansion, around and beyond tire

2023 Group target

PROFITABILITY

Segment Operating Income

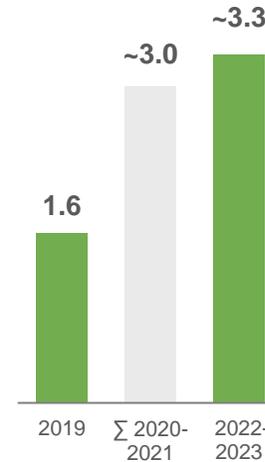
% margin
12.5% ~13.5%



Cost competitiveness and price mix

CASH GENERATION

Structural FCF(2)



~€6.3bn cumul. structural FCF (2) over 4 years
€100m inventory reduction / year



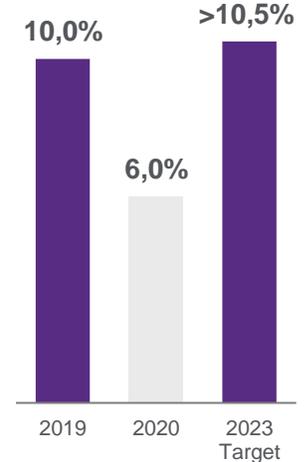
Segment operating margin thresholds:

- RS1 > 12%
- RS2 > 10%
- RS3 > 17%

From 2023 and beyond

RETURN ON CAPITAL EMPLOYED

Including M&A (%)



ROCE > 10.5% from 2023, ensuring **3 points of economic added value**(1) every year

(1) See section 5.1.6 of 2020 Universal registration document

(2) See slide 64



M&A AND PARTNERSHIPS FRAMEWORK – CLEAR INVESTMENT CRITERIA



• Constantly exploring M&A opportunities in both core and new growth avenues



• Value-accretive acquisitions



• Open to partnerships to boost our venture potentials



• Delivering growth and significant synergies



• Very strong execution track record



Financial discipline
2023-2030 ROCE >+10.5%

Strong financial position and ratings
(A- at both Fitch and S&P)





RESETTING OUR SHAREHOLDER RETURN POLICY: INCREASING PAYOUT TO 50%



HISTORICAL PAYOUT RATIO

Dividend (€ p.s.)

€2.50

€2.85

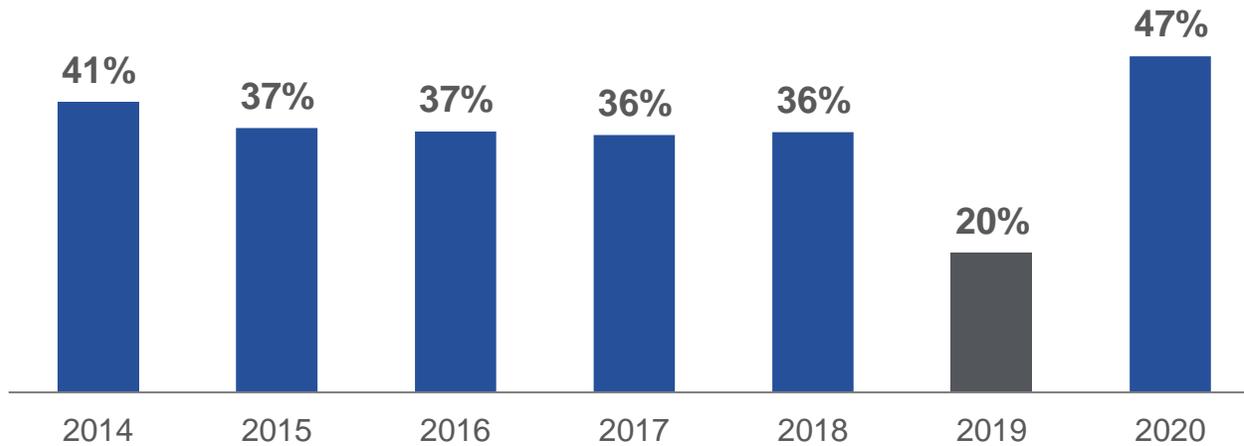
€3.25

€3.55

€3.70

€2.00

€2.30



**CONSISTENTLY DELIVERED ABOVE 35%
DIVIDEND PAYOUT**

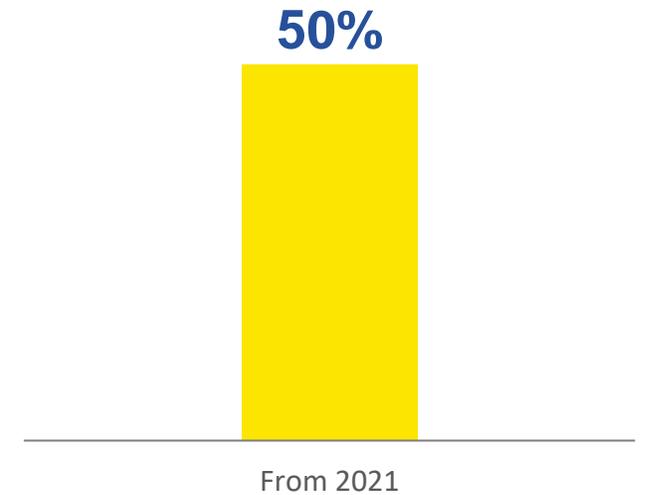
(except in 2020 due to the pandemic)

Anti-dilutive / opportunistic share buyback program



FUTURE PAYOUT RATIO

Before non-recurring items



**INCREASED DIVIDEND
PAYOUT RATIO AT
50% P.A. FROM 2021**



APPENDICES

*TIRES : STRONG GROWTH OPPORTUNITIES
IN A POST COVID WORLD*



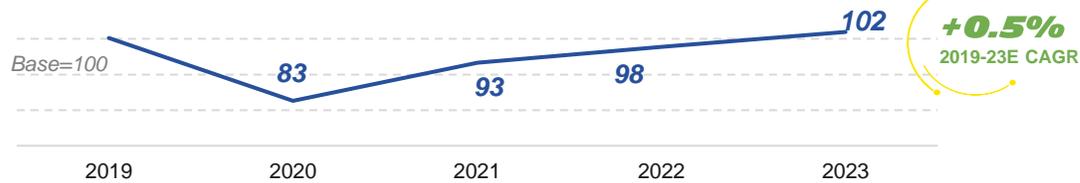


PASSENGER CAR: STEADY GROWTH WITH STRONG MIX ENRICHMENT

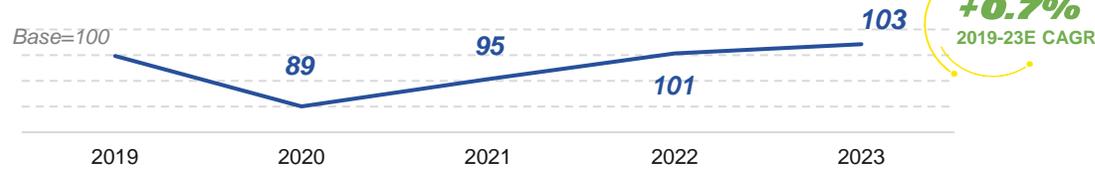


PASSENGER CAR MARKETS TREND

Original equipment world market (unit)

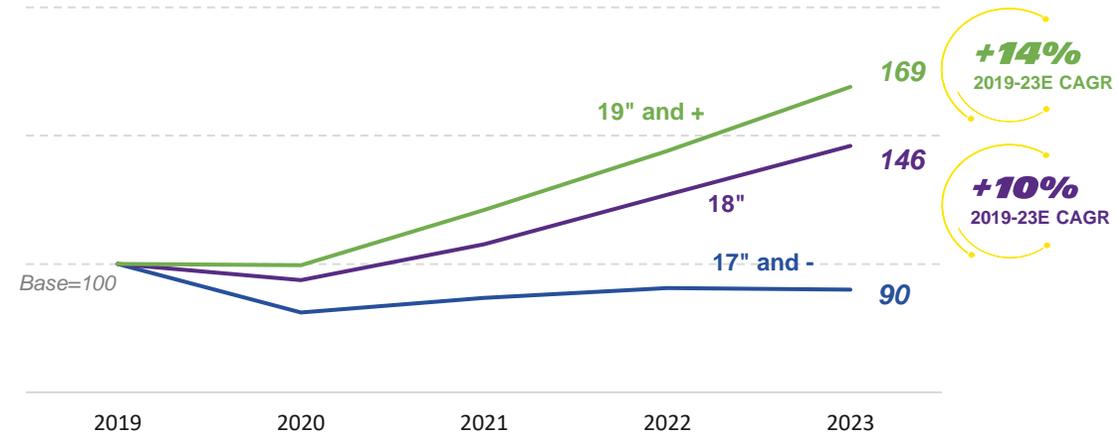


Replacement world market (Unit)



PASSENGER CAR MARKET BY RIM DIAMETER

Original equipment + Replacement market by diameter (unit)



GROWTH



Significant increase in 19"+ tires demand
3x more SKUs 19" by 2025



SIMPLEXITY



Cost optimization and simplification of Michelin's catalog
Late differentiation in the production process



MARGIN



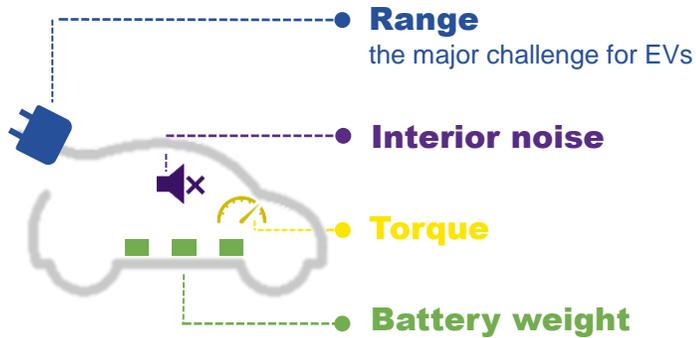
Strong and sustained mix enrichment



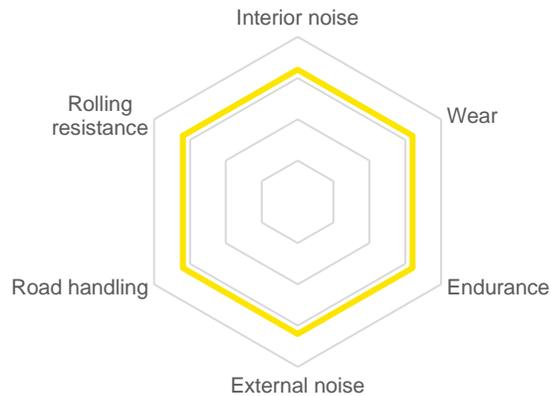
EV⁽¹⁾ MARKET: A GREAT OPPORTUNITY FOR MICHELIN TO DEMONSTRATE ITS TECHNOLOGICAL LEADERSHIP



VEHICLE ELECTRIFICATION CHALLENGES



TIRES FOR EV: INCREASE DEMAND FOR PERFORMANCE



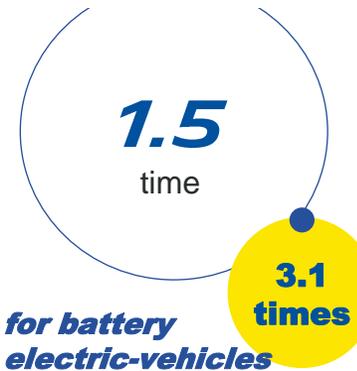
High-performance solutions

aligned with EV needs



AN OFFERING FULLY ALIGNED WITH OPPORTUNITY

EV OE share / Total OE share



HL TIRES (High Load)

1ST TIRES in the coming weeks

ACOUSTIC TECHNOLOGY



(1) EV: Electric Vehicle (hybrid, battery-powered and fuel cell-powered)
 (2) ICE: Internal Combustion Engine



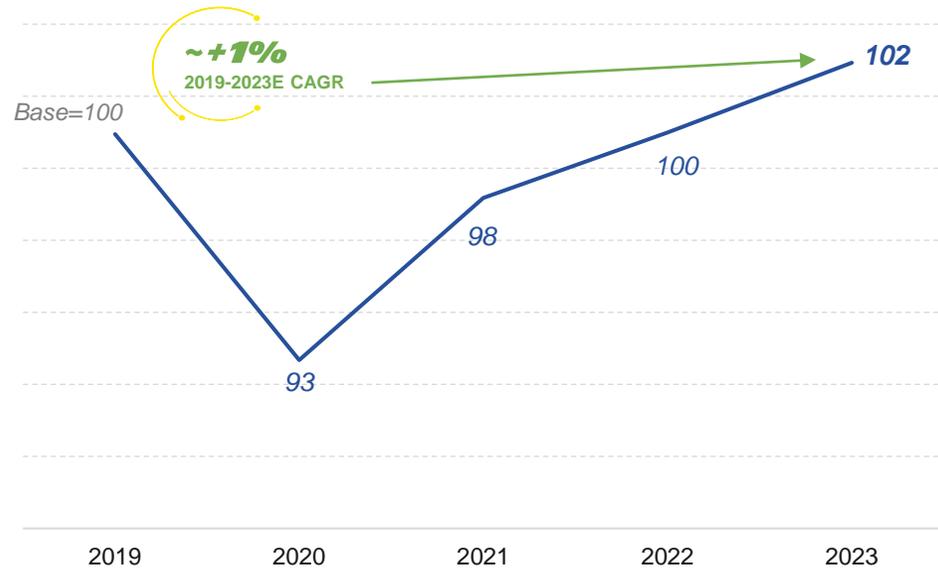


TRUCKS: RECOVERY PROSPECTS DRIVING VALUE CREATION FOR MICHELIN

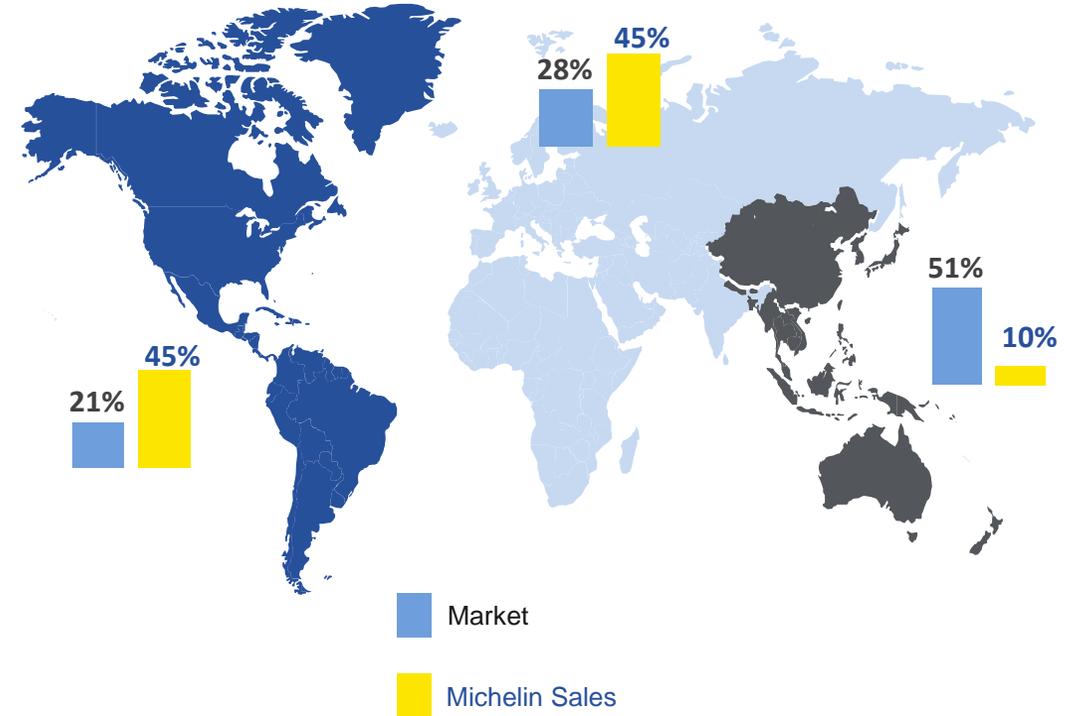


TRUCK TIRE MARKET TREND

Worldwide market (units)



2020 TRUCK TIRE MARKET AND SALES GEOGRAPHICAL DISTRIBUTION



Innovating in new Solutions & Services in Americas and EMEA

Capturing pockets of value creation in Asia



TRUCKS: NEW CHALLENGES AHEAD FUELING GROWTH OPPORTUNITIES ON VALUE CREATIVE MARKETS

Fleets in search of increased efficiency

Additional projects with connected vehicles



Acceleration in sustainable transportation

Original Equipment with the new VECTO standards



Acceleration in "Last mile delivery"

E-commerce: +36% of professional vehicles in the city center by 2025*



Connected solutions focused on efficiency

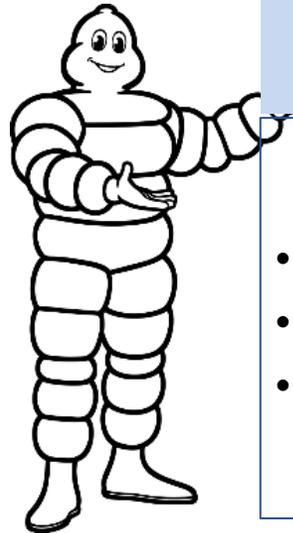
- Uptime optimization
- Reduction of maintenance costs
- Tracking, routing, etc.

Solutions to improve environmental footprint

- **New optimized products:**
 - Rolling resistance
 - Sustainable material rate
 - Long-lasting performance
- **Strengthening of the retreading business**
- **Michelin Green Mobility / Watea**

Targeted offers for "last mile" fleets

- **Renewal of the offering**
- **Bespoke solutions for "last mile" fleets:**
 - Tire delegation
 - Fleet management



* Source: Accenture Research



MINING, OFF THE ROAD AND 2-WHEELS TIRES: STRUCTURALLY GROWING MARKETS, INCREASINGLY INFLUENCED BY ENVIRONMENTAL CONCERNS



MINING MARKETS

Worldwide market / underground mining (tons)

~35% of SR3 sales*



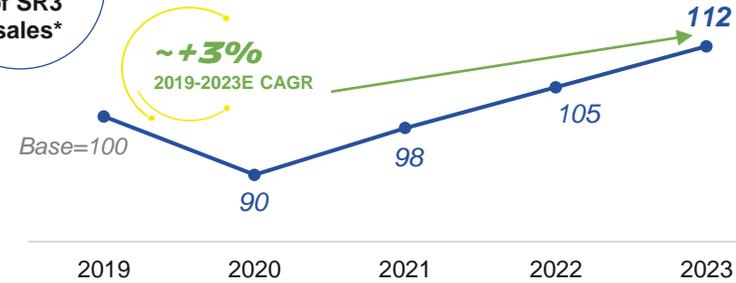
2019-2030 CAGR: ~+3%



MOTO LEISURE & COMMUTING MARKETS

Worldwide market (units)

~7% of SR3 sales*



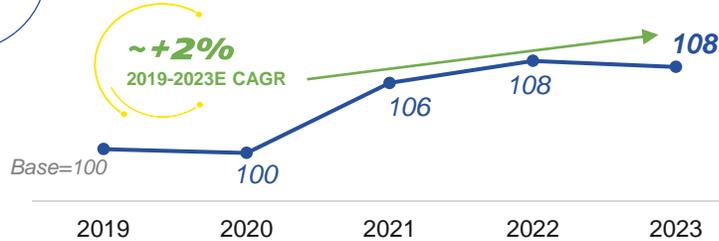
Volume and value growth: use of bicycles and scooters to increase up to 10% by 2030



AGRICULTURE MARKETS

Worldwide* market (units tires & tracks)

~12% of SR3 sales*



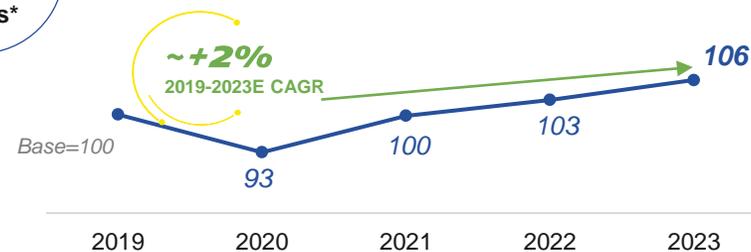
Long-term CAGR: ~+3%



CONSTRUCTION MARKETS

Worldwide market (units)

~12% of SR3 sales*



Recovery following adverse cycle in construction

* 2019 Sales





SPECIALTIES: POSITIONED TO CAPTURE CYCLE UPSIDE THROUGH DIFFERENTIATION

Product Differentiation

- Performance and braking
 - Wet grip, for new and used tires
-
- Tire resistance
 - Connected tire (e.g., MEMS or TPMS)
-
- Increase in loads carried and driving speeds
 - Reduced of compaction of agricultural soils
-
- Lower energy consumption and CO₂ emissions
 - Mass efficiency
 - Recyclable products

MICHELIN XDR – 63”



MICHELIN CEREXBIB 2



SAFETY

OPERATIONS CONTINUITY

OPERATIONS PRODUCTIVITY

SUSTAINABILITY

Service Differentiation

- On-site auditing
-
- On-site inspections and connected preventive maintenance
-
- Real-time monitoring of mining and agricultural tires
 - Engineering (e.g., conveyors)
-
- End-of-life product management

ON-SITE INSPECTION AND MAINTENANCE



RECYCLING



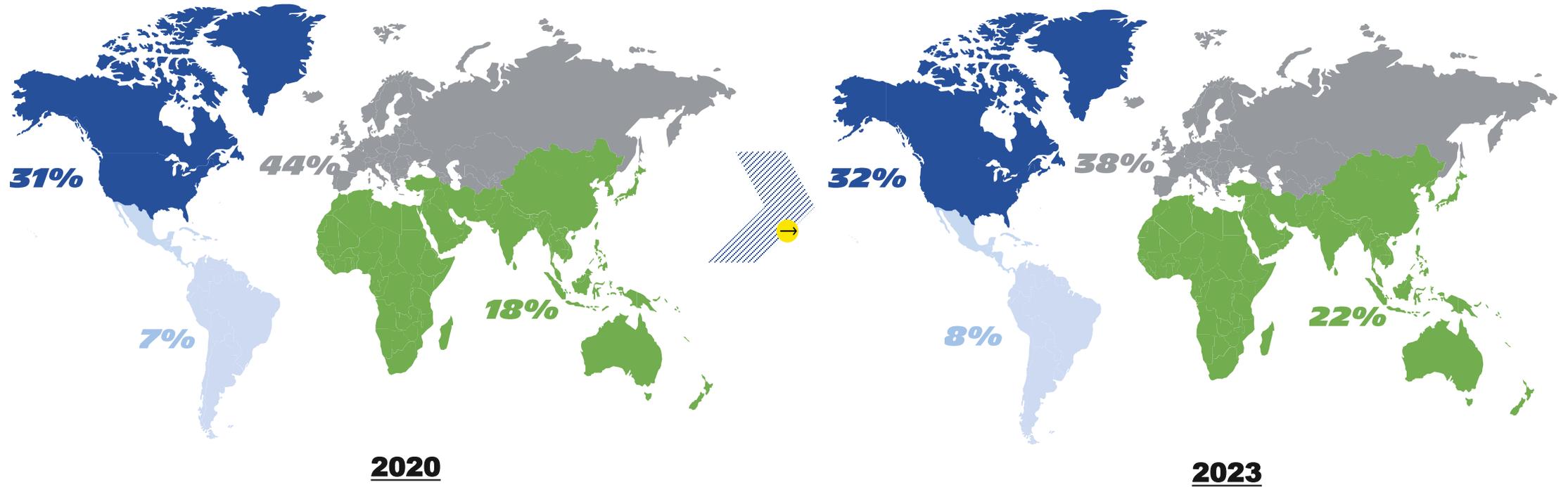


COMPETITIVENESS PLAN: REBALANCING OUR INDUSTRIAL FOOTPRINT TO BECOME MORE LOCAL-TO-LOCAL



SEIZING POSITIVE MOMENTUM IN EMERGING MARKETS

(% Manufacturing capacity)



Increase local-to-local ratio
Reducing inventories and CO₂ emissions
Best-in-class supply chain



MANUFACTURING COMPETITIVENESS PLAN: 4.0 PLANTS TO MAKE OUR INDUSTRY MORE PRODUCTIVE AND FLEXIBLE

**DIGITAL
MANUFACTURING**

Automation
Artificial
Intelligence

**MASSIFYING
FLAGSHIP
PLANTS**

Responsiveness
Cost optimum
*In 2025, 16 sites will have an
average production capacity
of 140Kt*

**OPERATIONAL
EXCELLENCE**

Flexibility
Simplexity
Process
Standardization

**MATERIAL COST
REDUCTION**

Design to cost
Scrap reduction
Upstream gains





SG&A TIRE COMPETITIVENESS PLAN: €125M IN SAVINGS NET OF INFLATION OVER 2020-2025, €65M BY 2023

INCREASING PRODUCTIVITY

Leveraging new technologies (AI)

Digitalizing operations

Optimizing the industrial footprint

€65M
in SG&A tire gains by 2023 net of inflation

SIMPLIFYING PROCESSES

Standardizing best practices

Decision making closer to customers

Developing shared service centers

Reengineering end to end processes



APPENDICES

AROUND & BEYOND TIRES: LEVERAGING OUR INNOVATION CAPABILITIES TO DELIVER NEW GROWTH AVENUES





FIVE ADJACENT ECOSYSTEMS IDENTIFIED AS GROWTH AVENUES

ECOSYSTEMS		PROMISING BUSINESSES	RATIONALE	CONTRIBUTION TO PROFITABLE GROWTH
SERVICES & TECH SOLUTIONS		 <p><i>Innovate to capture every new opportunity in IoT and emerging technologies</i></p>	<ul style="list-style-type: none"> • Mobility services and digitization: key focus for all Michelin customers 	LEADERSHIP POSITION
HIGH-TECH MATERIALS	HIGH-TECH FLEXIBLE COMPOSITES	<p><i>Leverage our core business... ...to develop other areas in which we can play an important role</i></p> 	<ul style="list-style-type: none"> • A solid basis to target attractive and synergetic markets 	SIGNIFICANT GROWTH
	Medical	 <p><i>Early-maker in Medical, Hydrogen, and 3D Metal Printing...</i></p>	<ul style="list-style-type: none"> • Three promising ecosystems 	FINANCIAL VALUE CREATION
	Hydrogen	 <p><i>...with ESG focus and transition towards carbon-free operations</i></p>		
	3D Metal Printing			



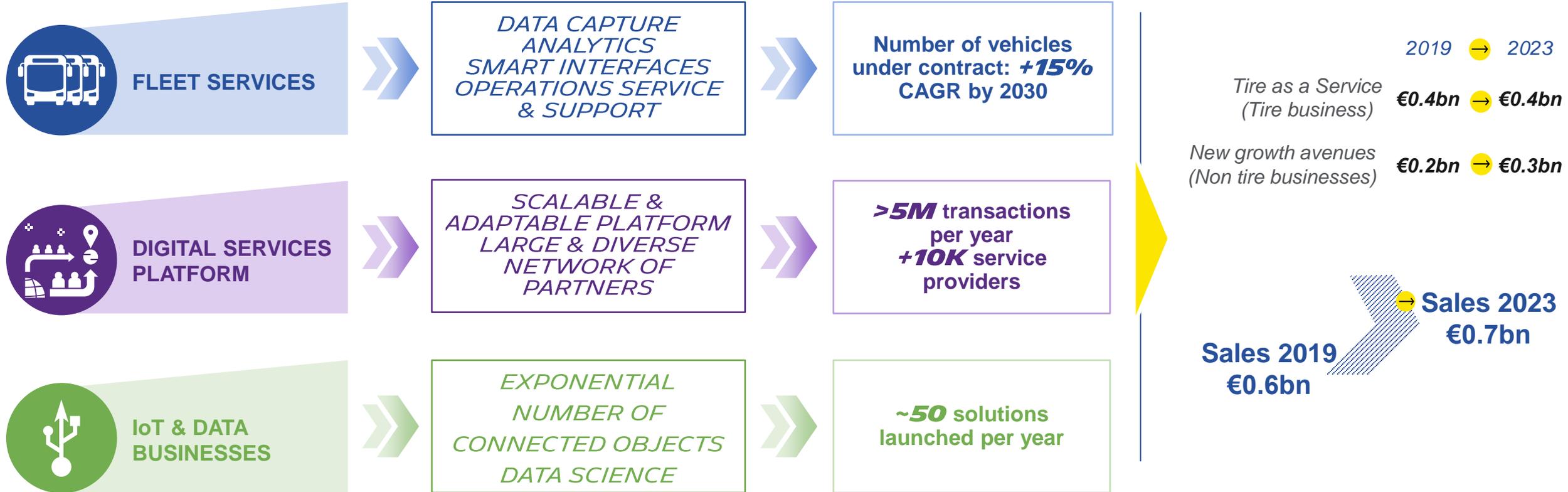
SERVICES AND SOLUTIONS: DEVELOPING AND ENRICHING OUR VALUE PROPOSITION FOR FLEETS AND MOBILITY



Expanding our customer base
Reaching new territories



SERVICES AND SOLUTIONS: KEY LEVERS TO REACH OUR AMBITIONS





HIGH-TECH MATERIALS: STRENGTHENING OUR POSITIONS ALONG THE VALUE CHAIN



CURRENT ACTIVITIES

Recovered materials
Lehigh TECHNOLOGIES
enviro SCANDINAVIAN ENVIRO SYSTEMS

Sustainable monomers and polymers
BIOBUTTERFLY
PYROWAVE CLOSING THE LOOP

Special adhesives
ResiCare

Compounding

Coated fabrics & Reinforcements
Belting products & solutions

High-end polymers
Fenner PRECISION POLYMERS
Advanced Sealing Technologies
FENNER & DUNLOP ENGINEERED CONVEYOR SOLUTIONS

TARGET POSITIONING

Accelerator of differentiating technologies for tires and 'rubber goods', in the field of bio-sourced materials and recycling

Leading player in the field of special adhesives and tailor-made polymers

Global leading player with significant position (in top 3) in targeted segments, requiring high level of technicity and demanding balance of performance





HIGH-TECH MATERIALS: ACCELERATING THE DEVELOPMENT OF 3 MAIN ECOSYSTEMS THROUGH PARTNERSHIPS FOR SUSTAINABLE GROWTH

REGENERATIVE MEDICINE & CELLULAR THERAPY



MARKET POTENTIAL

Cell & gene therapy	Cardio medical devices
+20% CAGR 2020-2030	>10% CAGR 2020-2030

AMBITIONS (1)

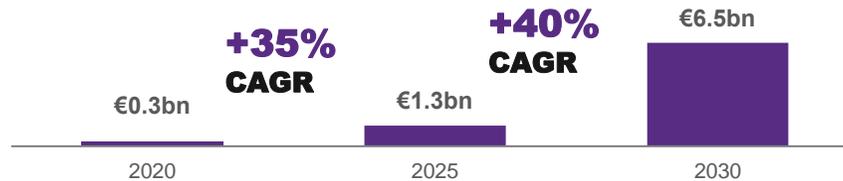
Becoming a leading innovation and manufacturing partner	Being the manufacturing operator customers' trust
Cell therapy Bioresorbables Regenerative medicine	

(1) Michelin holds a 49% stake in Solesis (equity-accounted company)

HYDROGEN MOBILITY



MARKET POTENTIAL



AMBITIONS (2)

Becoming a leader in fuel cell stack systems

€0.2bn sales in 2025	€1.5bn sales in 2030
--------------------------------	--------------------------------

(2) 100% of Symbio - Michelin holds a 50% stake in Symbio (equity-accounted company)

3D METAL PRINTING



MARKET POTENTIAL

Medical & aerospace are the most industrial-scale end markets

+23% CAGR 2020-2030	~\$13bn in 2030
-------------------------------	---------------------------

AMBITIONS (3)

€100m sales and breakeven by 2023	>€500m sales by 2030
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(3) 100% of AddUp
Michelin holds a 50% stake in AddUp (equity-accounted company)



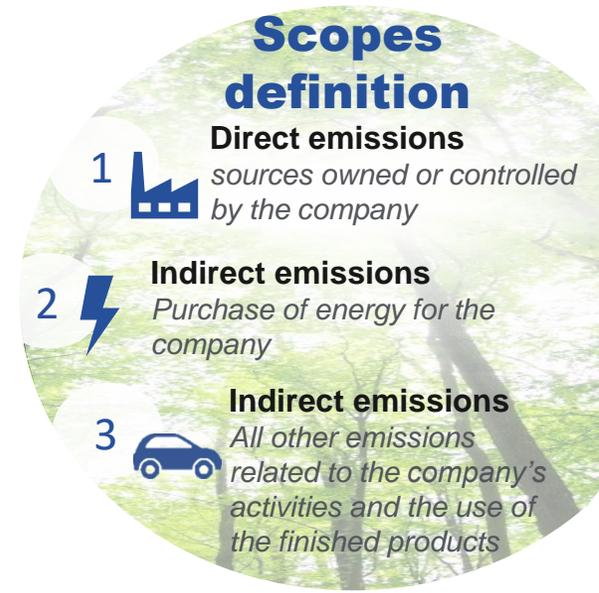
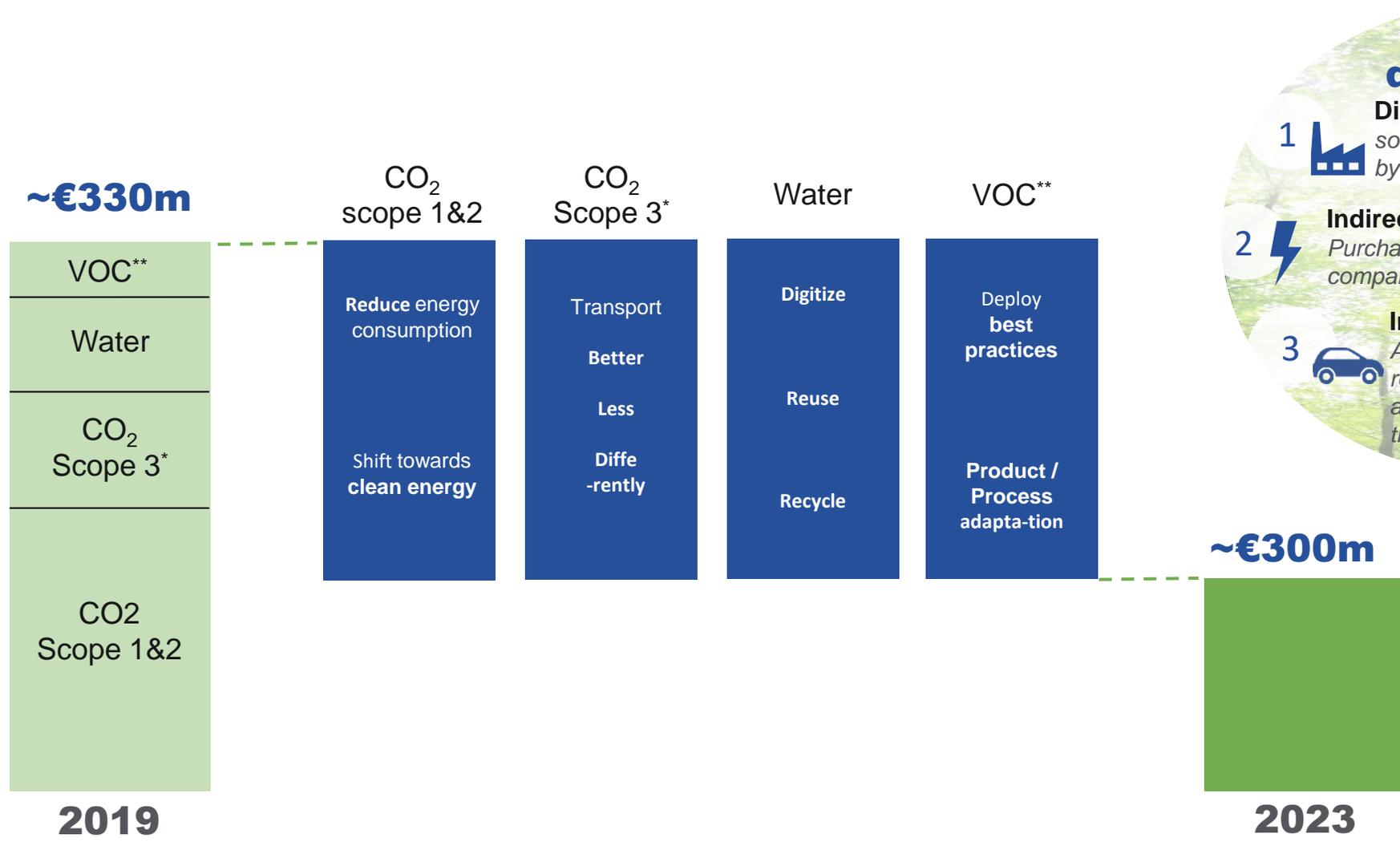
APPENDICES

MICHELIN'S SUSTAINABLE LEADERSHIP





ON THE ROAD TO CARBON NEUTRALITY BY 2050, MICHELIN STARTS TO VALORIZE ITS NEGATIVE EXTERNALITIES IN 2020 AND COMMIT TO A 10% REDUCTION AS EARLY AS 2023



(1) Only transport and distribution upstream and downstream of Natural Rubber, semi-finished and finished goods
 (2) Volatile organic components





ENVIRONMENTAL AWARENESS, THROUGHOUT THE LIFECYCLE OF MICHELIN'S PRODUCT, STARTING FROM R&D DESIGN

RAW MATERIALS
Sustainable natural rubber supply



MANUFACTURING
Reducing impact



LOGISTICS
Reducing the carbon footprint



MATERIALS RECYCLING
Recycling systems / Circular economy



USE OF PRODUCTS AND SERVICES

63% to 96% of the life cycle impact

Low rolling resistance – reduce CO₂ emissions
Safe when new, safe when worn



ENERGY RECOVERY

END OF LIFE

RETREADING

Substantial savings in raw materials





ON THE PATH TO REACH FULL CIRCULARITY OF PRODUCTS WITH 40% OF SUSTAINABLE RAW MATERIALS IN 2030, 100% IN 2050



NATURAL RUBBER



PLASTIFIERS/RESINS



TEXTILES



SYNTHETIC RUBBER



CHARGES



METALS



OTHER



In 2021, we will race with a Moto E tyre made of 40% sustainable materials

(1) European project funded by Horizon 2020, project number: 82068
(2) With the support of ADEME (ADEME: French Environment & Energy Management Agency)





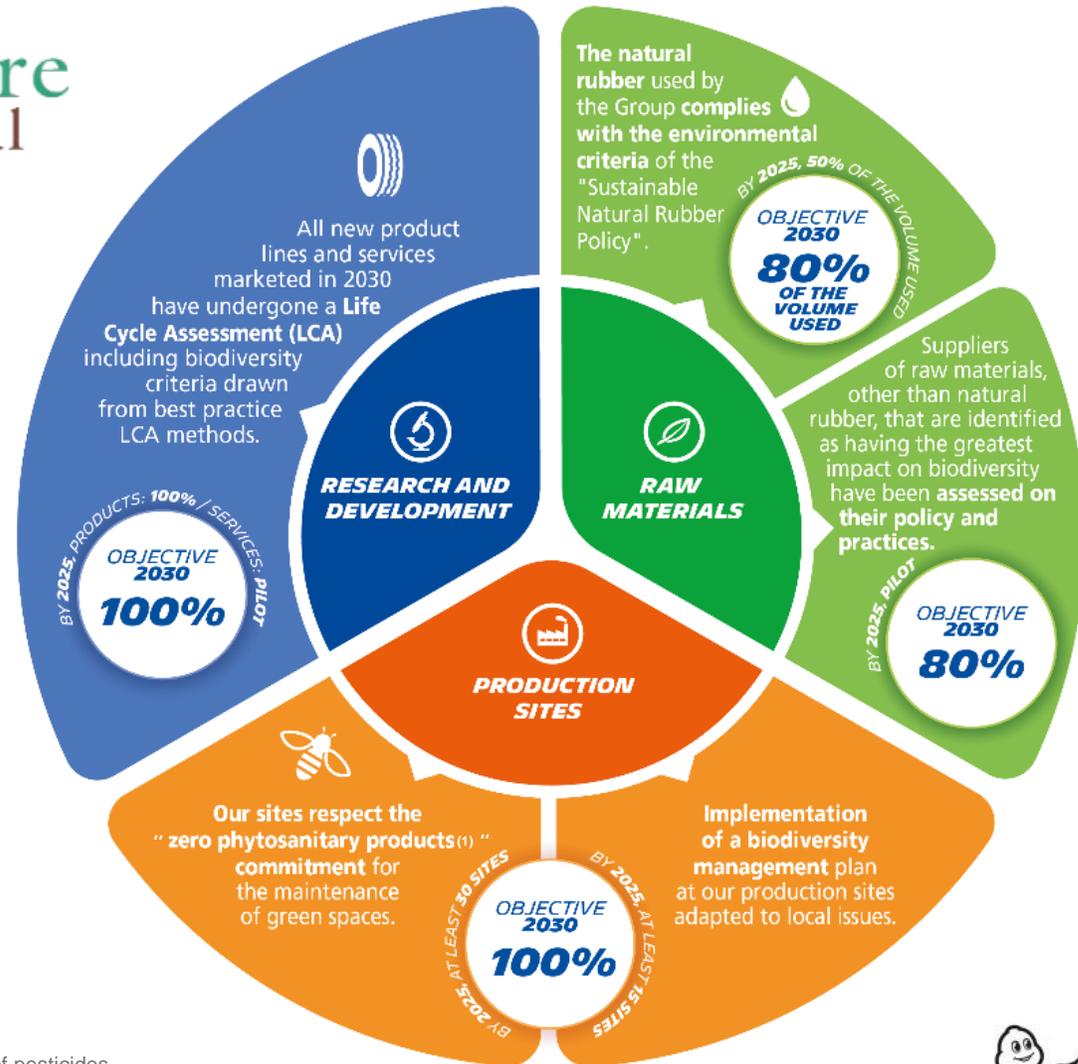
ENVIRONMENT PROTECTION: MICHELIN IS A LEADER IN ACTING FOR BIODIVERSITY PROTECTION



AMBITIONS FOR 2030

▶ BIODIVERSITY

act4nature international



(1) Replacement of pesticides and fertilizers by mechanical methods combined with other alternative solutions





2030 ENVIRONMENTAL AMBITION: ON THE PATH TO REACH CARBON NEUTRALITY IN 2050



Scope 1 & 2

Shifting towards clean energy



Reducing in energy consumption

2030

-50% CO₂ emissions vs 2010

2050

Carbon Neutrality

Scope 3 logistic

Less, better and differently

2030

-15% CO₂ emissions vs 2018

2050

Carbon Neutrality

Scope 3 supply chain

2024

70%

of emissions from suppliers covered by science-based targets (SBT)

Suppliers setting ambitious reduction targets

2050

Carbon Neutrality



CONTINUOUSLY IMPROVING THE ENVIRONMENTAL PERFORMANCE OF OUR PRODUCTION SITES



2030 OBJECTIVES

REDUCTION OF THE INDUSTRIAL ENVIRONMENTAL IMPACT BY 1/3 ⁽¹⁾ THROUGH 5 PROGRAMS



WATER WITHDRAWALS



-33% ⁽¹⁾

(m³/t weighted by water stress index)



GENERATED WASTE



-25% ⁽¹⁾

(kg/t)



ORGANIC SOLVENT CONSUMPTION



-50% ⁽¹⁾

(kg/t)



ENERGY CONSUMPTION



-37% ⁽²⁾

(GJ/t)



CO₂ EMISSION



-50% ⁽²⁾

(t)

(1) vs 2019, see p.150 of the 2020 Universal Registration Document

(2) vs 2010

/t = ratio basis on semi-finished or finished products volumes



SETTING THE STANDARD FOR EMPLOYEE DIVERSITY AND INCLUSION

EQUAL OPPORTUNITY

Every employee can develop his/her talents within the company. Michelin pays particular attention to the internal promotion of manufacturing operators.

GENDER BALANCE

Achieve parity among Group executives and, by 2030, set the gender balance benchmark in our industry.

DISABILITY

Michelin offers career paths to people of all abilities according to its talent development policy.

IDENTITY

(All D&I* aspects, e.g., age, sexual orientation, ethnicity, religion, etc.)
Enable every person to be who they really are and to bring their authentic selves to work.

* Diversity & Inclusion



MULTI-NATIONAL MANAGEMENT

All our host country nationalities and cultures are represented in all corporate functions in the operating regions and at headquarters, in line with the geographical footprint of each business.

Free cash flow (FCF)

FCF is stated before dividend payments and financing transactions. It corresponds to net cash from operating activities less net cash used in investing activities, adjusted for net cash flows relating to cash management financial assets and borrowing collaterals.

Structural free cash flow

It corresponds to free cash flow before acquisitions, adjusted for the impact of changes in raw material costs on trade payables, trade receivables and inventories

ROCE

In the 2016-2020 Plan, ROCE was calculated as

- Net operating profit after tax (NOPAT), calculated at a standard tax rate of 25% in 2020 and 26% in 2019, corresponding to the Group's average effective tax rate;
- Divided by the average economic assets employed during the year (excluding equity-accounted companies), i.e., all of the Group's intangible assets (excluding acquired intangible assets), property, plant and equipment, loans and deposits, and net working capital.

As from 2021, ROCE will be measured by the Group by adding back

- Amortization of acquired intangible assets and profit from equity-accounted companies to the numerator and
- Goodwill, acquired intangible assets and investments in equity-accounted companies to economic assets in the denominator.

Tire Sales

Correspond to sales related to the core activity of Michelin including Tire as a Service (TaaS) and Distribution.

Non-tire sales

Correspond to sales of following activities: Services and Solutions (excl. TaaS and Distribution), Conveyor Belts and High-Tech Materials excluding JVs



DISCLAIMER

"This presentation is not an offer to purchase or a solicitation to recommend the purchase of Michelin shares. To obtain more detailed information on Michelin, please consult the documents filed in France with Autorité des marchés financiers, which are also available from the <http://www.michelin.com/eng/> website.

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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