



***ROAD SHOW
US WEST COAST***
MORGAN STANLEY

January 8, 2024



Nine-month sales up 2% to €21.2 billion despite soft volumes and a forex headwind, supported by mix enhancement, non-tire activities and brand leadership

- 9-month 2023 sell-in markets shaped by inventory drawdowns in Europe and North America
 - PC/LT tire markets stable vs. 2022 : robust OE demand in most regions offset slightly negative RT demand dampened by destocking in Europe and the Americas. Demand for 18-inch and larger tires is steadily expanding. Inventory levels are back to normal in most regions except for winter tires in Europe.
 - Truck tire markets outside China dropped 5% due to substantial dealer and B2B fleet inventory reductions. OE demand still robust in Europe and North America. On Replacement markets, destocking expected to be completed by the end of the year.
 - Specialty tire markets dynamic in Mining, Aircraft and OE Agricultural tires, and soft in Construction, RT Agricultural and Two-wheel tires.
 - Non-tire markets up in most segments (fleet services, mining, energy), stable in general industrial applications.
- 9-month sales up 2.0% to €21.2 billion, supported by mix enhancement, non-tire activities and the valorization of our offers. Q3 sales stable excluding the currency effect
 - Tire sales volumes down 3.6%, reflecting market destocking and Group's priority focus on value-accretive segments.
 - Price effect stood at 6.2%, confirming the recognized value of our products and solutions, and the impact of price indexation clauses from 2022.
 - Mix effect reached 1.0%, reflecting growth in the 18-inch and larger Passenger car tire segment and a favorable geo-mix, partially offset by an adverse OE/RT mix across businesses.
 - Non-tire sales up 13% at constant exchange rates, sustainably fueling Group's growth.
 - Negative currency effect reached 2.6% year-to-date, of which -5.5% in Q3
- Growth in polymer composite solutions accelerating with the end-September closing of the FCG acquisition, will drive higher Group sales from Q4 onwards
- 2023 guidance: segment operating income confirmed (> €3.4bn at constant exchange rates), FCF before acquisitions ⁽¹⁾ revised upwards (> €2.3bn)

⁽¹⁾ Definition: see slide 69



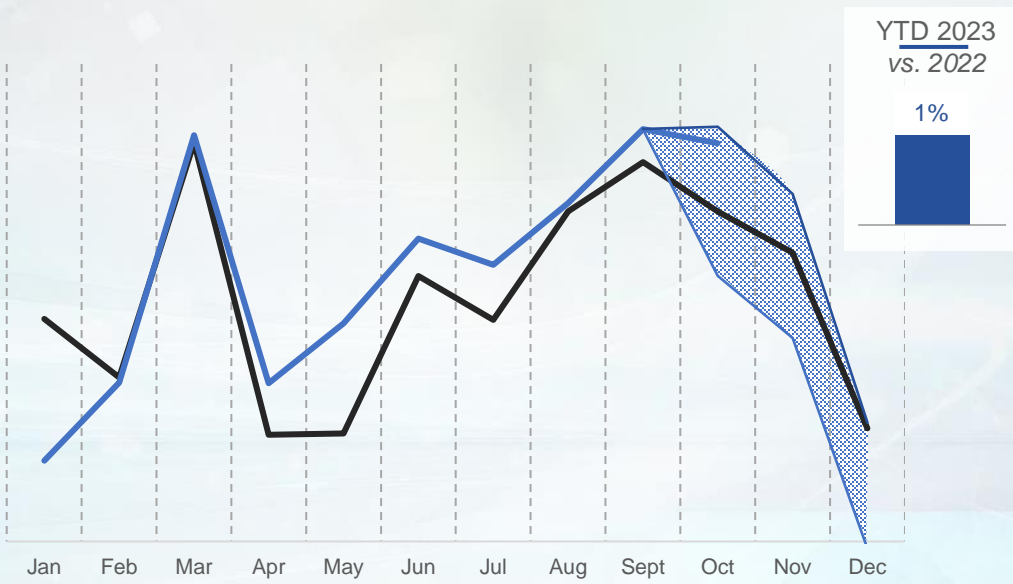
Sell-in YTD Oct. markets trending towards the upper part of the range in PC/LT; still in the lower part in Truck



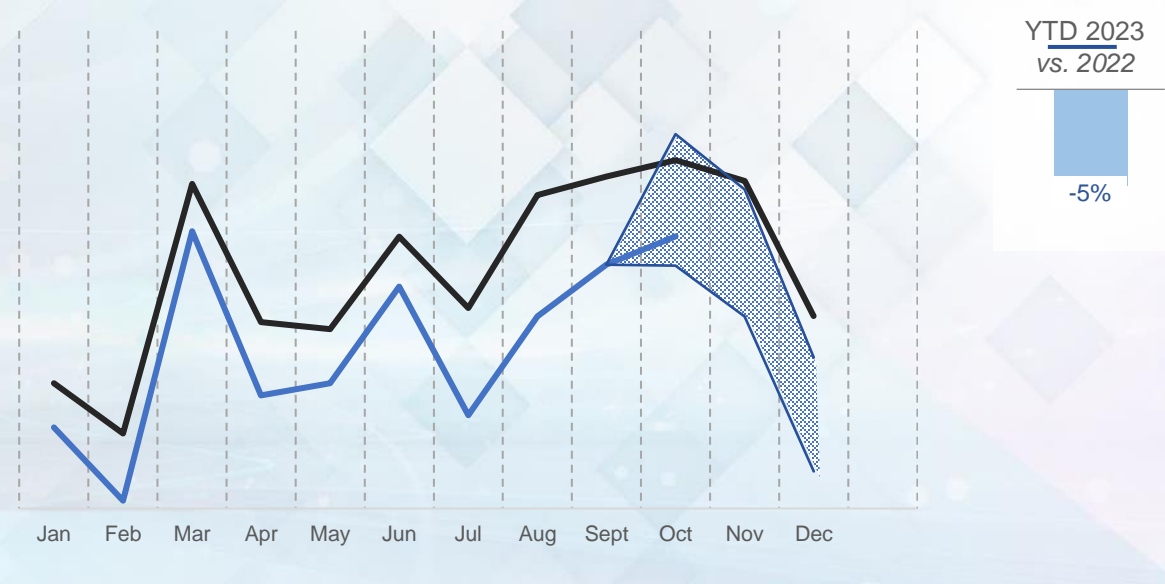
PASSENGER CAR AND LIGHT TRUCK TIRE MARKET



TRUCK TIRE MARKET EXCLUDING CHINA



FY scenario **-1%/1%**



FY scenario **-6%/-4%**

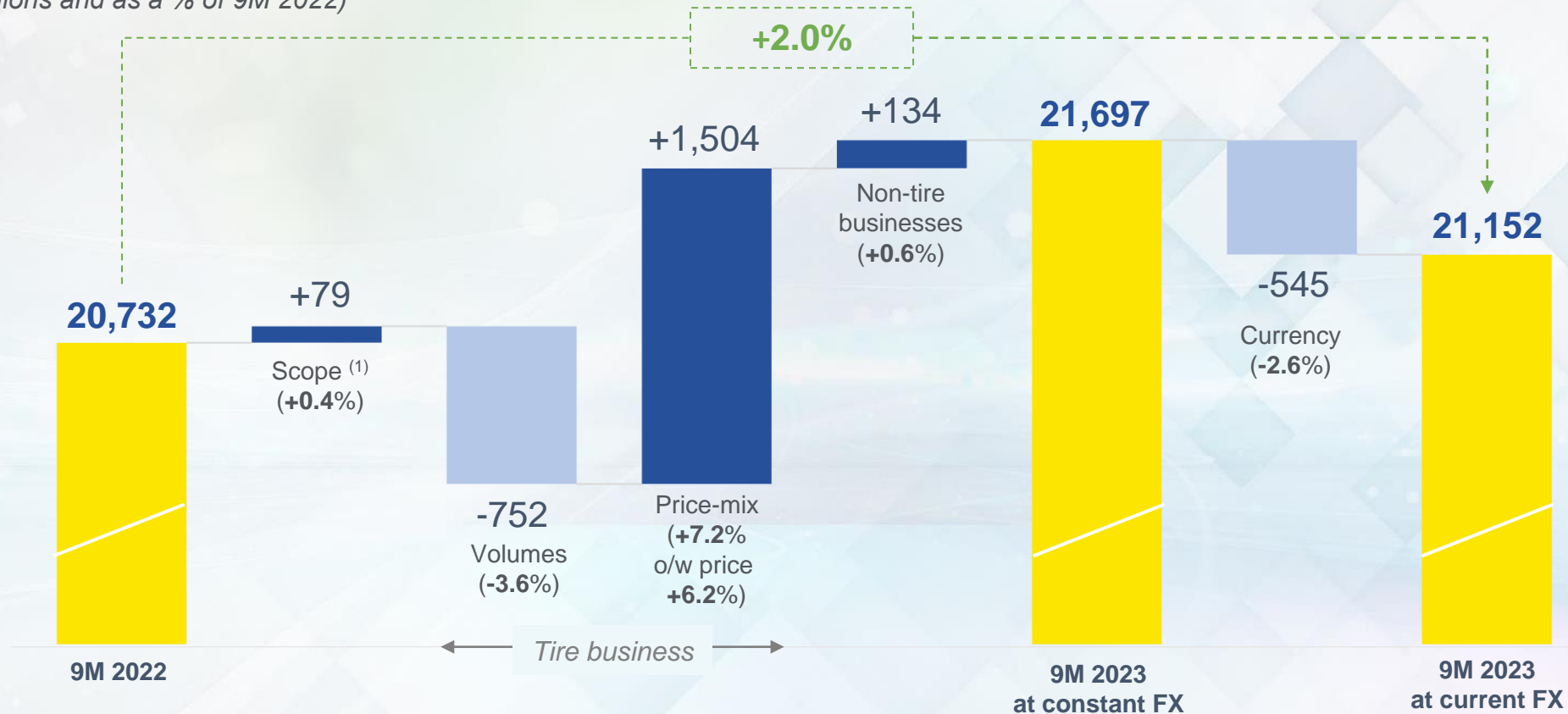


9-month Group sales up 2.0% to €21.2bn despite weak volumes

Non-tire sales grew by 13% or €134m

ANALYSIS OF SALES

(in € millions and as a % of 9M 2022)



⁽¹⁾ Consolidation of CPS (Conveyor Products & Solutions) effective July 14, 2022, EGC Enterprises (high performance polymers) effective Feb. 3, 2023, Blacksmith effective Apr. 1, 2023.

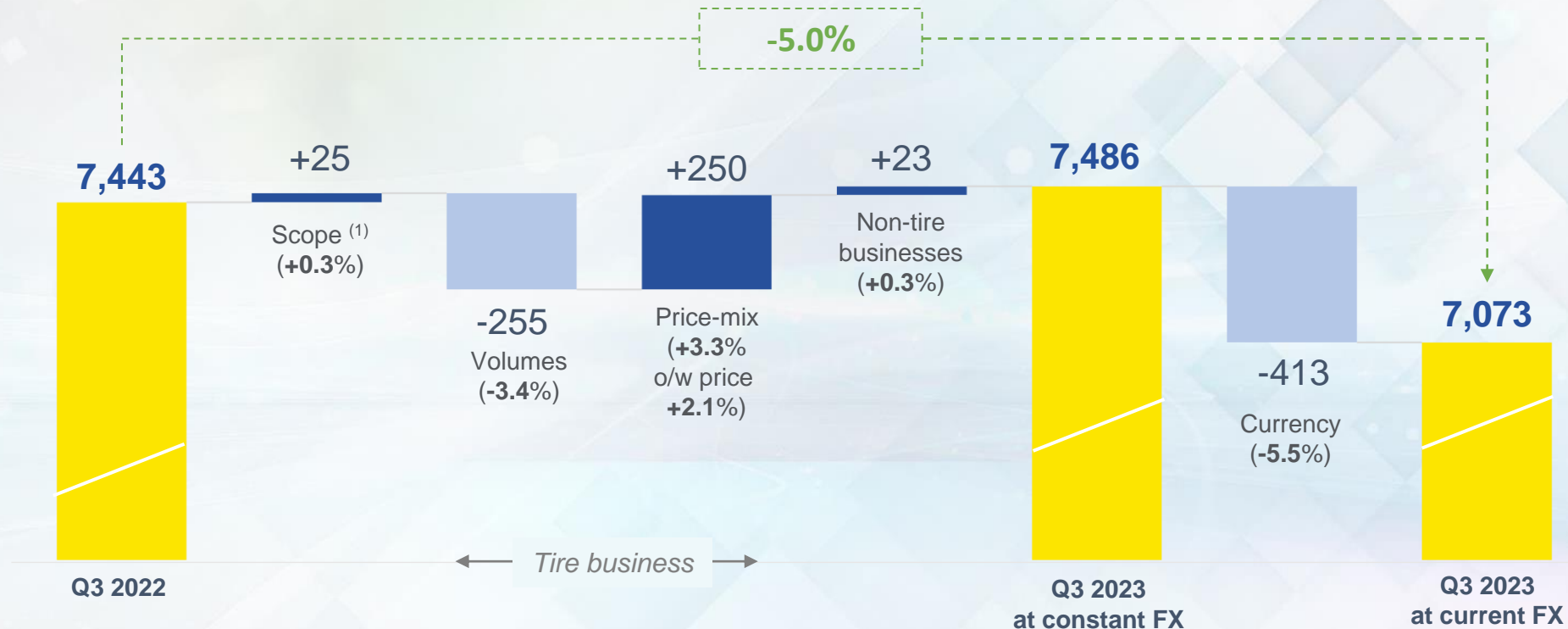


Q3 Group sales dragged down by FX to €7.1bn, price-mix steering remains solid

Non-tire sales grew by 6% or €23m

ANALYSIS OF SALES

(in € millions and as a % of Q3 2022)






(1) Consolidation of CPS (Conveyor Products & Solutions) effective July 14, 2022; EGC Enterprises (high performance polymers) effective Feb. 3, 2023; Blacksmith effective Apr. 1, 2023.



Automotive and Specialties segments delivering strong performance, Road transportation facing low volumes on decreasing markets

SALES BY REPORTING SEGMENT

(in € millions)

		9M 23	9M 22	CHANGE	
RS1 	Sales	10,611	10,238	+3.6%	<p>Sales growth driven by embedded price effect and sustained product mix enrichment, more than offsetting volume effect of Distribution's destocking. Market share gain in growing 18"+ segment, now accounting for 60% of MICHELIN-branded tire sales in 9M 23, up 5 points vs 9M 22.</p>
	<i>o/w volume change</i>	-	-	-1%	
RS2 	Sales	5,173	5,403	-4.3%	<p>Sales penalized by low volumes mainly from Replacement heavily impacted by destocking in Distribution, and unfavorable OE/RT mix. Positive embedded price effect. Double-digit growth in services to fleets.</p>
	<i>o/w volume change</i>	-	-	-7%	
RS3 	Sales	5,368	5,091	+5.4%	<p>Sales growth driven by embedded price effect and dynamic Aircraft and Mining activities. Unfavorable comparison basis in Mining in H2 due to record-high performance in H2 2022. <i>Beyond Road</i> activities focusing on value-creative segments, weighing on volumes but improving margins. High-tech materials sales up 13%.</p>
	<i>o/w volume change</i>	-	-	-2%	
GROUP	Sales	21,152	20,732	+2.0%	
	<i>o/w volume change</i>	-	-	-3.6%	

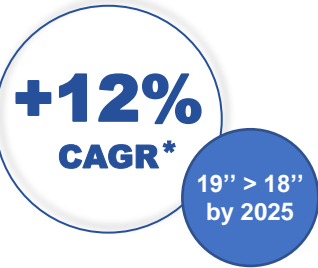
Strengthening leadership in high-value and increasingly demanding market segments



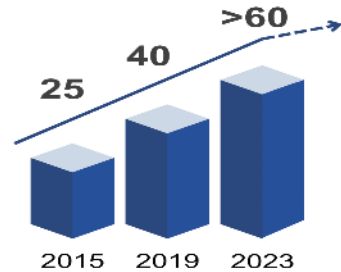
ACCELERATION OF >18" SEGMENT FOSTERED BY ELECTRIFICATION, DRIVING SUBSTANTIAL MIX ENHANCEMENT



SPECIALITIES: WINNING WHERE IT MATTERS



Market trend in > 18" tires



>18" segment, share of MICHELIN brand sales (%)

>100m€

Sustainable mix impact on EBIT, per year



2023

Launch of the **1ST RADIAL TIRE** for the **world's largest loader**



FOCUSING OUR WHERE-TO-PLAY ON MOST DEMANDING CUSTOMERS

Americas



Europe



South East Asia



Priority to MICHELIN brand in the most profitable regions

Premium quality



Tech oriented

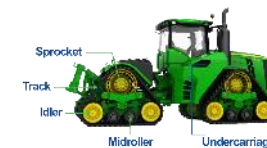


Green conscious



3 premium segments = 50% of market value

AG TRACKS



10% CAGR*

Michelin strong market share

HIGH POWER TRACTORS



CAGR* + 1 pt vs average AG

50% OF AG MARKET IN VALUE

* 2023 - 2028



Michelin tires' undisputed technological leadership, reiterated by 2023 test results

MICHELIN CROSSCLIMATE 2 SUV



MICHELIN CROSSCLIMATE 2

Unrivaled on **snow, dry, and sustainability performance**

MICHELIN PILOT ALPIN 5



MICHELIN PILOT ALPIN 5 SUV

Leading the **high-performance winter tyre segment** with undisputed snow and dry performance levels

**Test winner
1/35**



**AUTO BILD
225/45 R17**

**Test winner
1/12**



**AUTO BILD
235/55 R17**

**Test winner
1/10**



**AUTO BILD
235/55 R17**

**Test winner
1/10**



**TYRE REVIEWS
235/55 R17**

**Test winner
1/54**



**AUTO BILD
225/45 R18**

**Test winner
1/10**



**AUTO BILD
225/40 R R18**

**Test winner
1/10**



**TYRE REVIEWS
235/55 R17**



Electrification opportunity : differentiating with premium OEM segments, ready for attractive Replacement markets

A NATURAL LEADER WITH PREMIUM BEVs THANKS TO TECHNOLOGICAL EDGE ...

... AND AN ATTRACTIVE CHOICE ON REPLACEMENT MARKET

“Low tire abrasion and safe driving characteristics: Michelin shows how [tires should be] done”

(ADAC study, Dec 2021)

All Michelin tires already meeting EV requirements

Strong loyalty rate

Specific value positioning

+28%

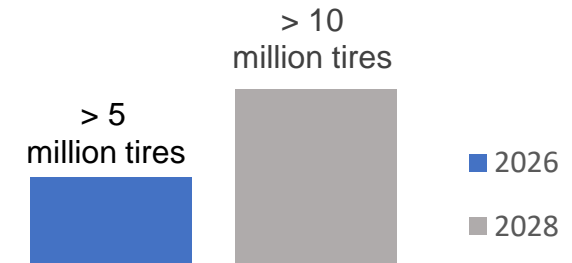
Number of BEV models with Michelin fitment, 2023 vs 22

x2.5

BEV PREMIUM* vs OE TOTAL

Michelin OE market share

* Luxury-Premium & Sport-Passion segments



Substantial Replacement sales from 2026 onwards



FCG closing: first step towards Michelin 2030 ambition to become a key player in polymer composite solutions



September 27, 2023

- ✓ Unlocking deep-innovation synergies in composite fabrics & films
- ✓ Strong growth prospects through multiple dynamic end-markets

2023: DILIGENT INTEGRATION PROCESS AND FIRST SYNERGIES DELIVERED



October 1st, 2023

Composite Fabrics and Films Business Line



€2m/year

Synergies **already** realized from refinancing of FCG debt

By January 2024

Synergies on **insurance** contracts

First **cross-selling** synergies

IMPACT ON 2023 GROUP FINANCIALS CONFIRMED

~€50m

Net Sales

~€12m

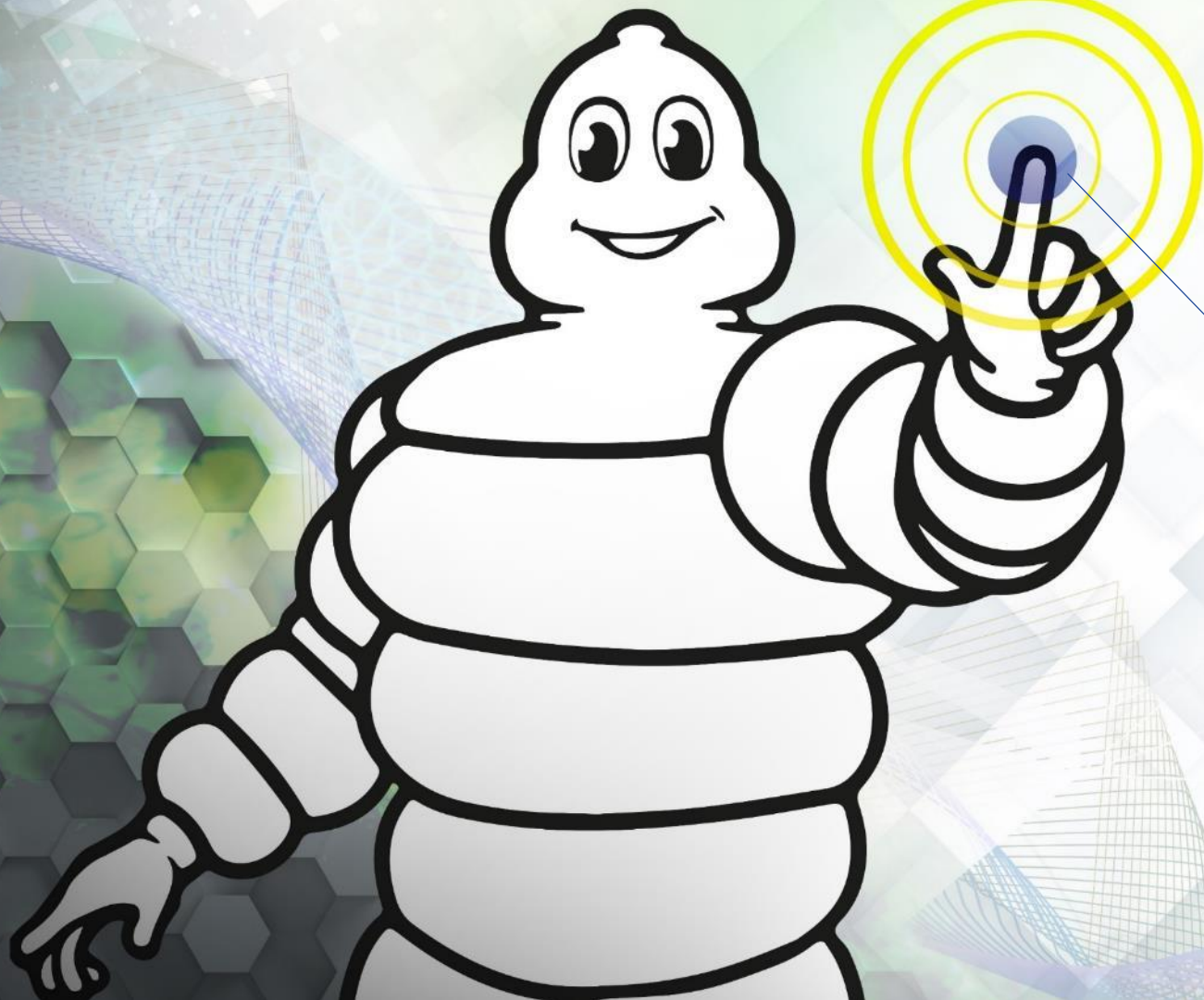
EBIT

€700m

Cash out *

* included in FCF after M&A





2023

GUIDANCE



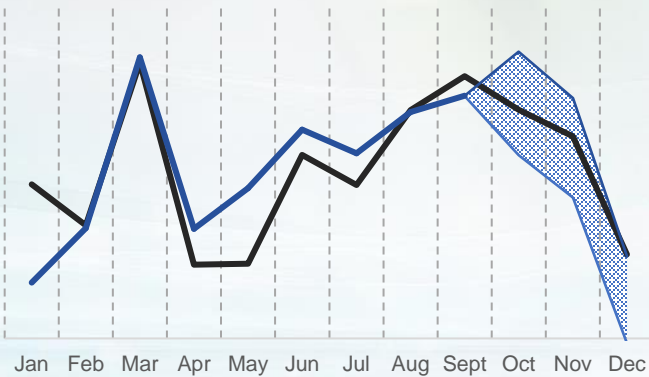
2023 FY markets scenario: slight market improvement in PC/LT, ongoing destocking in Truck



PASSENGER CAR / LIGHT TRUCK

-1%/+1%

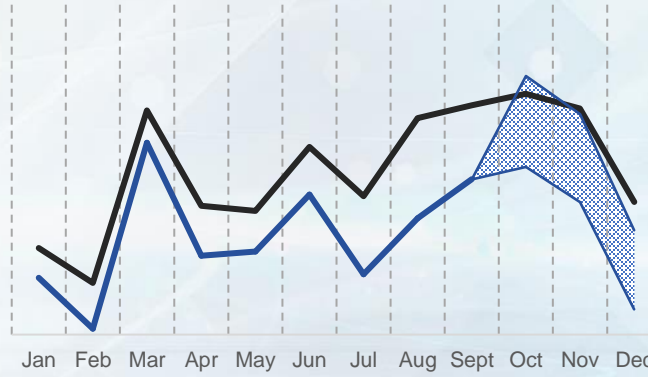
Previously: -3%/+0%



TRUCK excl. China

-6%/-4%

Previously: -4%/-1%



SPECIALTIES

-1%/+1%

Previously: -1%/+2%



Mining tires: strong demand holds, with high comparatives along H2 23



Beyond-road tires: slight growth across OE businesses, while RT turns more negative



Two-wheel tires: decreasing demand on high inventories levels, mainly bicycle



Aircraft tires: growth, with commercial demand recovering pre-covid levels

OE: H1 23 growth to revert in H2 on higher basis of comparison, mainly in China

RT: proved to be more resilient than expected in Q3, mainly in North America

OE: demand remains robust, despite a few supply disruptions

RT: soft *sell-in* demand with some additional destocking actions foreseen in Q4

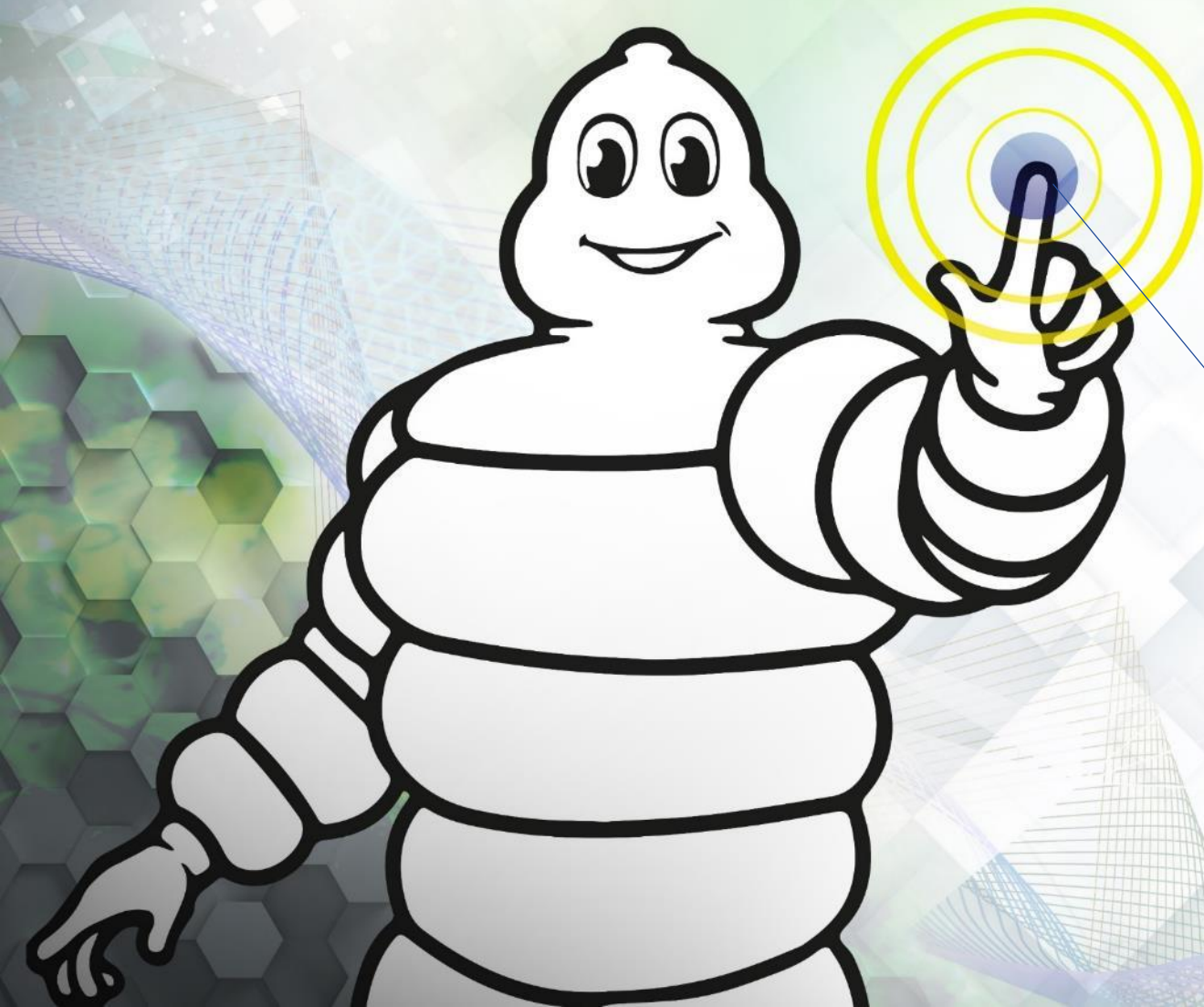


2023 Group scenario & guidance

SCENARIO

GUIDANCE

	UPDATED	PREVIOUS
Volumes	c.-4%	[-4% ; -2%]
Cost inflation raw materials, transportation, energy, labor	[neutral ; €0.2bn]	c.€0.2bn
Net price-mix vs. cost inflation factors	Positive	Positive
Cash-out capex	c.€2.2bn	c.€2.2bn
Segment operating income at constant FX vs 2022	> €3.4bn	> €3.4bn
Free cash flow excl. M&A	> €2.3bn	> €2.0bn



APPENDIX



2024 Financial Agenda



FULL YEAR 2023

FEB. 12, 2024 *

Q1 SALES

APR. 24, 2024 *

AG MEETING

MAY 17, 2024

CAPITAL MARKETS DAY

MAY 28, 2024

HALF YEAR RESULTS

JULY 24, 2024 *

Q3 SALES

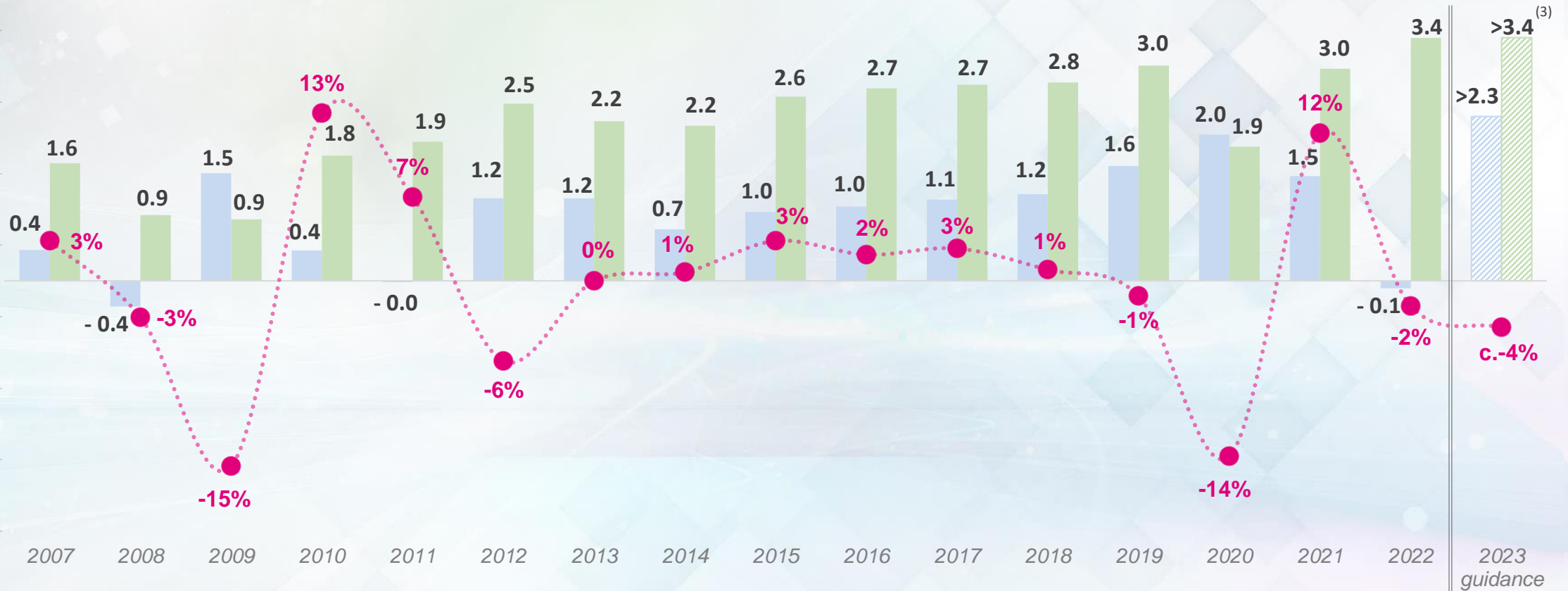
OCT. 23, 2024 *

* After close of trading



Demonstrated ability to increase cash and margin generation across business cycles

FCF ⁽¹⁾ AND SOI ⁽²⁾ EVOLUTION vs. CHANGE IN VOLUMES



(1) Reported Free cash flow, excluding M&A

(2) Segment operating income

(3) At 2022 exchange rates

Free cash flow ⁽¹⁾ (€bn) SOI ⁽²⁾ (€bn) Change in volumes (%)







Accelerating growth on polymer composite solutions with FCG acquisition closed in Q3 23

Strengthening premium positioning across tire businesses

(% of 2022 pro-forma sales including FCG acquisition)

Cyclicality

-  Very high
-  High
-  Low
-  Very low

TRANSPORTATION & SERVICES TO FLEETS

 Main drivers: GDP & PMI

26%

SPECIALTIES

 Main drivers: GDP, public spending, commodity prices, construction

19%

POLYMER COMPOSITE SOLUTIONS

includes 

 Main drivers: GDP, PMI, R&D & public spending

5%

REPLACEMENT AUTO & 2-WHEEL

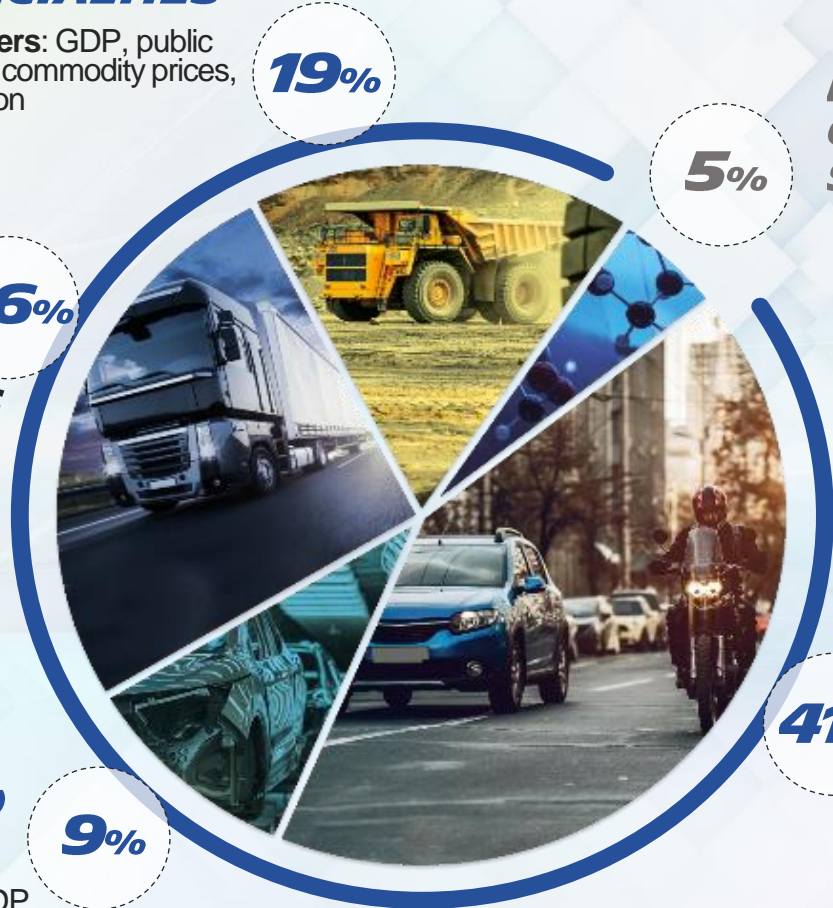
 Main drivers: miles driven, GDP, used cars market

41%

AUTO OE ⁽¹⁾

 Main drivers: regulation & GDP

9%



(1) Original equipment



Michelin's deep-innovation capabilities feed the Group's leadership on all targeted end-markets

MICHELIN'S DEEP-INNOVATION CAPABILITIES



Unrivaled innovation ability, from fundamental research to solutions development



Extensive worldwide manufacturing expertise



Unique know-how in performance simulations



Clear roadmap towards 100% sustainable materials with dedicated R&D programs

LEADERSHIP POSITION ON EVERY TARGETED END-MARKET

TIRE



SERVICES TO FLEETS



TaaS
Tire-as-a-Service



POLYMER COMPOSITE SOLUTIONS

Sealing technologies

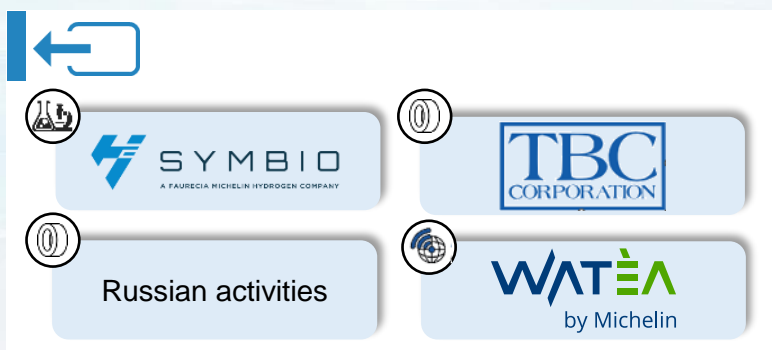
Belting solutions

Engineered fabrics & films

Engineered polymers

M&A active portfolio management with three major steps in 9M 2023, reflecting *Michelin in Motion 2030* strategy

9M 2023 MAIN DEALS



Tire



Services to fleet



High-Tech Materials

ZOOM ON 3 MAJORS STEPS



TBC sold its retail activities to increase profitability

- 2018: 50/50 JV set up with Sumitomo Corp
- 2018-23: strong cash generation, with \$400m shareholder loans reimbursed
- 2023: divesting from company-owned retail to focus on wholesale and franchise



Stellantis acquired 33% aside Michelin and Faurecia

- 2019: 50/50 JV set up with Faurecia
- 2023: building up new assembling capacities
 - Giga factory in France (Saint-Fons)
 - 1st production line in the US (California)
 - Saint-Fons capacity: 2026: 50,000 / year
2028: 100,000 / year



Michelin acquired FCG to create a leader in Engineered fabrics & films

- 20% increase of High-tech materials revenues to €1.3bn (FY22 pro-forma)
- Improved Michelin growth profile, margin accretive, positive cash generation and favorable impact on EPS
- Positioning the Group as a key player in polymer composite solutions



Shareholder return policy: pay-out gradually increasing towards 50% target

PER SHARE DATA ⁽¹⁾

(in €)

	2018	2019	2020	2021	2022	Target ⁽⁴⁾ @CMD21
DIVIDEND	0.93	0.50	0.58	1.13	1.25	
NET INCOME BASIC	2.33	2.42	0.88	2.58	2.81	
PAY-OUT RATIO ⁽²⁾	40%	21%	65%	44%	44%	50%
RETURN ⁽³⁾	4.3%	1.8%	2.2%	3.1%	4.8%	

DIVIDEND POLICY

- Payout ratio gradually raised towards 50% in 2030
- Pay-out calculated on reported net income

SHARE BUY-BACK POLICY

- Anti-dilutive programs to offset the impact of employee share plans
- Additional programs might be considered

(1) Data prior to 2022 restated for the 4-for-1 stock split of June 2022

(2) Dividend / Net income

(3) Dividend / Share price; based on Dec 31 closing stock price

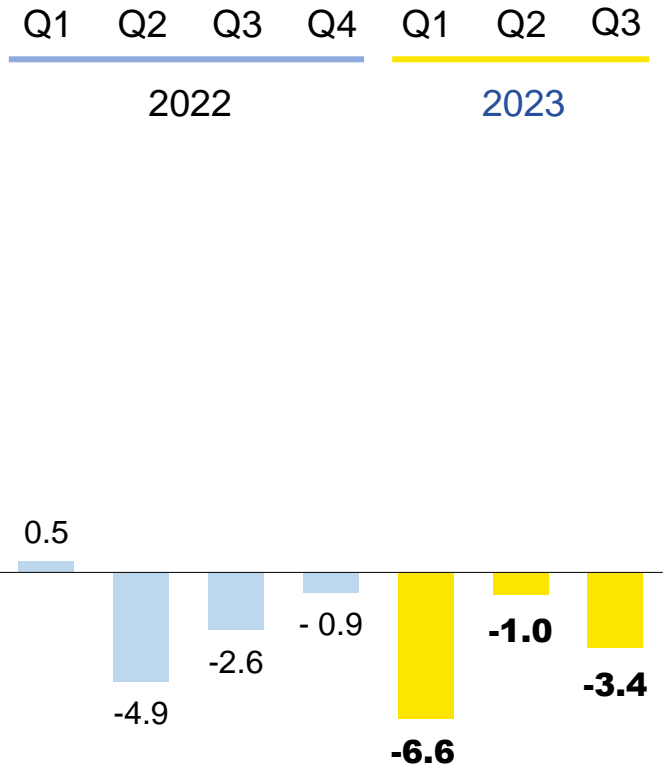
(4) Target set on net income before non-recurring items



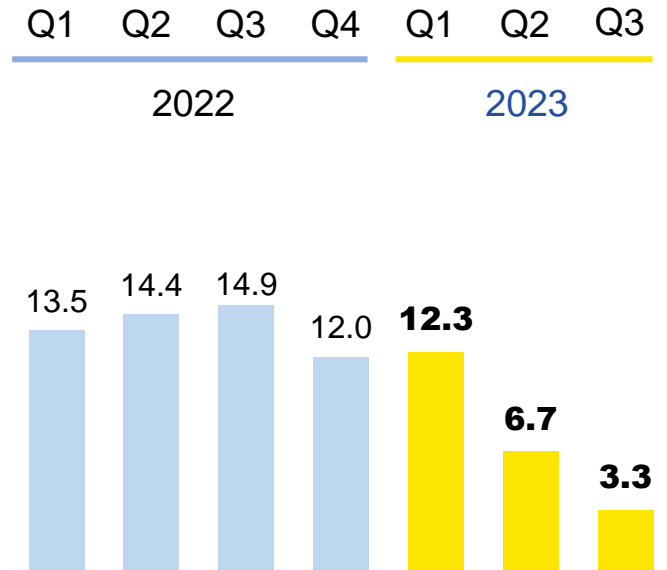
Tight steering in a context of weak sell-in volumes

YOY QUARTERLY CHANGE (in %)

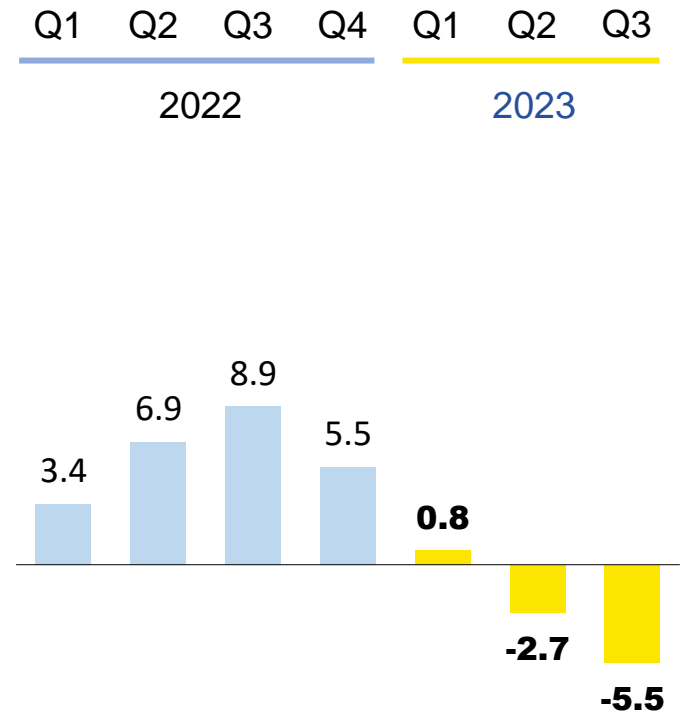
VOLUMES



PRICE-MIX



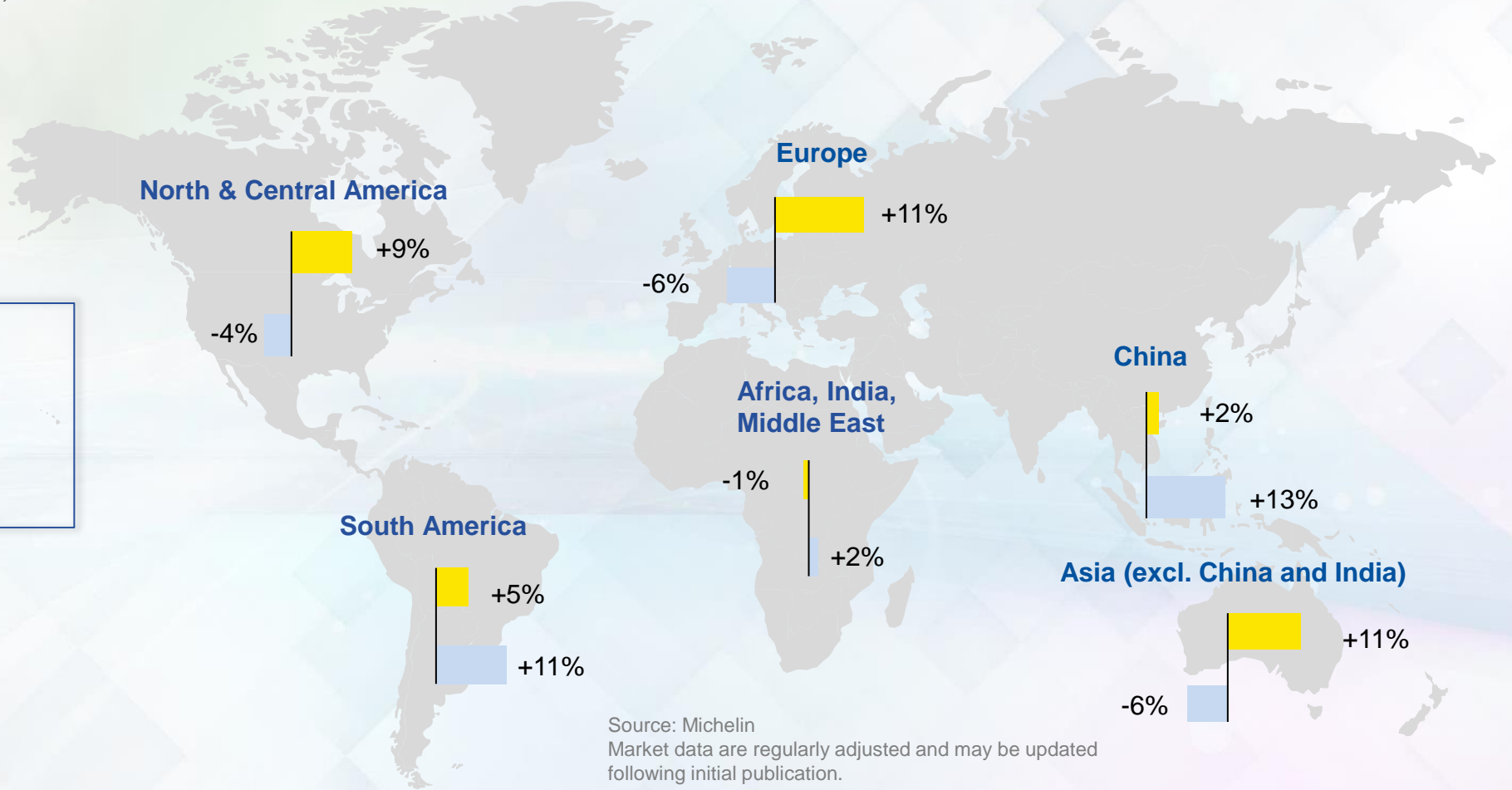
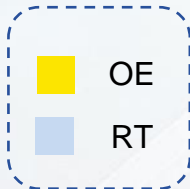
CURRENCY



9M PC/LT tire markets: sell-in demand globally flat, with OE up driven by supply chains ease vs RT slightly down on unfavorable basis of comparison and destocking

PC/LT TIRE MARKET, 9M 2023

(% change YoY in number of tires)



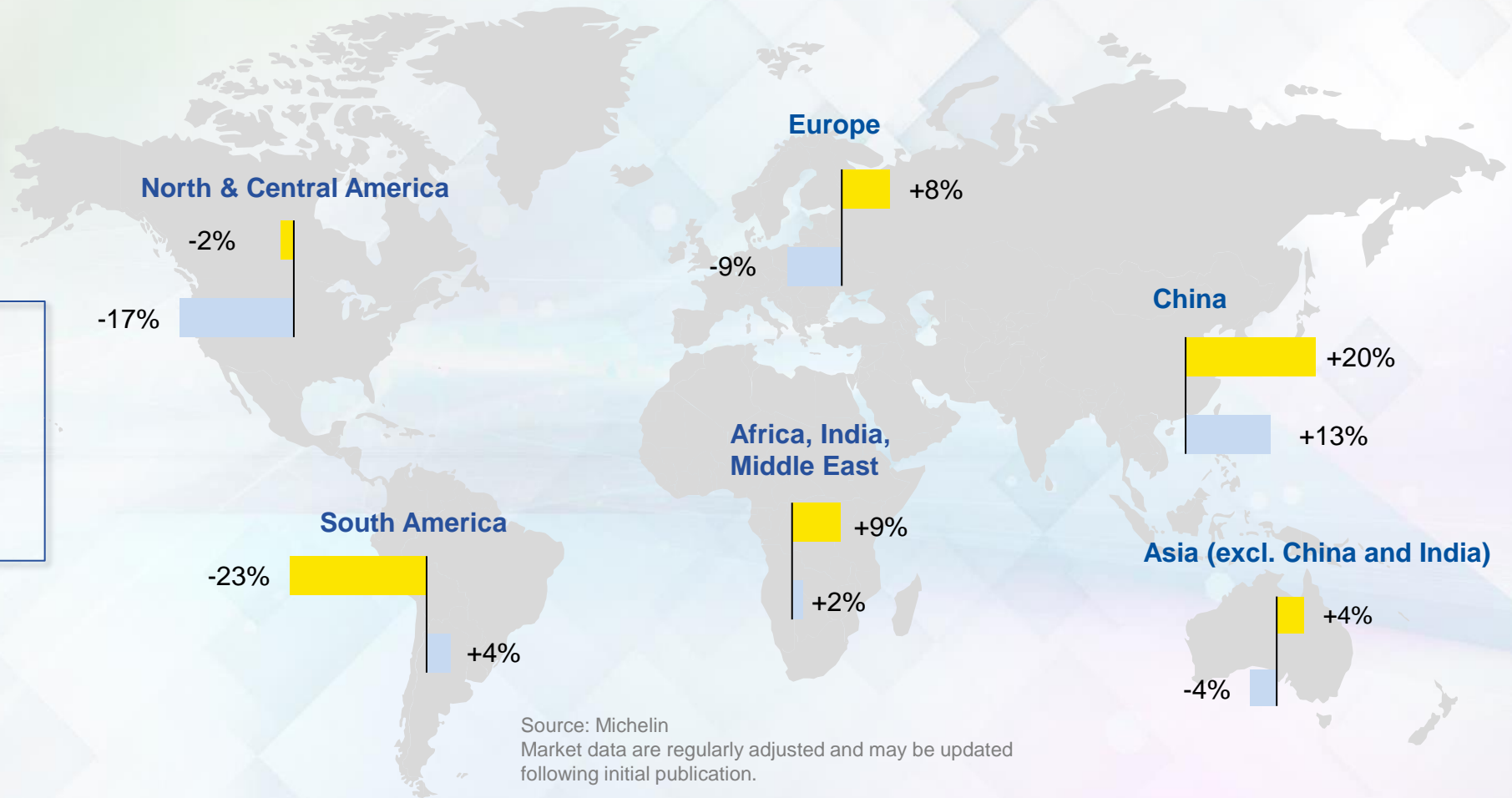
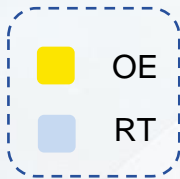
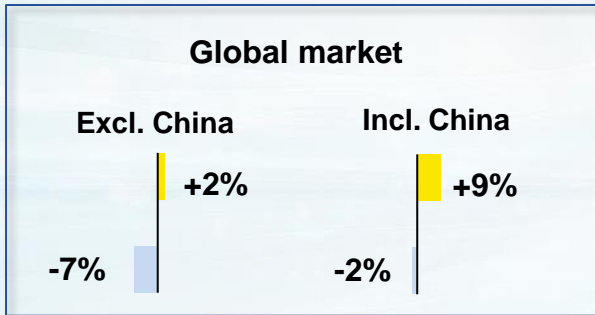
Source: Michelin
Market data are regularly adjusted and may be updated following initial publication.



9M Truck tire markets: dynamic OE despite a few supply chain disruptions, but RT decrease (excl. China) driven by supply chains normalization and destocking from distribution

TRUCK TIRE MARKET, 9M 2023

(% change YoY in number of tires)

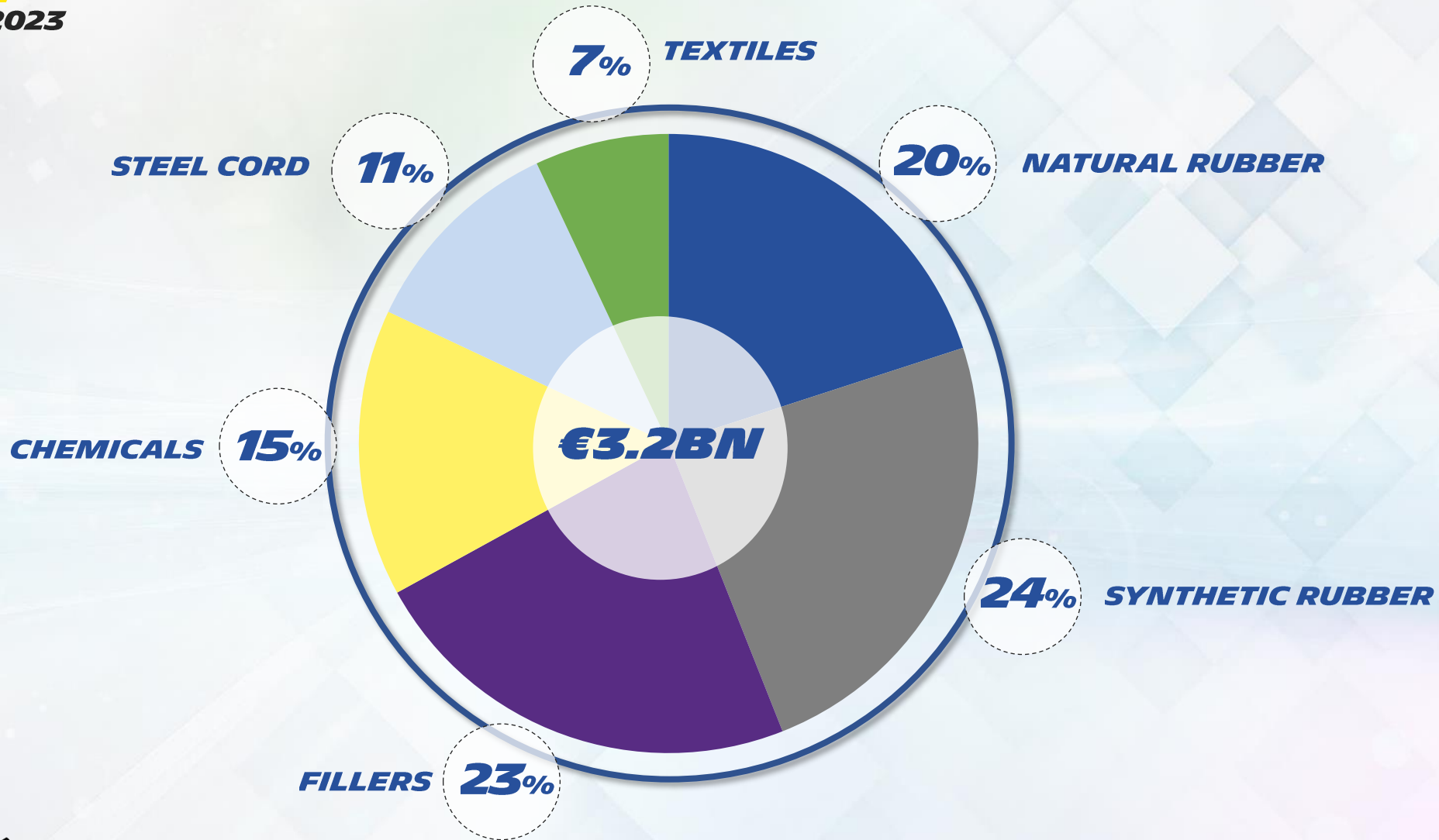


Source: Michelin
Market data are regularly adjusted and may be updated following initial publication.



Raw materials cost breakdown

H1 2023



Natural rubber price

TSR20 AND RSS3 IN \$/KG



— RSS3 — TSR20

Source: SICOM



Brent price

BRENT IN \$/BBL



Butadiene price

BUTADIENE EUROPE IN €/T



Sales by currency & impact on segment operating income (SOI)

% OF SALES 9M 2023 12 month rolling		2023 YTD currency change vs. €	DROPTROUGH* SALES → SOI	% OF SALES 9M 2023 12 month rolling		2023 YTD currency change vs. €	DROPTROUGH* SALES → SOI
USD	40%	-1.6%	25% / 35%	AUD	3%	-7.0%	80% / 85%
EUR	31%	-	-	JPY	1%	-9.1%	80% / 85%
CNY	6%	-7.8%	25% / 30%	MXN	1%	+12.0%	25% / 30%
BRL	4%	+0.6%	-30% / -20%	TRY	1%	-28.7%	80% / 85%
GBP	3%	-2.9%	25% / 30%	THB	1%	-1.5%	-130% / -100%
CAD	3%	-6.3%	25% / 30%	Other	6%	-	-

Illustration with impact of USD change on sales and SOI in €:

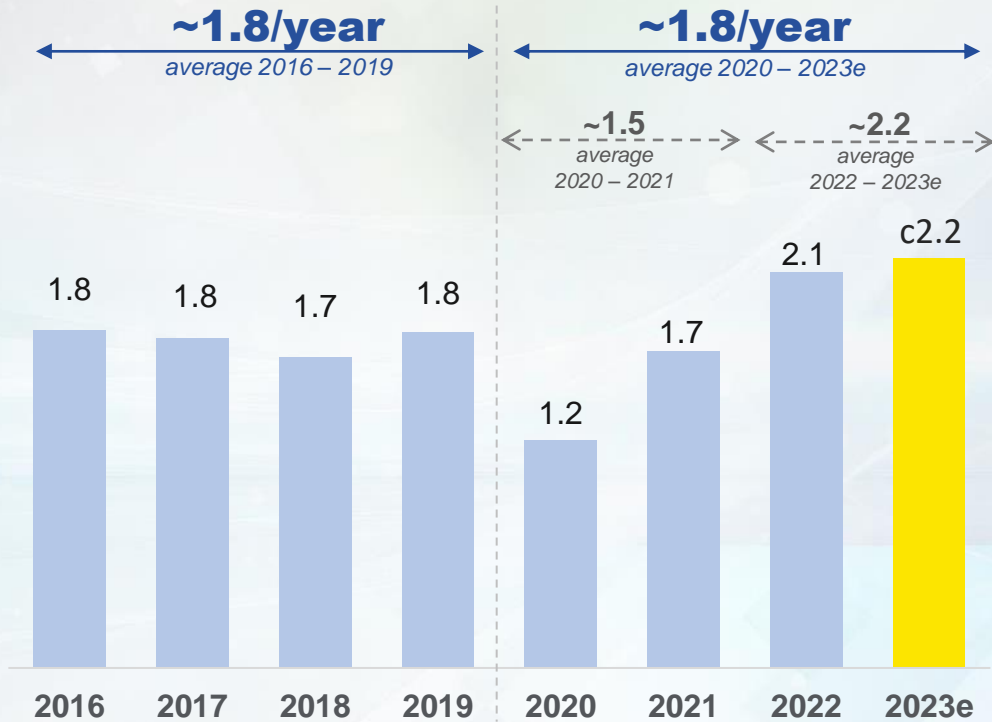
$$\text{Sales} \times \underbrace{40\% \times (-1.6\%) \times \sim 30\%}_{\substack{\text{impact on sales} \\ -0,6\%}} = \text{impact on SOI} (-0.2\%)$$

* Droptrough linked to the export/manufacturing/sales base



Capex increase in 2022-2023 to catch up 2020-2021 postponements

COMMITTED AND PLANNED CAPITAL EXPENDITURE⁽¹⁾ (€ billions)



KEY POINTS

On track to reach c2.2bn capex cash-out in 2023



- Investing in growth segments
- Optimizing routine capex
- Digital manufacturing and competitiveness
- Decarbonation of our operations



- Services and Solutions



- Flexible composites
- Engineered polymers

⁽¹⁾ Purchases of intangible assets and PP&E



Outstanding bond issues

(As of Sep 30, 2023)

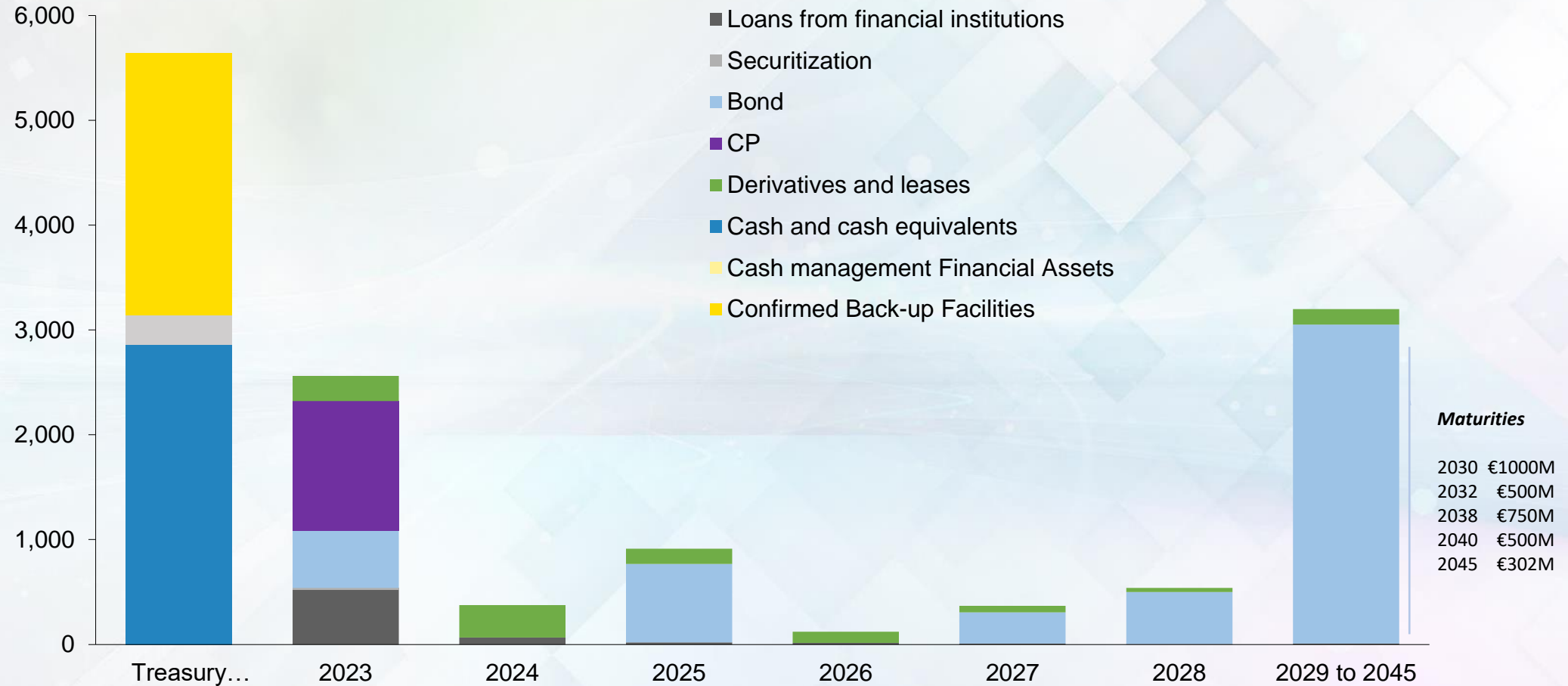
Issuer	Compagnie Générale des Établissements MICHELIN								
Issue Type	Senior Note Convertible	Senior Note Bond	Senior Note Bond	Senior Note Bond	Senior Note Bond	Senior Note Bond	Senior Note Bond	Senior Note Bond	Senior Note Bond
Principal Amount	\$600m	€750m	€300m	€500m	€1,000m	€500m	€750m	€500m	€302m
Offering price	95.50%	99.10%	99.081%	99.89%	99.262%	99.54%	99.363%	99.46%	98.926%
Corporate rating at Issuance date	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 corporate rating	A- (S&P); A3 (Moody's); A- (Fitch)								
Coupon	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.-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-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 Sept. 03	Annual May 28	Annual Nov. 02	Annual Sept. 03	Annual Nov. 02	Annual Sept. 03	Annual Nov. 02	Annual Sept. 30
ISIN	FR0013309184	FR0013357845	XS1233734562	FR0014000D31	FR0013357852	FR0014000D49	FR0013357860	FR0014000D56	XS1298728707
Denomination	\$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	€100,000 with min. tradable amount €100,000	€100,000 with min. tradable amount €100,000	€100,000 with min. tradable amount €100,000	€100,000 with min. tradable amount €100,000	€1,000 with min. tradable amount €1,000



A comfortable cash position with maturities well spread over time

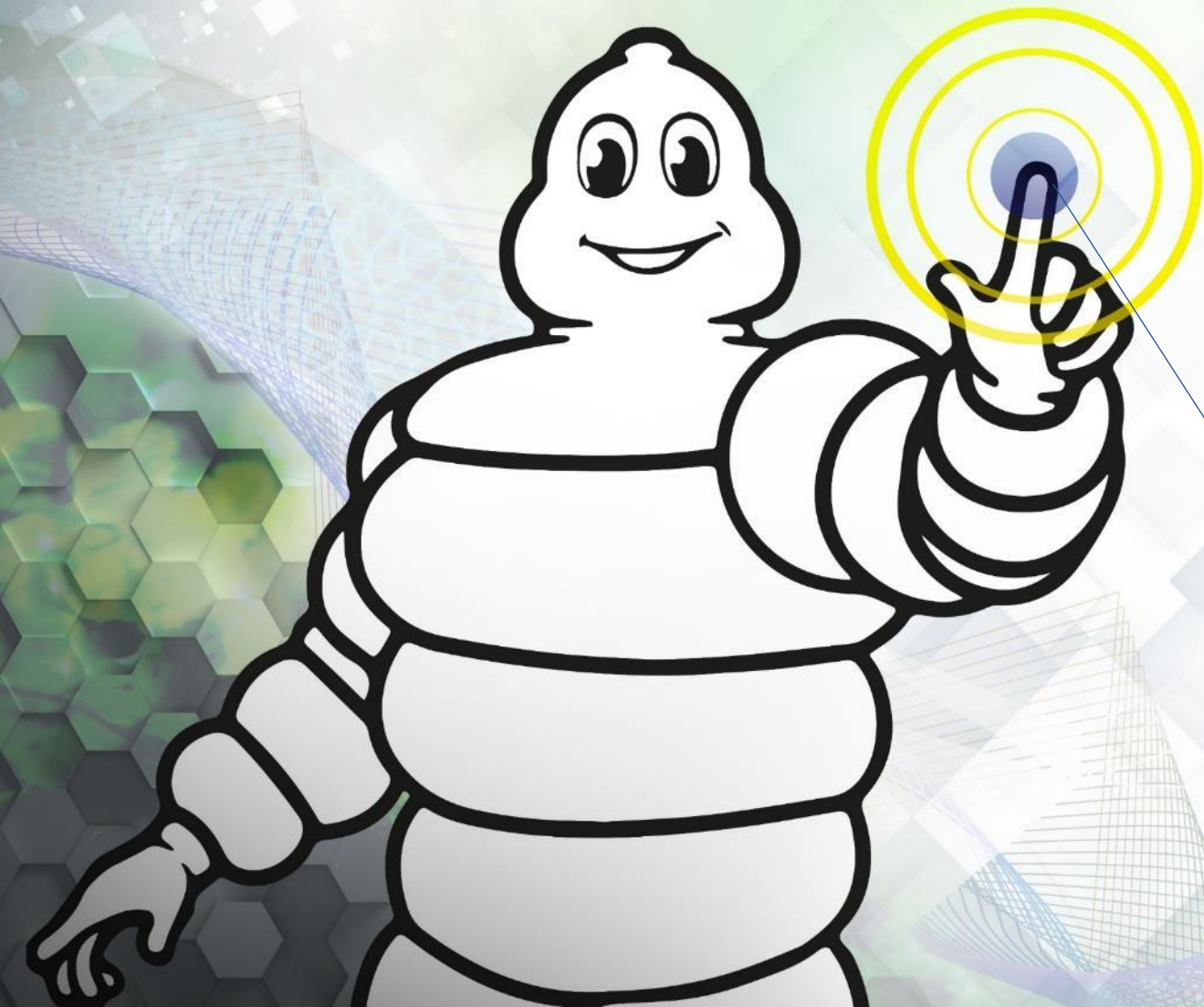
DEBT MATURITIES AT JUNE 30, 2023

(carrying amount in € millions)



MICHELIN ACQUIRED FLEX COMPOSITE
GROUP FROM IDI

CREATE A LEADER
IN HIGH-TECH
**ENGINEERED FABRICS
AND FILMS**



Transaction overview

FLEX COMPOSITE GROUP AT A GLANCE

A European leader in high-tech Engineered Fabrics & Films
EUR 202 million revenue in 2022, +11% organic revenue CAGR 2015-2022
[25-30%] EBITDA margin

TRANSACTION METRICS

EUR 700 million Enterprise Value
EUR 21 million annual run-rate EBIT synergies by year 5
9.0x EV / EBITDA multiple post synergies

ACCRETIVE MOVE

Michelin's High-Tech Materials revenues up by c.20%, in line with 2030 ambition
Enhanced growth profile, EBIT-margin and EPS accretive from year 1
Positive cash generation

FINANCING

100% available cash
Limited impact on Group leverage: 29% Gearing post-transaction vs 25% today

NEXT STEPS

Closing end of Q3 2023
Focus on integration and delivering expected synergies



Flex Composite Group – FCG, a European leader in engineered fabrics & films

FCG KEY FIGURES

€ 202m
revenue in 2022

11%
organic revenue
CAGR 15-22A

[25-30%]
EBITDA margin

400
employees, including
c.10% dedicated to R&D

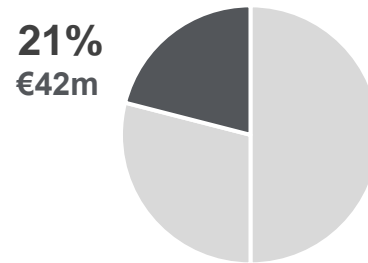
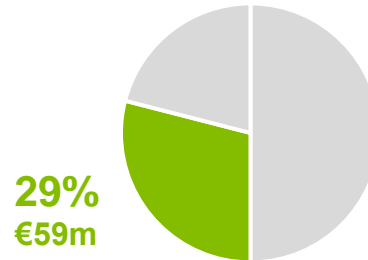
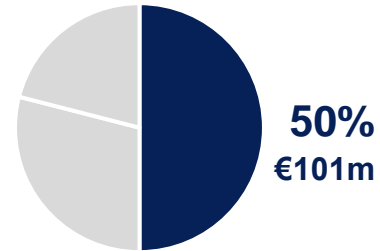
3 PRODUCTS CATEGORIES

Resin impregnated fabrics

Flexible coated fabrics

Technical films & membranes





2022 REVENUE SPLIT



6 PLANTS IN EUROPE



Strong growth prospects through multiple dynamic end-markets

Main end-markets	Activities	Market Growth ⁽¹⁾ 2022-27E	Fundamental growth drivers
 Marine (leisure & pro)	Flexible coated fabrics Resin impregnated fabrics	High-single digit	<ul style="list-style-type: none"> Continued growth of recreational boats and penetration gains for RIBs⁽²⁾ Increasing carbon composites demand within top class yachts and sailboats design
 Sports cars, Supercars & Electric cars	Resin impregnated fabrics	Double digit	<ul style="list-style-type: none"> Electrification transition in the automotive sector Dynamism of sports cars and supercars segments
 Technical Apparel	Technical films & membranes	Mid-single digit	<ul style="list-style-type: none"> Increasing technical requirements, new customer behaviours post covid and development of extreme sports
 Construction	Resin impregnated fabrics	Mid-single digit	<ul style="list-style-type: none"> Increasing composite materials penetration in infrastructure construction and renovation to comply with tightening green regulation in the EU

(1) Global end-market volume CAGR (third party consulting firm estimate)

(2) Rigid Inflatable Boats

Unlocking deep-innovation synergies in engineered fabrics & films

DEEP-INNOVATION CAPABILITIES



Unrivaled innovation ability, from fundamental research to solutions development



Extensive **worldwide** manufacturing expertise



Unique know-how in **performance simulations**



Clear roadmap towards **100% sustainable materials (2050)** with dedicated R&D programs

MICHELIN'S HIGH-TECH MATERIALS ACTIVITIES

Sealing technologies

Belting solutions

Engineered fabrics & films

Engineered polymers



Complementary know-how

RESIN IMPREGNATED FABRICS



FCG
FLY COMPOSITE GROUP



FLEXIBLE COATED FABRICS



FCG
FLY COMPOSITE GROUP



TECHNICAL FILMS & MEMBRANES



FCG
FLY COMPOSITE GROUP



Run-rate EBIT Synergies of €21 million unlocked by year 5, driven by product mix enrichment and geographic expansion

REVENUE SYNERGIES

Deep-innovation in materials and processes, leading to increased performance and more sustainable products

Leverage Michelin's footprint to grow in North America

Leverage Michelin's market access in Defense, Aeronautics and high-end Automotive sectors

Cross-selling opportunities from product complementary

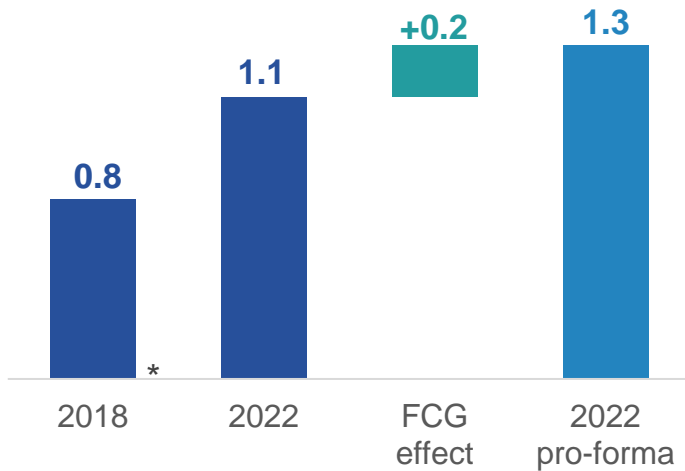
COST SYNERGIES

Economies of scale in purchasing mostly raw materials

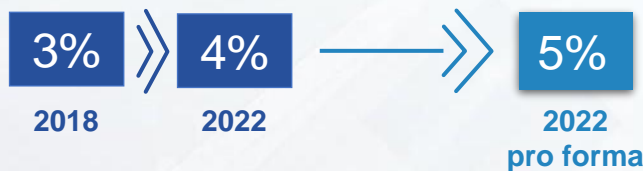
Create a leader in engineered fabrics & films, with superior financial profile

MICHELIN'S HIGH-TECH MATERIALS REVENUES UP BY c.20%

(in € bn)

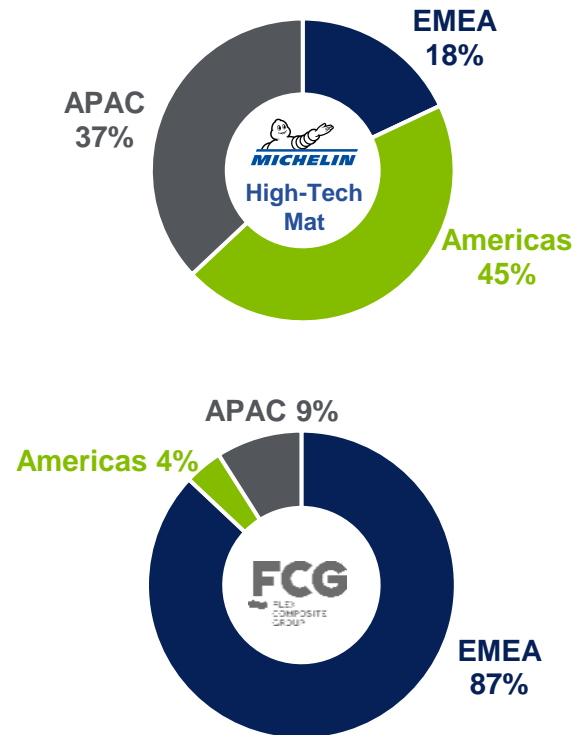


HIGH-TECH MATERIALS % OF GROUP REVENUES



OPPORTUNITY TO EXPAND FCG IN NORTH AMERICA

(2022 revenue by geography)



SUPERIOR FINANCIAL PROFILE

Run-rate EBIT synergies of €21m reached by year 5

High single digit revenue growth prospects

EBIT-margin accretive at Group level and for the Specialty segment

Positive cash conversion from lower capital intensity

EPS accretive from year 1



Enhanced People, Profit and Planet performance at the heart of future success



PEOPLE

Access to **more career opportunities**

A leadership model that puts people, **teams and empowerment at the centre of our mindset** and behaviours

Enhanced skills management

Strong **people ambitions**:

- be world-class in employee engagement, with **engagement rate > 85%**
- be world-class in employee safety, with **TCIR < 0.5**



PROFIT

Increase High-Tech Materials revenue by c.20%, with high single digit organic growth prospects

EBIT-margin accretive acquisition for Specialty segment

Positive cash conversion from lower capital intensity

EPS accretive from year 1

Group financial position remains strong post acquisition: 2022 pro-forma gearing at 29%



PLANET

Accelerating R&D related to the next generation of materials

Increase bio-sourced and recycled materials rate in resins, glues and reinforcements

Comprehensive approach to **reduce VOC emissions and solvent usage in coating processes**

Key takeaways

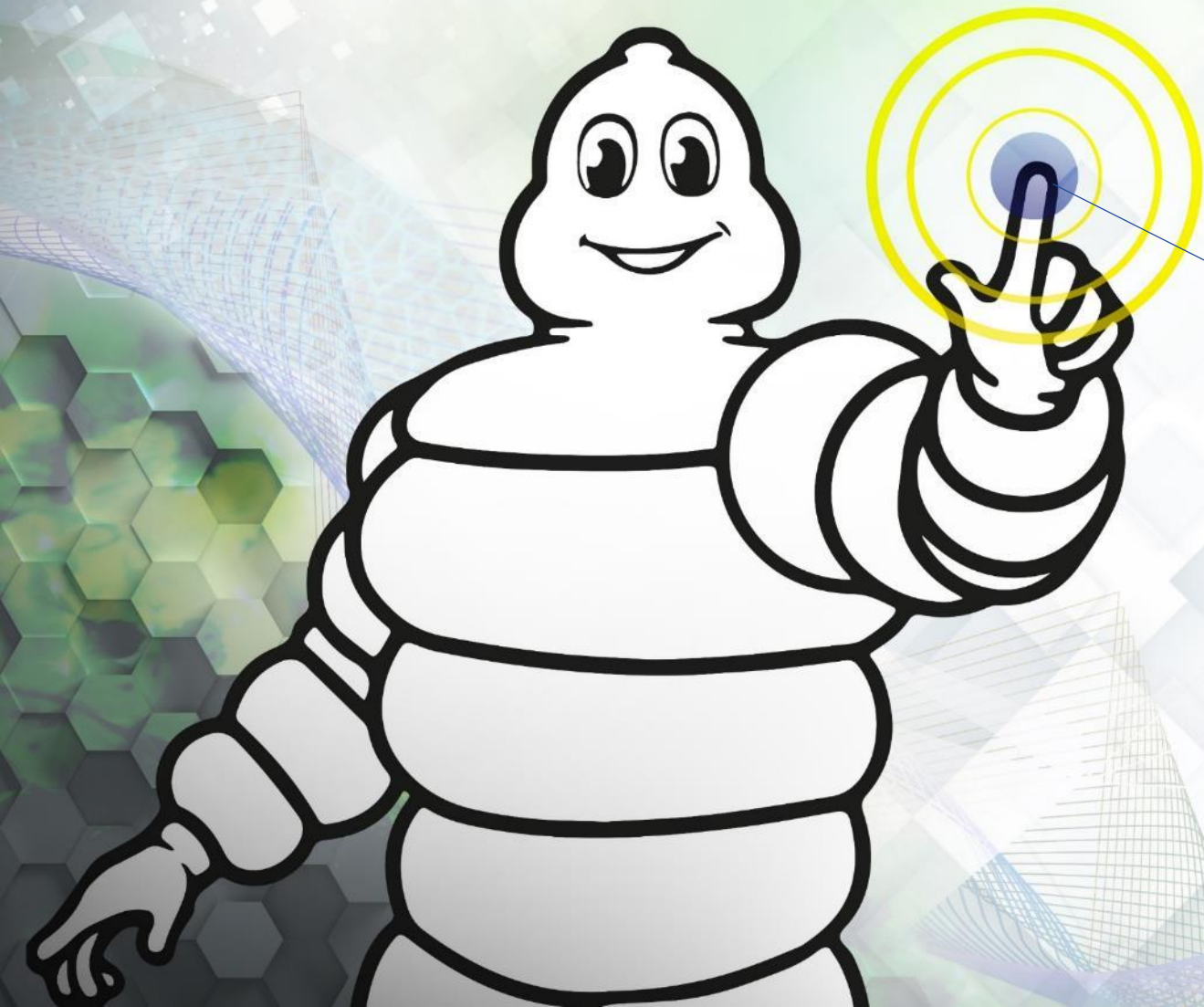
High-Tech Materials revenue up c.20%, creating a leader in high-tech Engineered Fabrics & Films

Important step to develop Michelin beyond mobility, in line with 2030 ambition to position the Group as a key player in polymer composite solutions

Unlocking deep-innovation synergies in a broad range of products and applications

Enhancing growth profile, EBIT-margin accretive for Group and Specialty segment, positive cash generation and EPS impact

Michelin's strong financial position maintained, delivering long-term value for all stakeholders



APPENDIX

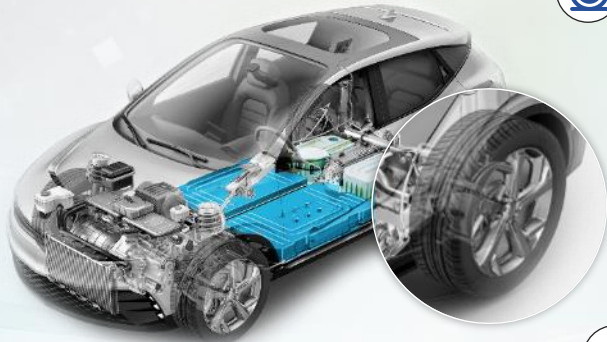
Tire businesses



Michelin uniquely positioned to leverage vehicle electrification

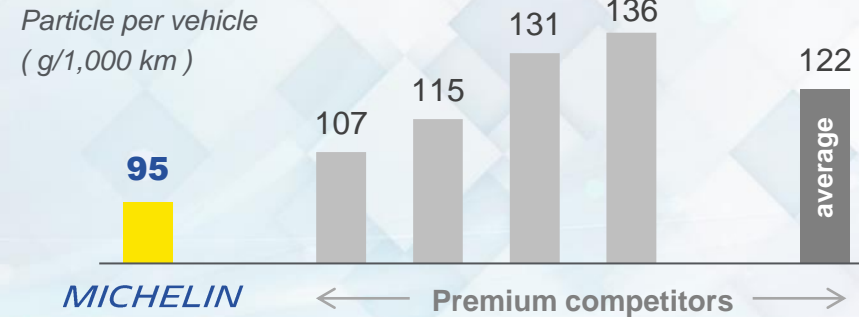
BEV: HIGHLY DEMANDING VEHICLES PERFECTLY FIT WITH MICHELIN'S UNIQUE KNOW-HOW

KEY REQUIREMENTS FOR TIRES



-  Low rolling resistance
-  Silent architecture
-  Low abrasion rate
-  High rim capacity
-  High load capacity

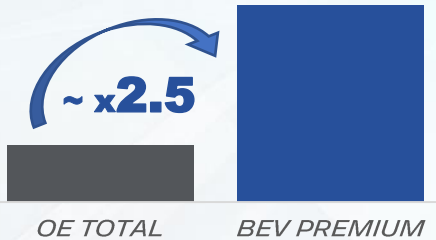
MICHELIN: BEST COMBINATION OF PERFORMANCES



* source: ADAC, March 2022 - Download the ADAC study

OVER-INDEXED IN PREMIUM * BEV

Michelin OE market share



*Premium: Luxury-Premium and Sport-Passion segments

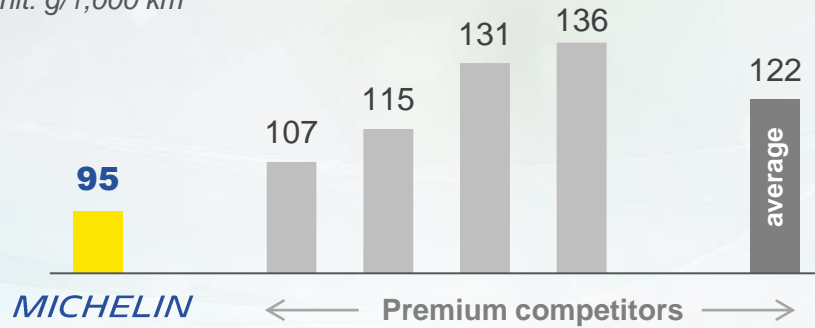
MICHELIN PREFERRED TIREMAKER FOR LEADING EV OEMs



Wear particles: considerable competitive advantage, without any compromise on safety

PARTICLE EMISSIONS: MICHELIN VS. OTHER PREMIUM TIRES MAKERS (1)

Particle per vehicle
unit: g/1,000 km



The environmental impact of tire abrasion is up to 50% higher for other manufacturers than for Michelin, whose tire technology currently gives them an enormous lead over the competition.

[Download the ADAC study](#)

PARTICLE EMISSIONS GET REDUCED WITH EACH NEW RANGE (2)



(1) Tyre wear particles in the environment, ADAC, March 2022 – 100 sizes tested
 (2) DEKRA studies in 2020 (MARK20B, MARK20E) and 2021 (MARK21E)



Tire and road wear particles (TRWP): definition and state of knowledge

SCIENTIFIC STUDIES HAVE STARTED TO MEASURE THE ENVIRONMENTAL IMPACT OF TRWP ⁽¹⁾:



AIR

Studies confirm that TRWP account for only a very small proportion (<1%) of particulate matter pollution



WATER

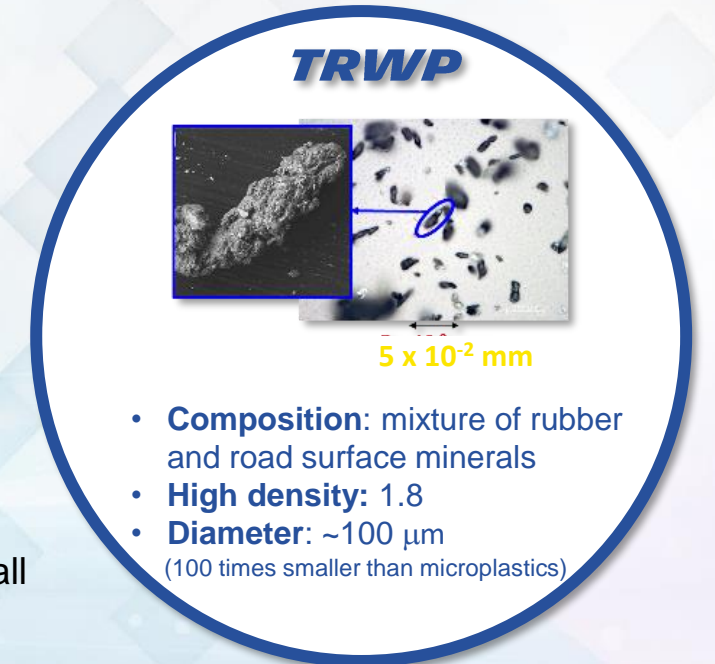
Studies suggest that most TRWP never reach estuaries.

Michelin is strongly in favor of a regulation that would limit the level of wear particle emissions of all tires worldwide → work in progress with ETRMA⁽²⁾ members in order to :

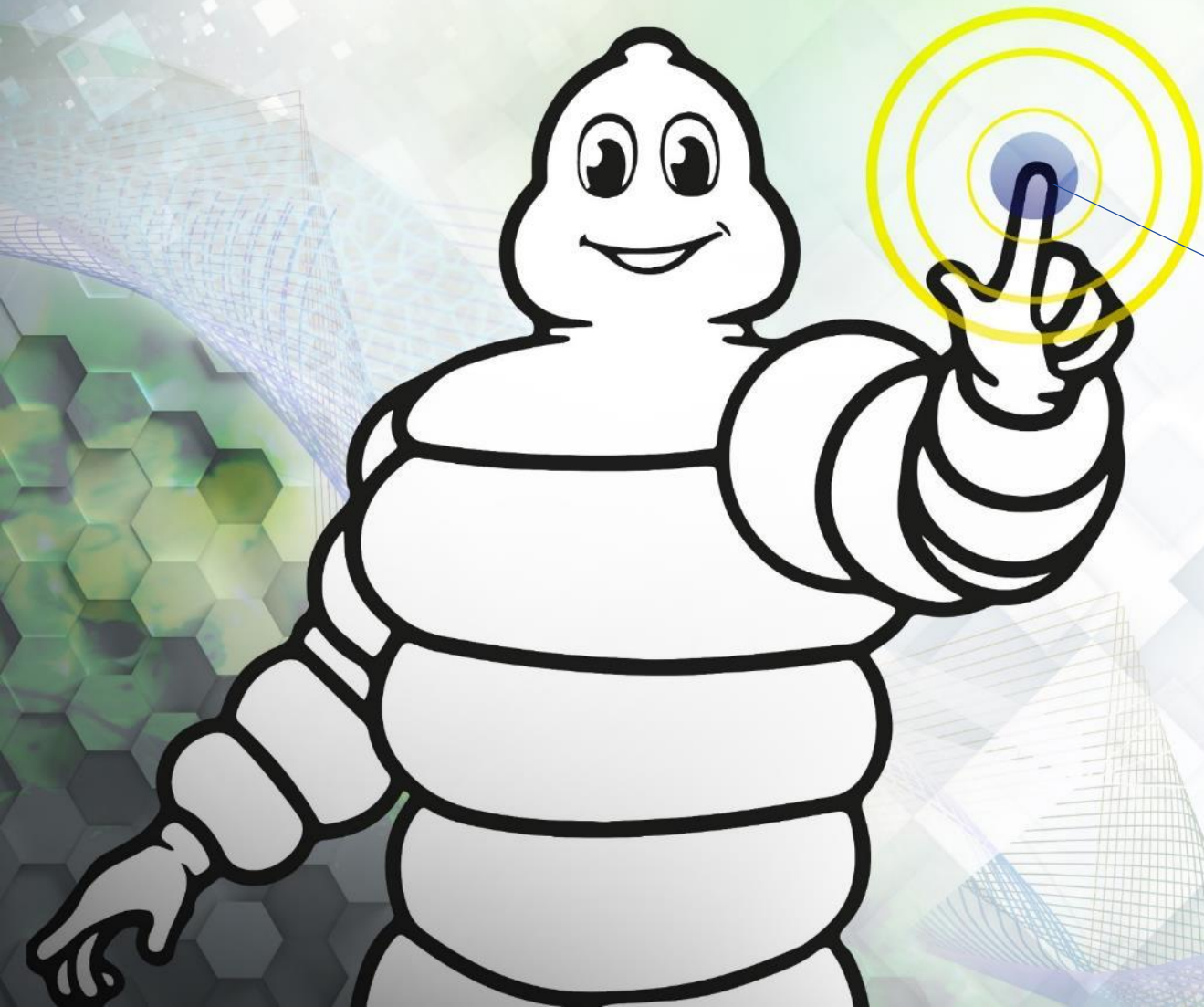
- define a standardized TRWP emission rate test method
- promote a threshold regulation and eliminate the less performing tires from the market.

(1) TRWP are tiny debris generated by abrasion from a tire's contact with the road surface. This abrasion is caused by the tire's grip and keeps the tire safely on the road. For more information about TRWP, [see the following document](#)

(2) European Tyre & Rubber Manufacturers Association



+ [Download the ADAC study](#)
Tyre wear particles in the environment (March 2022)



APPENDIX

Services & Solutions



Services to fleets: a suite of innovative solutions that empower mobility players to race towards zero-accident, zero-downtime, zero-emission

Unique customer intimacy and usage expertise

MICHELIN CONNECTED FLEET

Actionable insight provider for fleets leading towards zero-accident, zero-downtime, zero-emission



**MICHELIN
CONNECTED FLEET**

Connected fleet management services



TaaS

Tire-as-a-Service

High-value tire outsourcing offer



**MICHELIN
ONCALL**

24/7 road emergency service



WATèA

by Michelin

LCV fleets decarbonation solution



**MICHELIN
MEMS 4**

Monitoring tool for Mining tyre and usage conditions

MICHELIN MOBILITY INTELLIGENCE

Decision levers provider for public and private sector to make mobility safer, better and smarter.



**SAFER
ROADS**

Save lives



**BETTER
ROADS**

Optimize road maintenance



**MICHELIN
MOBILITY DATA**

Monetize Michelin's high value mobility data outside

TRUCKFLY
by Michelin

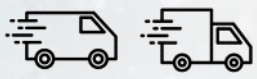
First and unique European truck driver's community

Powered by Michelin connected technologies



Watèa by Michelin: a unique solution to decarbonize urban LCV fleets

STAKES OF TRANSITION TO E-LCV



LCVs ~ 3-4% of global CO2 emissions



Switch to EV
→ - 60% emissions



Mandatory to operate in cities

FLEETS PAIN POINTS

How to transition ?



How to operate?



How to finance ?



VALUE PROPOSITION

Tailored solution

EV, charging solution, maintenance

Digital services

productivity increase and service continuity

A unique value proposal through an **all-inclusive subscription** (Opex)

LEVERAGING MULTIPLE GROUP ASSETS

With Tire

MICHELIN AGILIS CROSSCLIMATE



Around Tire



Beyond Tire



PARTNERING WITH CA FOR VEHICLE FINANCING

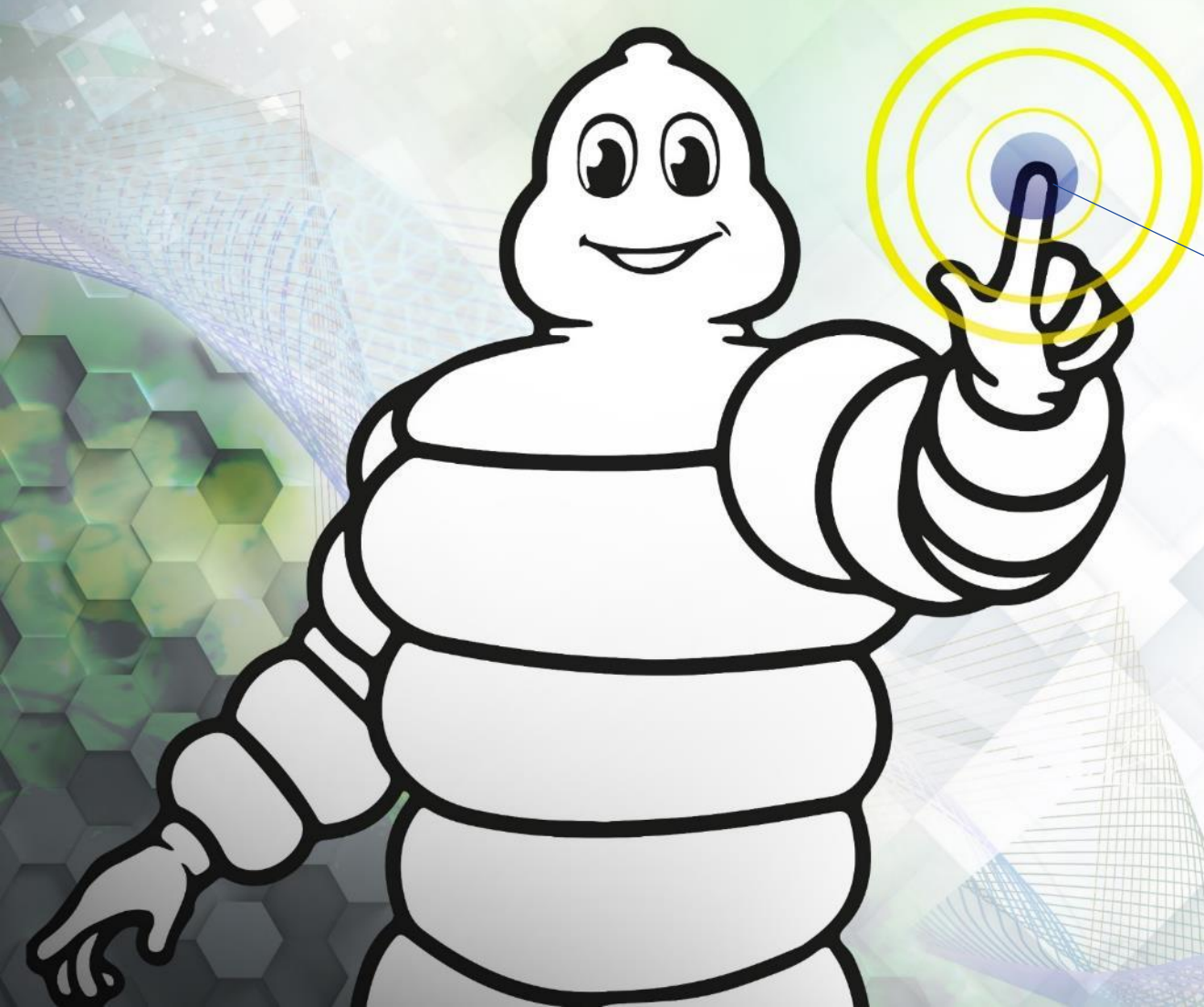
April 2023: 30% stake in Watèa capital finalized by Credit Agricole Leasing & Factoring



- Vehicles deconsolidation from balance sheet
- Leveraging CA mobility's commercial platform and expertise in small fleets

- Acceleration in automotive leasing in Europe
- Shared commitment to a decarbonized mobility





APPENDIX

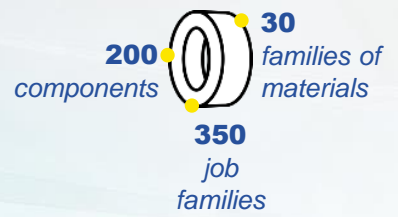
High Tech Materials



High-tech materials: expanding beyond tires by leveraging our expertise and our innovations, from materials to solutions, for highly demanding applications

R&D

- Unique expertise acquired in **tire design & manufacturing**:



- Proficiency in and **materials chemistry and processing**, from components to composites
- Fundamental and applied **research capabilities**
- A wide range of **partnerships to accelerate innovation**

MANUFACTURING

- Ability to **scale up** and reproduce the materials-based solutions developed in the laboratory:



- Proficiency in **industrial processes**



GROWTH STRATEGY

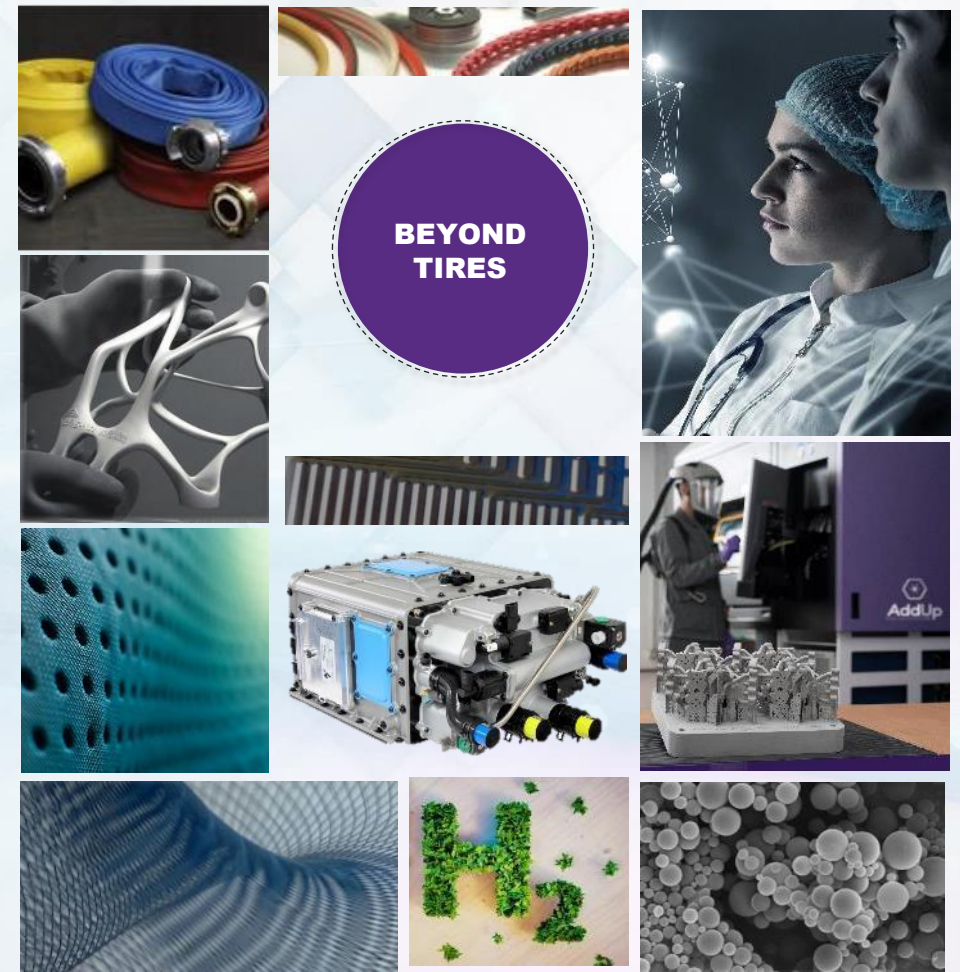
- Organic growth**




- M&A-driven growth**
Features vs. tires:
 - Higher **growth** and **EBIT %**
 - Lower capital intensity



- Joint ventures**



Symbio: fast expansion towards worldwide leadership in light and heavy commercial vehicles

 **Major grants** awarded in Europe (IPCEI *) and in the USA (California)


Fuel cell development leveraging expertise in materials and industrial processes

2014

Michelin stake:
- 47% in 2014
- 100% in 2019


faurecia
inspiring mobility

2019

A FAURECIA MICHELIN HYDROGEN COMPANY

**2020
2022**


New headquarters and facility in Venissieux, France

2022

SCHAEFFLER
creation of **Innoplate** 50/50 JV

2023

to join Michelin and Faurecia as SYMBIO's **3rd shareholder**

2026

Start of Saint-Fons giga factory, France
1st production line in California, USA

2026

Fuel cell assembling capacity increase

50,000 per year



2028

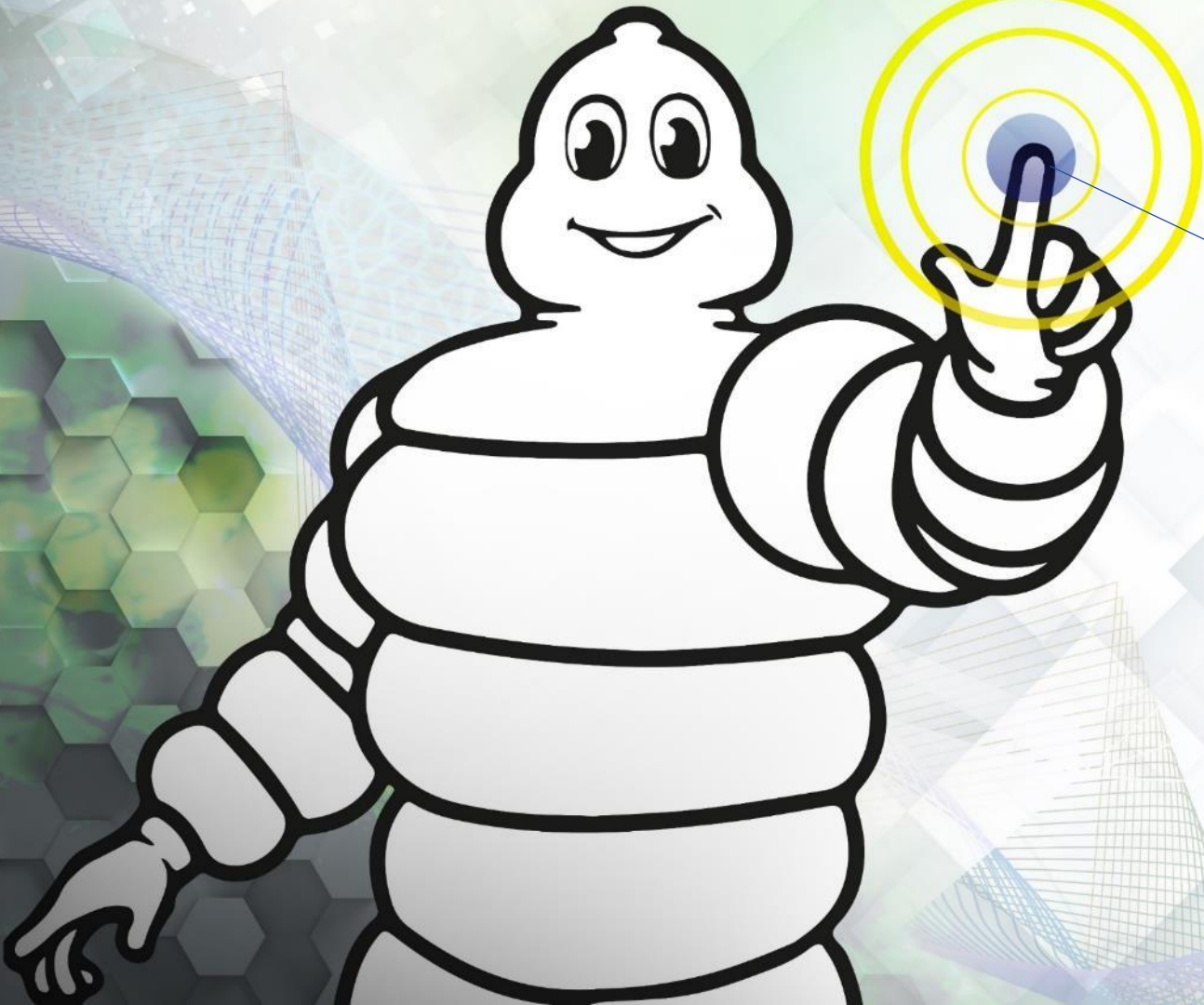
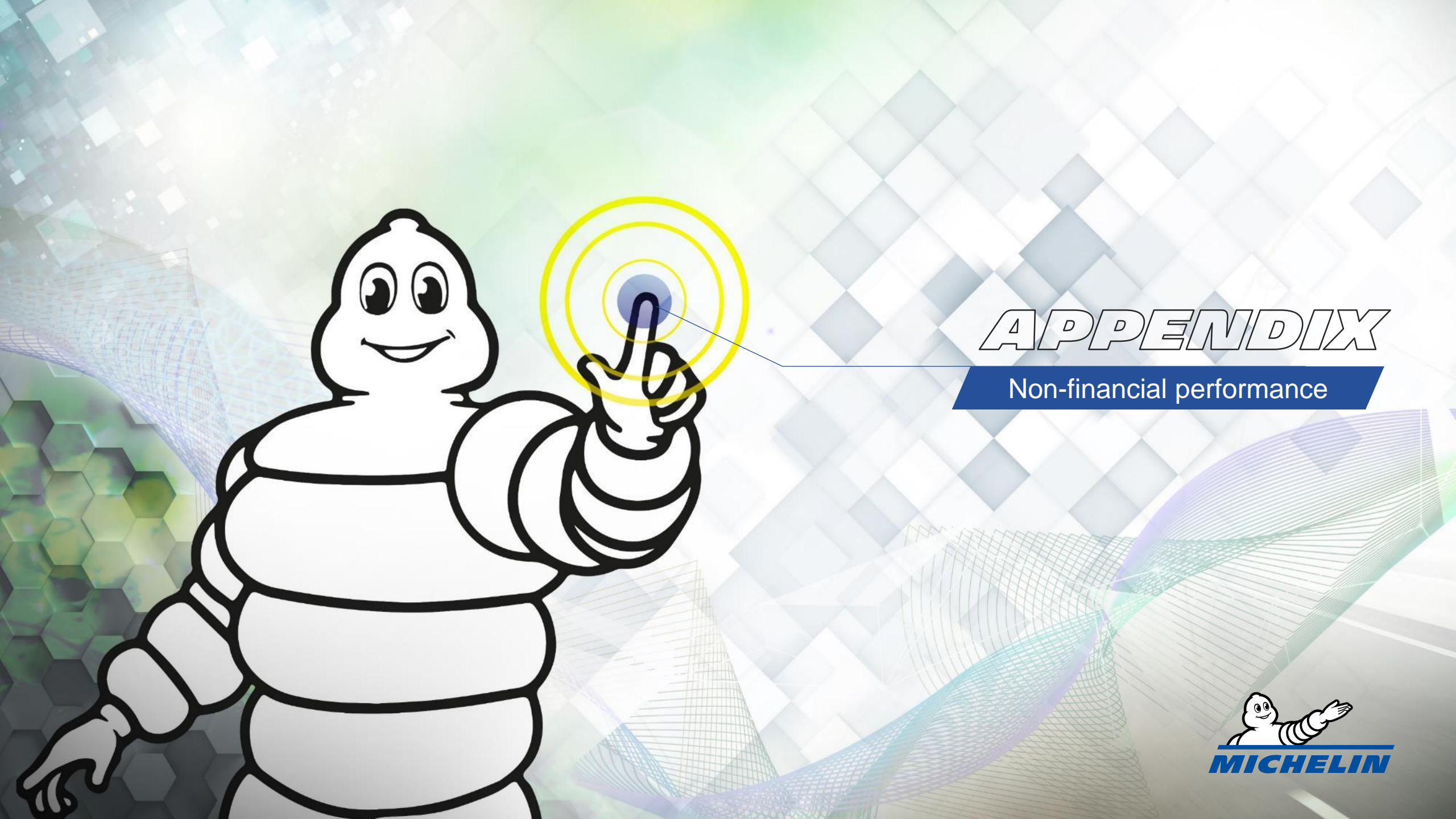
100,000 per year



2030

* Important Projects of Common European Interest





APPENDIX

Non-financial performance



Recognized leadership in non-financial performance

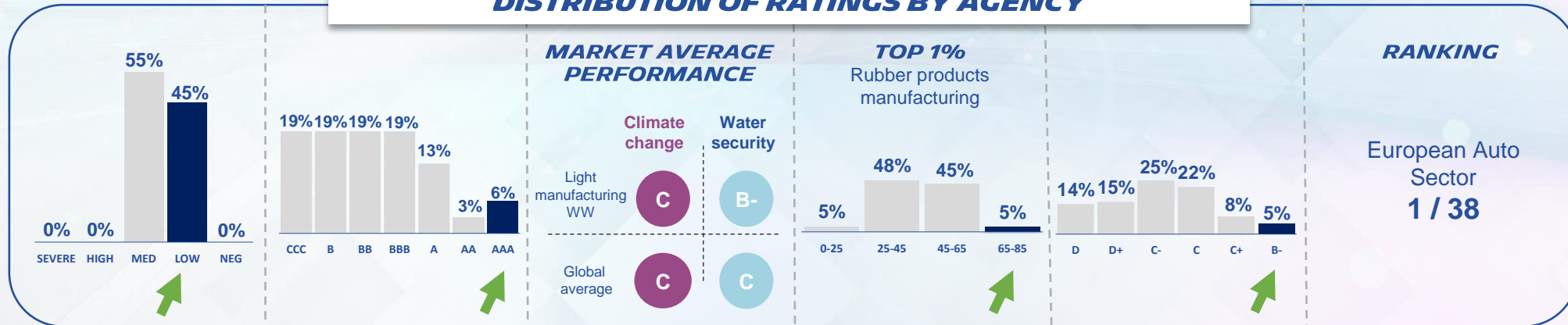
MAJOR RATINGS

(as of September 30, 2023)

MICHELIN RATINGS 2023



DISTRIBUTION OF RATINGS BY AGENCY



Natural resources and decarbonation: driving up industry standards on product performance

IF THE WORLD WAS DRIVING ON MICHELIN PC/LT TIRES, PER YEAR IT WOULD SAVE...

-620 ⁽¹⁾
thousand tons
of
materials

thanks to **lower abrasion**, while maintaining low rolling resistance and other performance features.

or
2,500 Statues of Liberty



-115 ⁽²⁾
million tons
of
CO₂ emissions

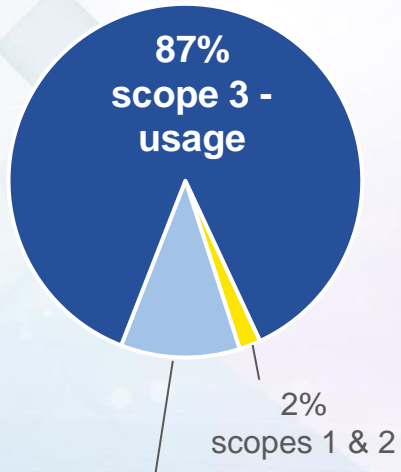
thanks to **lower rolling resistance**, without sacrificing other performance features such as safety and low abrasion.

or
2 years of New York City's CO₂ emissions



TIRE INDUSTRY CO₂ EMISSIONS ARE MOSTLY RELATED TO SCOPE 3 ⁽³⁾

Illustration: Michelin 2022 CO₂ emissions



(1) Underlying hypothesis: 30% advantage for Michelin vs. competitors in abrasion, as calculated by ADAC - *Tyre wear particles in the environment*, March 2022.
 (2) Estimated impact on scope 3 usage of the tire industry if Michelin's technology was used by all manufacturers in all geographies. Underlying hypothesis: 20% advantage for Michelin vs. competitors in rolling resistance, based on data extrapolated by Michelin.
 (3) See page 166 of the 2022 Universal Registration Document for details.



Michelin has been leading all major innovations in the tire industry

PRODUCT RANGES SUBJECT TO LIFE-CYCLE ANALYSIS

50% IN 2021 ► 100% IN 2025



On the path to full product circularity with 40% sustainable raw materials by 2030, up to 100% by 2050



NATURAL RUBBER



PLASTIFIERS/RESINS



TEXTILES

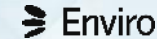


SYNTHETIC RUBBER



PYROWAVE

FILLERS



METALS



OTHER



(1) European project sponsored by Horizon 2020; project number: 82068

(2) Carried out with the support of ADEME.



Michelin 1st manufacturer to design a road-homologated tire with 58% sustainable materials

**ON THE WAY TO OUR "100% SUSTAINABLE TIRES BY 2050" GOAL:
NEW TIRES WITH BREAKTHROUGH TECHNOLOGIES**

BUS TIRE⁽¹⁾
58%
SUSTAINABLE MATERIALS

- Carbon black recycled from end-of-life tires
- Natural rubber
- Bio-based silica from rice husks
- Steel incorporating recycled scrap metal

PASSENGER CAR TIRE⁽²⁾
45%
SUSTAINABLE MATERIALS

- Steel incorporating recycled scrap metal
- Carbon black recycled from end-of-life tires
- Natural rubber
- Sustainable textile fibers
- Bio-based oils and resins
- Bio-based silica from rice husks

(1) Size: 275/70 R22.5 152/149

(2) Size: 235/55R19 105W



Strong commitment to reduce impact of operations on biodiversity and ecosystems

2022 RESULTS, 2030 COMMITMENTS

	2022	2030
RESEARCH & DEVELOPMENT		
Life Cycle Analysis incl. biodiversity criteria from best methods	At least 75% of new projects	100% of new ranges marketed
RAW MATERIALS		
Compliance with the Responsible Natural Rubber Policy environmental criteria	Assessment carried out on all subsidiaries and JVs*	80% of the volume used
Evaluation of raw material supplier policies & practices **	Study carried out to identify the raw materials with the greatest impacts ***	80% of suppliers
PRODUCTION SITES		
Biodiversity plan adapted to local issues	8 sites	100% of industrial sites
No phytosanitary products to maintain green spaces	12 sites	100% of industrial sites



[+ To know more](#)

* Accounts for ~4.5% of the Group's supply
 ** Other than natural rubber
 *** Based on the results of the Science Based Targets for Nature (SBTN) method and the life cycle analyses of raw materials



Sustainable natural rubber by Michelin: driving progress across a fragmented value chain

ID CARD

~90% of Group's supply come from ~2 M farmers with an average farm size of 3 Ha.

Up to 7 middlemen between direct suppliers and smallholders in Asia

~150 direct suppliers

Global presence
in Brazil, Indonesia, Thailand & West Africa :

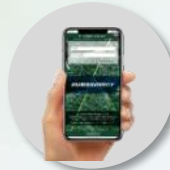
- 85,000 ha. of plantations
- 15 rubber processing plants
- 500,000 tons/year production

GPSNR Founding member
(Global Platform for Sustainable Natural Rubber)



ACCELERATING SUSTAINABILITY ACROSS THE INDUSTRY BY 2025

- **Dedicated roadmap** tracking commitments on zero deforestation, human rights, and farmer empowerment



EXTENDING ASSESSMENTS OF PRACTICES ACROSS THE VALUE CHAIN : 2022 ACHIEVEMENTS

- **Direct suppliers via EcoVadis:** 92% of expenditures assessed, 90% "ESG mature"
- **Indirect suppliers : RubberWayTM app.** deployed at 80% of suppliers (in volume) in 2022



IMPLEMENTING IMPACTFUL PROJECTS

- **Brazil**
 - increase harvest while preserving the forest (6.8 million hectares)* - 3,800 families in Amazonas
- **Indonesia**
 - improve skills of 1,000 smallholders using RubberWayTM app. by 2024 – (with Porsche)
 - East Kalimantan : train 2,000 farmers by 2024
- **Sri Lanka**
 - improve skills & sustainability performance of 6,000 smallholders by 2025, impacting ~30,000 people
- **Thailand**
 - helping 1,000 farmers diversify their income with agroforestry by 2025**
- **West Africa**
 - ~90,000 farmers trained per year

* With WWF

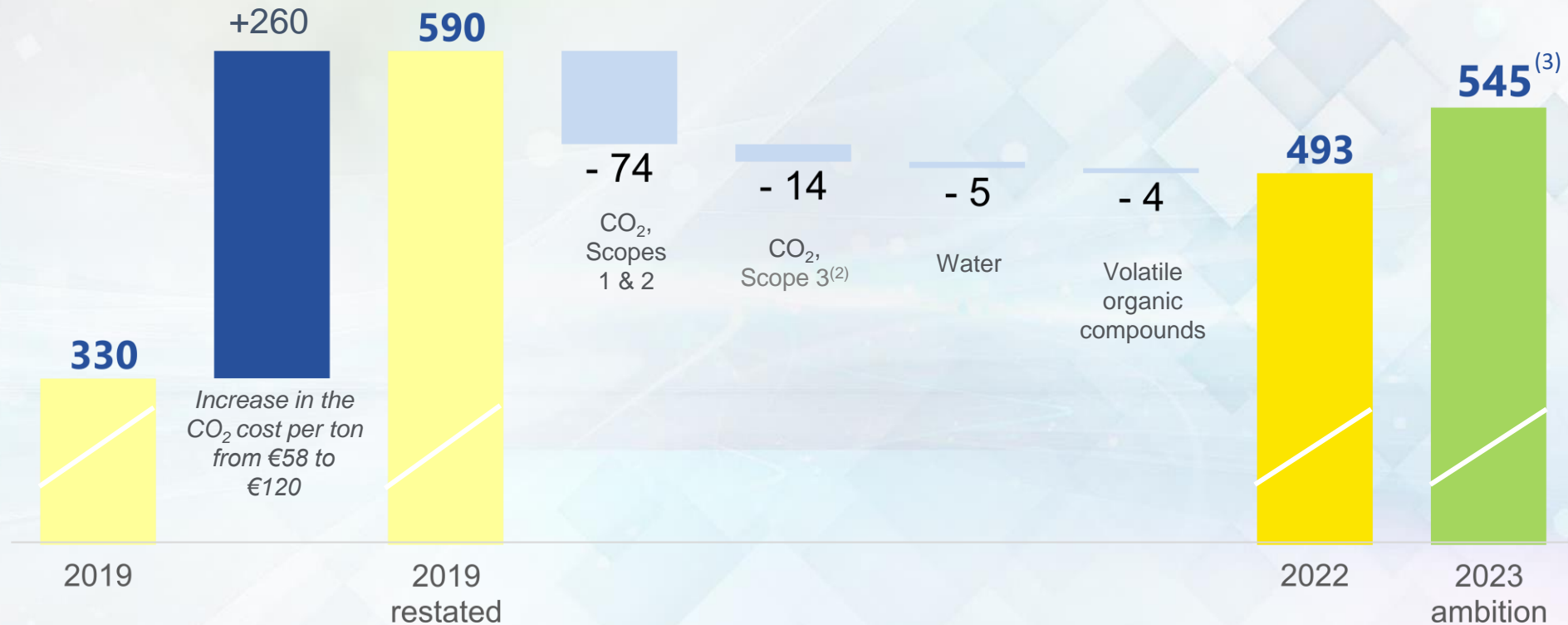
** As part of the Global Platform for Sustainable Natural Rubber (GPSNR)



Reduction of CO₂ emissions, VOC⁽¹⁾ emissions and water withdrawals: 2022 achievements exceeded 2023 ambitions

EXTERNALITY COSTS EVOLUTION

(€ millions)



(1) Volatil Organic Compounds

(2) Inbound and outbound transportation and distribution of natural rubber, semi-finished products and finished product

(3) Corresponds to 2023 target of approximately €300m announced at the CMD on April 8, 2021, adjusted for the ton of CO₂ valued at €120/t



Michelin applies the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD)

MICHELIN'S ANSWER

See p. 175 of 2022 Universal Registration Document for more details



Detailed information concerning the application of TCFD recommendations may be found in the public answers to the CDP Climate Change 2022 questionnaire (see <https://www.cdp.net/en/responses>).



GOVERNANCE

As part of the Supervisory Board's role of exercising permanent oversight of the Group's management, the CSR Committee began to review the climate strategy and issue recommendations.

STRATEGY

Four climate scenarios comprising narrative descriptions and quantitative socio-economic and physical assumptions were updated, deepened and deployed for use at two levels:

- by the business lines, regional organizations, operating units, corporate departments and other units as part of strategic thinking and ideation exercises,
- by the Group Executive Committee, to compare them to Group strategy and analyze their resilience about climate change and other indirect risks arising from the environmental transition.

RISK MANAGEMENT

In 2021, an initial internal audit of systemic physical risks was performed and the first pilot study of the vulnerability of certain Group operations was completed.

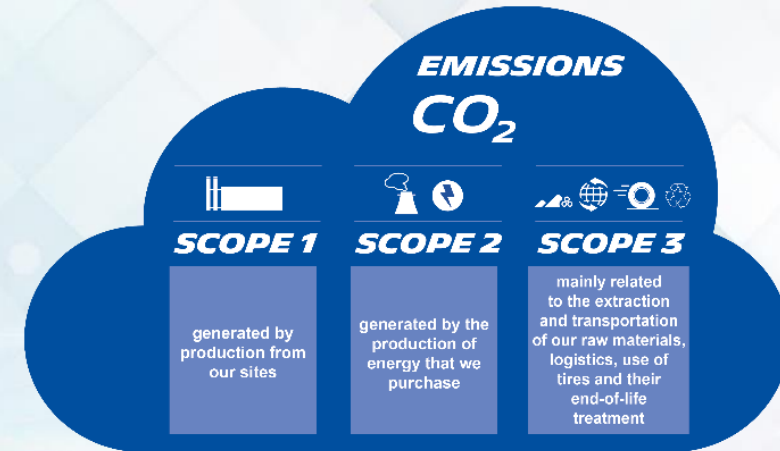
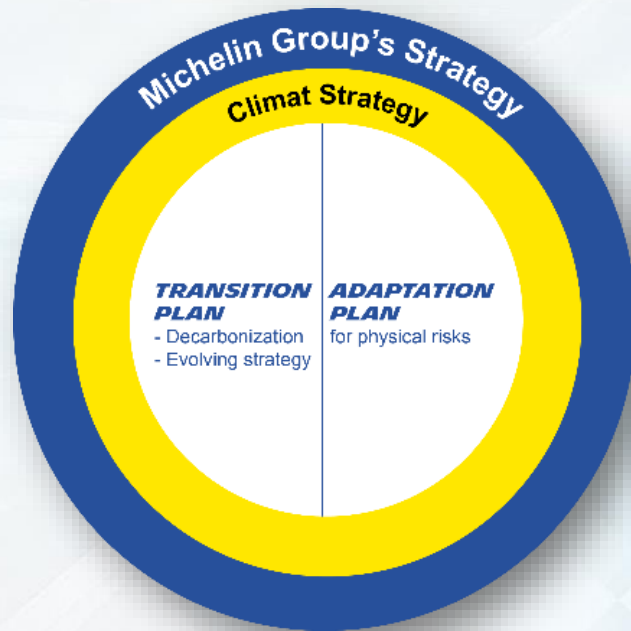
METRICS AND TARGETS

Joining the "Race to Zero" campaign, answering the call to action led by the Science Based Targets initiative (SBTi), the United Nations Global Compact and We Mean Business, by committing to reach net zero emissions by 2050.

Climate strategy structured around transition and adaptation plans, towards Net-Zero emissions by 2050

STRUCTURED AROUND 2 AXES:

- A **TRANSITION plan** including initiatives to decarbonize direct and indirect activities in the value chain (Scopes 1, 2 & 3) and a strategic plan to support a low-carbon economy
- An **ADAPTATION plan** responding to physical impacts of climate change



BASED ON 3 PRINCIPLES:

- **Achieve net-zero emissions by 2050** by fulfilling our external emission reduction commitments by 2030,
- **Identify risks and opportunities** based on climate change scenarios,
- **Transparently disclose information** to our external stakeholders.

2030 environmental ambition: on the path to reach net zero emissions in 2050

Group's ability to have an influence



Sharp reduction in the environmental footprint of our operations

REDUCTION OF THE ENVIRONMENTAL FOOTPRINT OF OUR SITES

ISO14001- certified



Water withdrawal x water stress



Generated waste



Organic solvent use



Energy use



CO₂ emissions



(1) MEF: Michelin Environmental Footprint;

(2) i-MEP: industrial-Michelin Environmental Performance; see detailed definition p.152 of the 2022 Universal Registration Document



Universal social protection: since March 2022, deployment of the Michelin One Care Program

ESSENTIAL GUARANTEES IN THREE AREAS

GIVE EMPLOYEES TIME TO WELCOME A NEW CHILD

Compensated at 100%

- **Maternity and adoption leave:**
14 weeks minimum
- **Paternity leave:**
4 weeks minimum



PROTECT THE FAMILY IN CASE OF AN EMPLOYEE'S DEATH

Payment of a death benefit
(for employees with at least one year of base salary)

ENSURE ALL EMPLOYEES AND THEIR FAMILIES CAN ACCESS A HEALTH PROGRAM

Including at least:

- in-patient hospitalization
- maternity care
- out-patient and routine care
- emergency care

AMBITION: 100% of employees covered by the **Michelin One Care Program** by January 1, 2025.

Diversity and inclusion: Progress in every dimension in 2022, demonstrating the Group's commitment

EQUAL OPPORTUNITY

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

DISABILITY

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

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.



GENDER BALANCE

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

IDENTITY

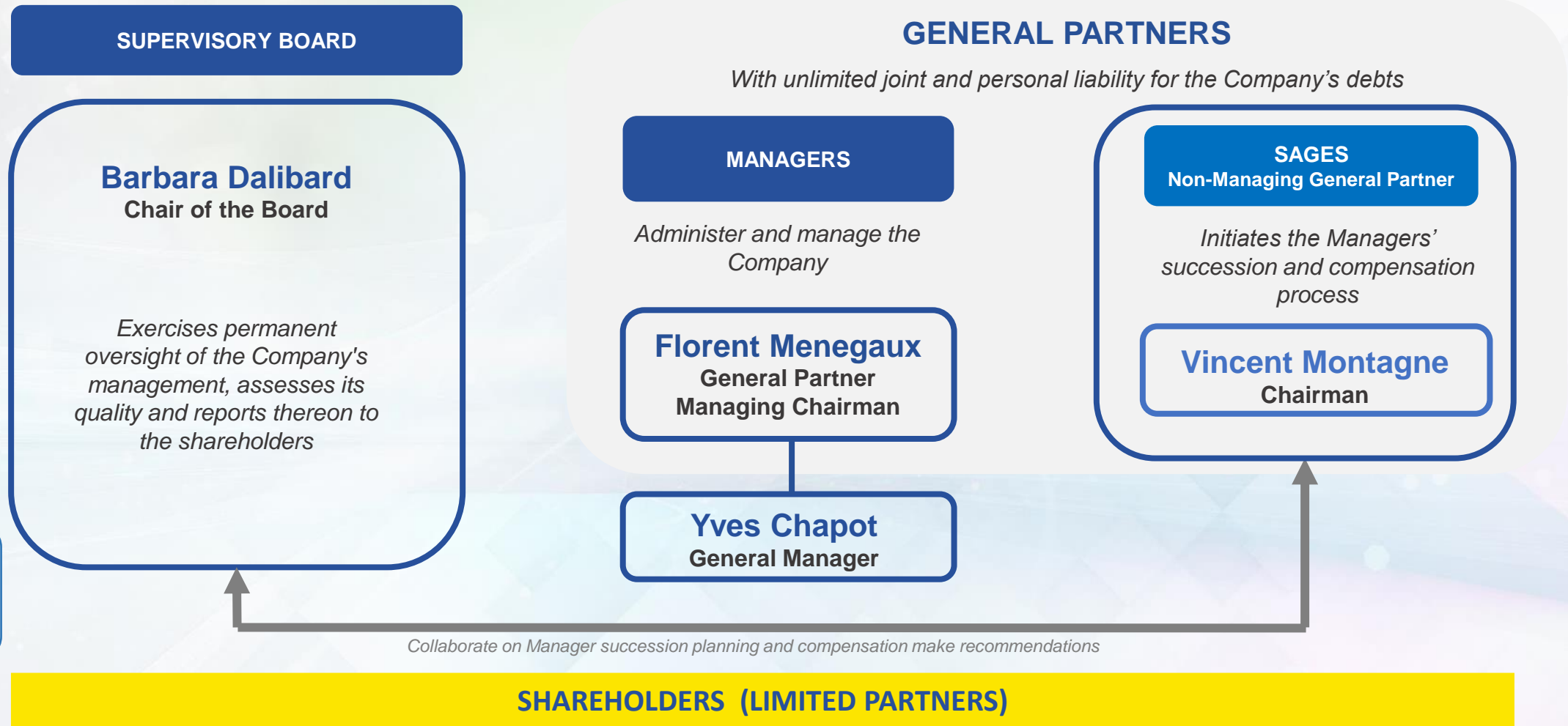
All D&I⁽²⁾ aspects, (e.g., age, sexual orientation, ethnicity, religion, etc.) Enable every person to be who they really are and to bring their authentic selves to work.

(1) IMDI Management Index: see definition on p. 215 of the 2022 Universal Registration Document

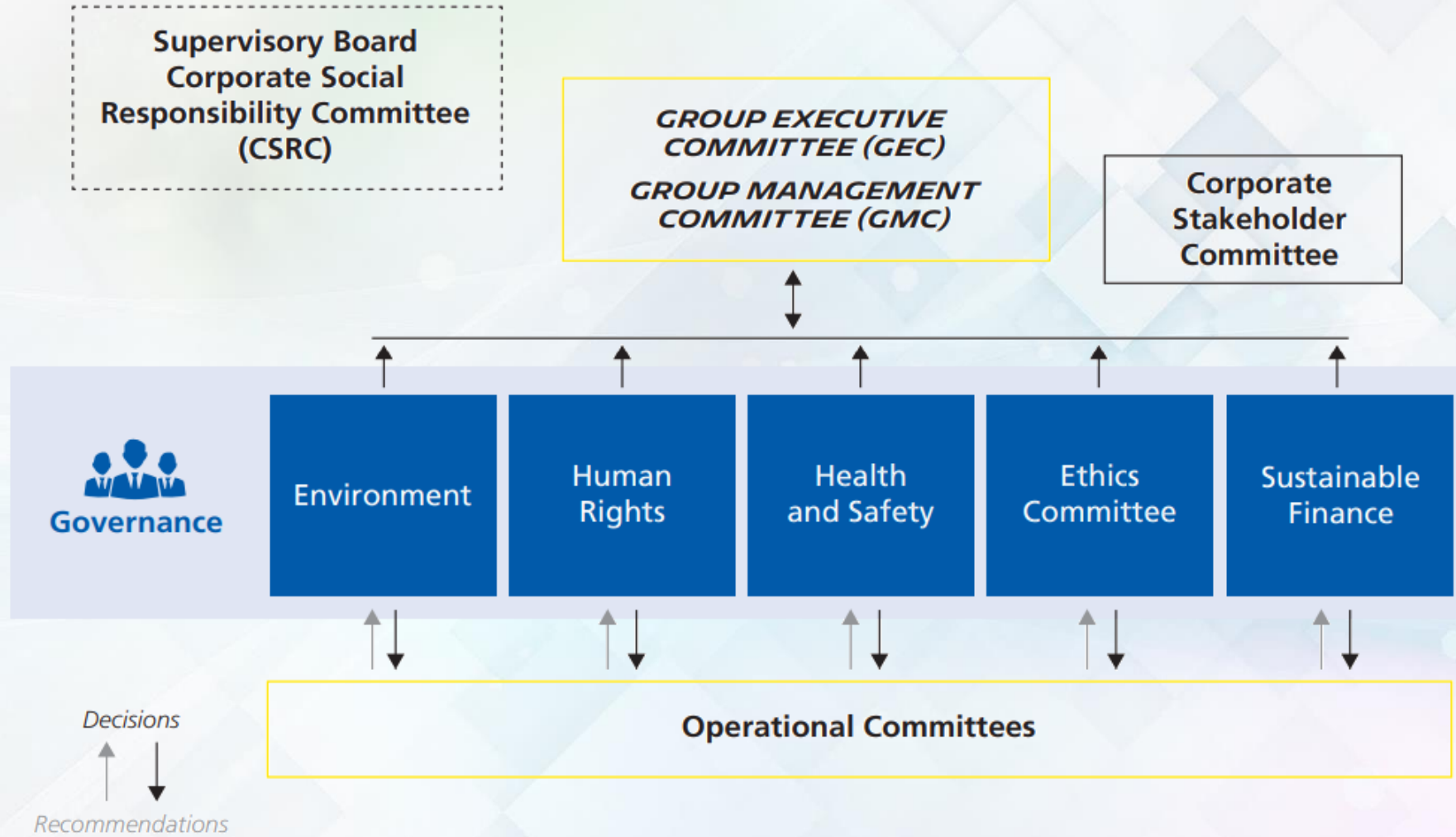
(2) Diversity and Inclusion



Michelin governance pillars: clear segregation of management and supervisory powers

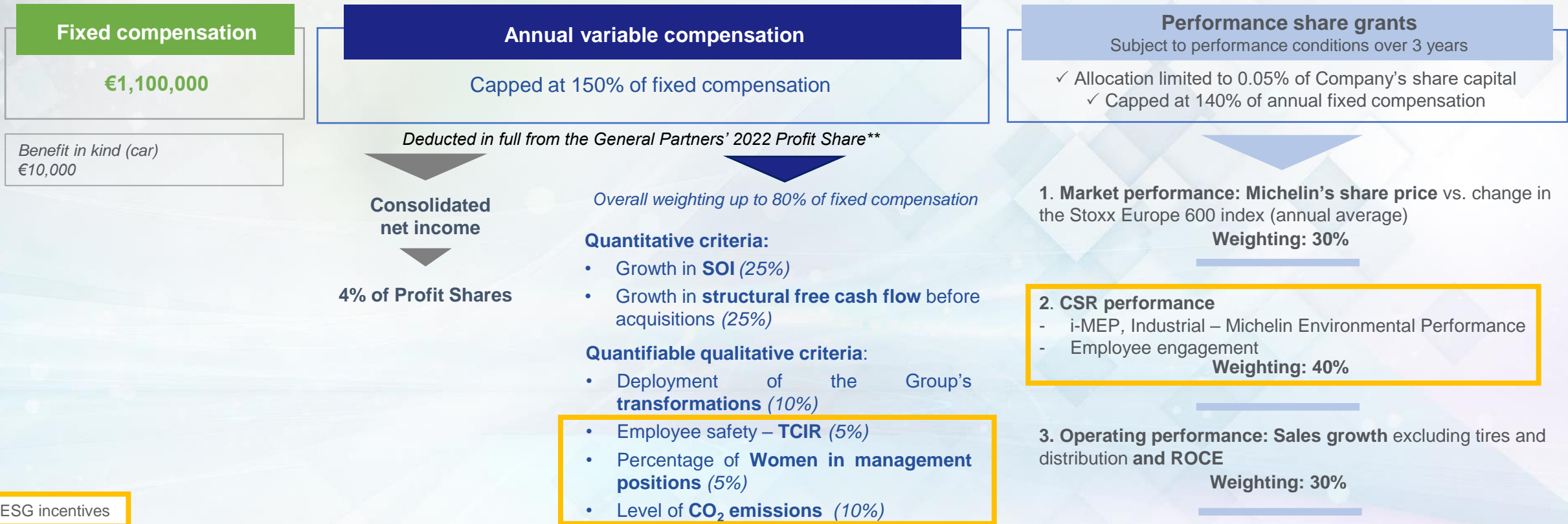


ESG awareness and oversight are fully embodied in Michelin's governance structure



ESG criteria are included in the Managers' compensation and shared with all employees via performance share plans

FLORENT MENEGAUX



ESG incentives

The following are applied to each criterion:

- a trigger point, below which no compensation would be due
- a target, if the target is met, 100% of the compensation for the criterion would be payable
- an outperformance tranche, between 100% and 150% of the objective
- an intermediate tranche between the different points (compensation prorated to the achievement rate for the objective)

- Requirement to hold 40% of the vested shares for as long as the Managers remain in office
- Shares may only be delivered if the Profit Share has been distributed in respect of the year preceding the one in which the shares are issued



Glossary

FREE CASH FLOW (FCF)

Free cash-flow excluding M&A : free cash-flow, which is stated before dividend payments and financing transactions, corresponds to net cash from operating activities less net cash used in investing activities, including JV financing, adjusted for net cash-flows relating to cash management financial assets and borrowing collaterals. M&A-related cash-flows and repayment of IFRS 16 debt are not included.

ROCE

Return on capital employed is measured as follows:

net operating profit after tax (NOPAT) (1), calculated at a standard tax rate of 25%, corresponding to the Group's average effective tax rate; divided by average economic assets employed during the year (2), i.e., all of the Group's intangible assets, property, plant and equipment, loans and deposits, investments in equity-accounted companies, and net working capital requirement.

TIRES SALES

Correspond to sales from Michelin's core business, including the Tire as a Service (TaaS) business and Distribution operations.

NON-TIRE SALES

Correspond to sales from the Services and Solutions (excluding TaaS and Distribution), Conveyor Belts and High-Tech Materials businesses, excluding joint ventures.

(1) NOPAT = Segment operating income + amortization of acquired intangible assets + the Group's share of profit from equity-accounted companies.

(2) Average between the opening and closing balance sheets for the year.

"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 [Michelin.com](https://www.michelin.com) 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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