

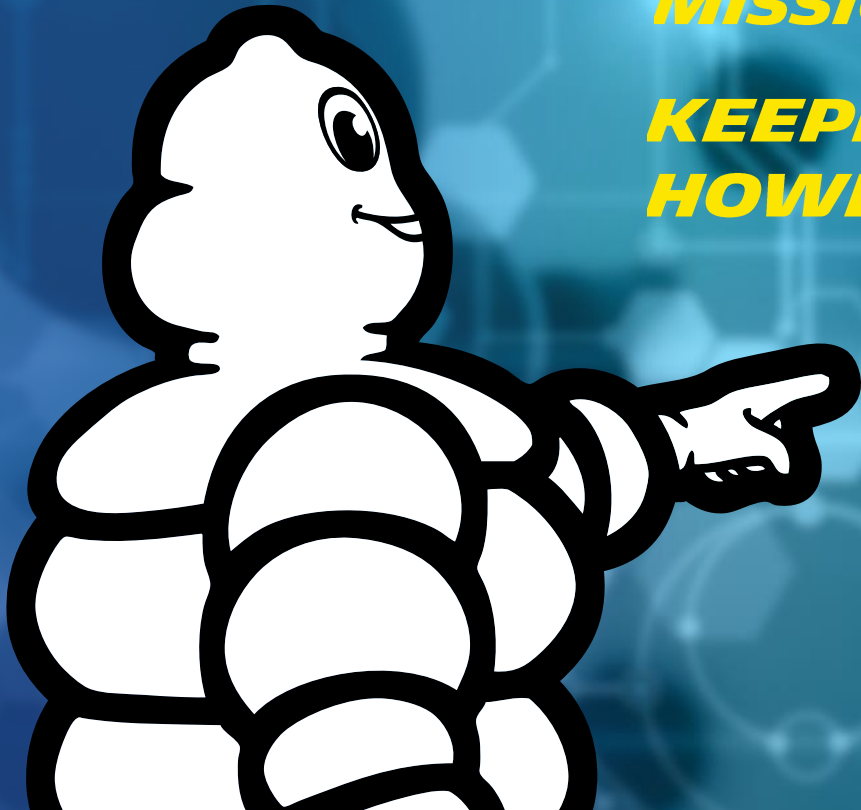
# ***MICHELIN LICENSING***



# ***MICHELIN LICENSING***

***DRIVEN BY THE SAME MICHELIN GROUP  
MISSION AND OBJECTIVES***

***KEEPING YOU IN MOTION  
HOWEVER YOU CHOOSE TO MOVE***





# ***MICHELIN LICENSING MISSION***

Since 2000, Michelin has applied its expertise and know-how to a product range for every day use

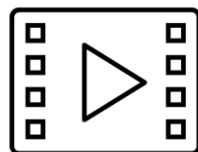
Products which  
appeal to  
Michelin's target  
consumers

High quality,  
differentiated  
products  
beyond tires

Licensing both  
the brand and  
technologies

Contribute  
to Michelin's  
overall financial  
objectives







# 20 TO 30% OF GROUP SALES WILL COME FROM AROUND AND BEYOND TIRES ACTIVITIES BY 2030

**Michelin Licensing** sits firmly in the 'Beyond Tires' activities alongside the other **Experience** Business lines: Restaurants, Hotels, Wines and Via Michelin



# ***OUR ROLE BEYOND TIRES***

Opportunity to  
develop more  
involved and  
emotional  
interactions

Increased interactions  
with key target  
consumers

Opportunity to  
multiply positive  
purchasing  
experiences through  
different channels

Generate brand  
loyalty, repeat  
purchase and  
cross promotion





# **MICHELIN LICENSING:** **A SUCCESSFUL GLOBAL BUSINESS WITH OVER 20 YEARS EXPERIENCE**

Ranked

**72**

in top global licensors

Products in

**129**

countries

**52**

Licensees



**31M** products sold  
= 30 million consumers worldwide

**\$ 486M+** retail sales value  
with 9% growth (2020/21)

**58** Average consumer Net Promoter Score

**66** Licensee Net Promoter Score

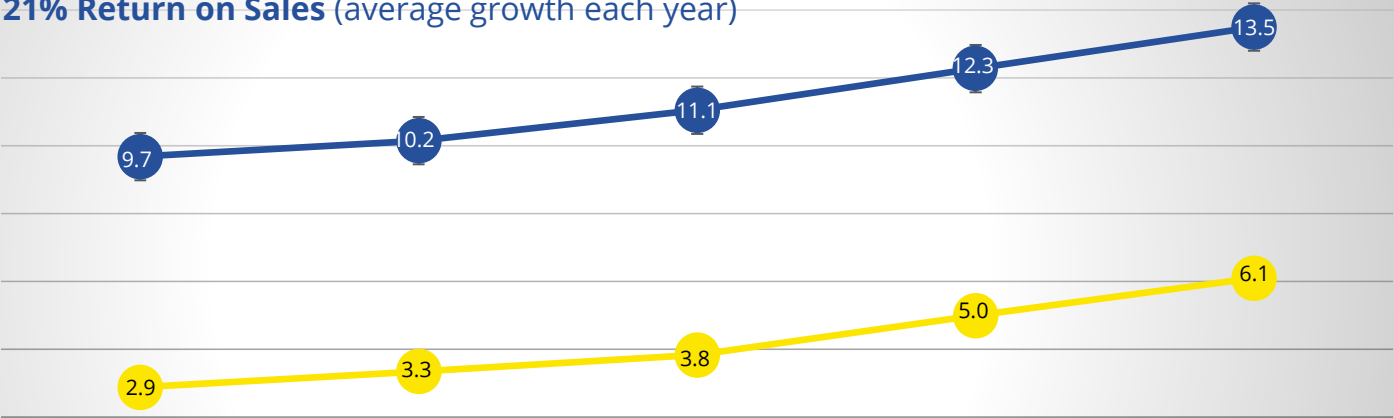


# A STRONG FINANCIAL PERFORMANCE

➤ **Consistent Sales and ROS growth over 4 years**

➤ **Net Sales = + 9% Sales** (average growth each year)

➤ **ROS = + 21% Return on Sales** (average growth each year)



	2018	2019	2020	2021	2022
Net Sales (€m)	9.7	10.2	11.1	12.3	13.5
ROS (€m)	2.9	3.3	3.8	5.0	6.1

**Net Sales** = Royalties paid by licensees for the use of the brand  
**ROS** = Return on Sales = Net Sales less Operating Costs





# A WIDE AND DIVERSE RANGE OF PRODUCTS



**86%**

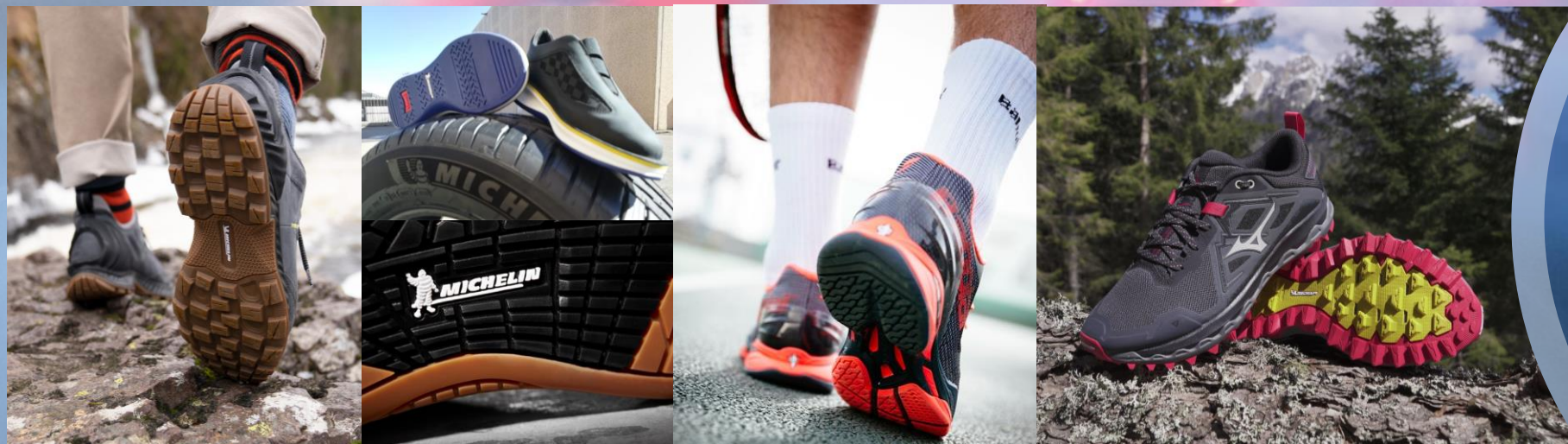
Vehicle Accessories

**9%**

Footwear/Soles

**5%**

Lifestyle and Mobility



# ***STRONG PRODUCT REQUIREMENTS IN LINE WITH THE PREMIUM VALUES AND PERFORMANCE OF MICHELIN TIRES***

MICHELIN PRODUCTS SHOULD BE DIFFERENTIATED FROM COMPETITOR PRODUCTS IN AT LEAST TWO CRITERIA AND  
ARE **NOT TO BE CONFUSED WITH MERCHANDISE.**





# **A COMPREHENSIVE PRODUCT PORTFOLIO**

VEHICLE ACCESSORIES ARE COHERENT WITH MOBILITY AND A NATURAL EXTENSION TO THE TIRE.

A diverse yet comprehensive range of products aimed at making the drivers journey safer, stress free and more enjoyable, whilst also taking pride in the way their car looks.

## **KEY CATEGORIES:**

**Car cleaning products**  
(including chemicals  
and pressure washers)

**Snow chains**

**Tyre and wheel products**  
(including inflation and  
pressure checking products  
and industrial compressors)

**Car mats**

**Wipers blades**



# **GLOBAL MARKET ACCESS AND MARKETING CHANNELS**

## **WIPER BLADES / A SUCCESS STORY**

Extensive use of different distribution channels (on-line and in-store), and major distributors such as Costco, Walmart and Amazon, has allowed wiper blades in the US to gain a 14% market share

The product offer is rapidly expanding to Europe using major stores such as Aldi, Lidl and Halfords

In Asia the e-commerce giants Tmall.com and JD.com are the main growth platforms.

The power of Michelin brand plays a major part in allowing our products to get market access using these channels





# ***FOR MORE PERFORMANCE IN SPORT, SAFETY IN THE WORKPLACE AND STYLE IN EVERYDAY FASHION***

SHOES ARE LIKE TIRES FOR PEOPLE. MICHELIN CO-DEVELOPS OUTSOLES FOR SHOES USING THE EXPERTISE OF MICHELIN TIRE TECHNICIANS AND THE MARKET EXPERTISE OF THE SHOE MANUFACTURERS.



# AN INGREDIENT BRAND TO FOOTWEAR PARTNERS

**Starting with French tennis brand,** Babolat, in 2003, we now have partnerships with over 70 global footwear brands, including Camper, Etnies, Ecco, Magnum, Mammut, Mizuno, Shimano, and many more

**16 Million pairs of shoes** with MICHELIN soles were sold between 2009 and 2020

**In the categories of outdoor sports** (running, cycling, hiking, ski-ing), tennis, handball, fashion, work and safety, motorcycling and many more





# A NEW GENERATION OF DEDICATED FANS

Evolution in gaming hardware and proliferation of on-line gaming has prompted an increased demand for authenticity as gamers seek increasingly realistic experiences.

Brand licensing allows us to gain revenue for the use of the brand exposing it to millions of engaged gamers and delivers realism to the gaming experience. Some examples of our presence are:

**PROJECT CARS**  
7 million players



**CSR RACING**  
200 million players

Mobile gaming platform



**FARMING SIMULATOR**  
25M copies sold  
+ 90M mobile downloads



**TRUCK SIMULATOR**  
(9M players – 30-60K players online  
+ 400K Fan pack downloads  
featuring Michelin accessories





# A FOCUS ON GROWTH OF E-RETAIL

## ROYALTY FROM E-RETAIL SALES 2021

VEHICLE ACCESSORIES REVENUE = €1.1M (10%)

**AMERICAS**  
€ 106 K (1%)

**EUROPE**  
€ 628 K (21%)

**CHINA**  
€ 432 K (51%)

**E2A**  
€ 5 K (1%)

**AMAZON**  
+  
**COSTCO.COM**  
**WALMART.COM**  
**AUTOZONE.COM ETC**

**AMAZON**  
+  
**OSCARO**  
**CDISCOUNT**  
+  
**TESCO.COM**  
**CARREFORE.COM**  
**ARGOS.COM**

**TMALL**  
**JD.COM**  
+  
**TIKTOK**  
+  
**COSTCO.COM**  
**RETAILS.COM**

**SHOPE**  
**LAZADA**  
+  
**ACEHARDWEAR.COM**  
**SYDNEY TOOLS.COM**  
+  
**COSTCO.COM**



# PARALLEL GROWTH OF OFF-LINE CHANNELS

## ROYALTY FROM OFF-LINE SALES 2021

VEHICLE ACCESSORIES REVENUE = €9.5M (90%)

**AMERICAS**  
**€ 6.4M (99%)**

**EUROPE**  
**€ 2.2M (79%)**

**CHINA**  
**€ 411 K (49%)**

**E2A**  
**€ 366 K (99%)**

**WALMART**  
**COSTCO**  
**AUTOZONE**  
**CANADIAN TIRE**

**CARREFOUR**  
**AUCHAN**  
**HALFORDS**  
**LEROY MERLIN**  
**ATU**  
**FERVERT**  
**NORAUTO**  
**KUFLAND**

**COSTCO**  
**INDEPENDENT TYRE**  
**CHANNEL**  
**SAM'S CLUB**  
**VW – 4S STORES**

**ACE HANDWEAR**  
**TYREPLUS**  
**COSTCO**

# WHERE TO FIND MICHELIN LICENSING: DIGITAL AND SOCIAL MEDIA



## **MICHELIN-LIFESTYLE.COM**

A consumer facing website, the shop window to showcase MICHELIN branded products and where to buy them.



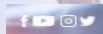
## **SOLES.MICHELIN.COM**

A consumer facing, blog based website, for those with a passion for sports in which Michelin are present through the co-development of technical soles for the shoes they use.



## **SOLESBYMICHELIN FACEBOOK**

Works alongside the soles.michelin.com website to further support the Michelin soles business, increasing brand visibility in this consumer space.



## **MICHELIN INTRANET**

<https://michelingroup.sharepoint.com/sites/Intranet-EuropeNorth>

## **MLL INTERNAL NEWSLETTER**

Web based newsletter for Michelin employees  
News and product launches, about us, contact us  
<https://mlsinternal.lisweb.co.uk/>



## **AMAZON BRAND STORE**

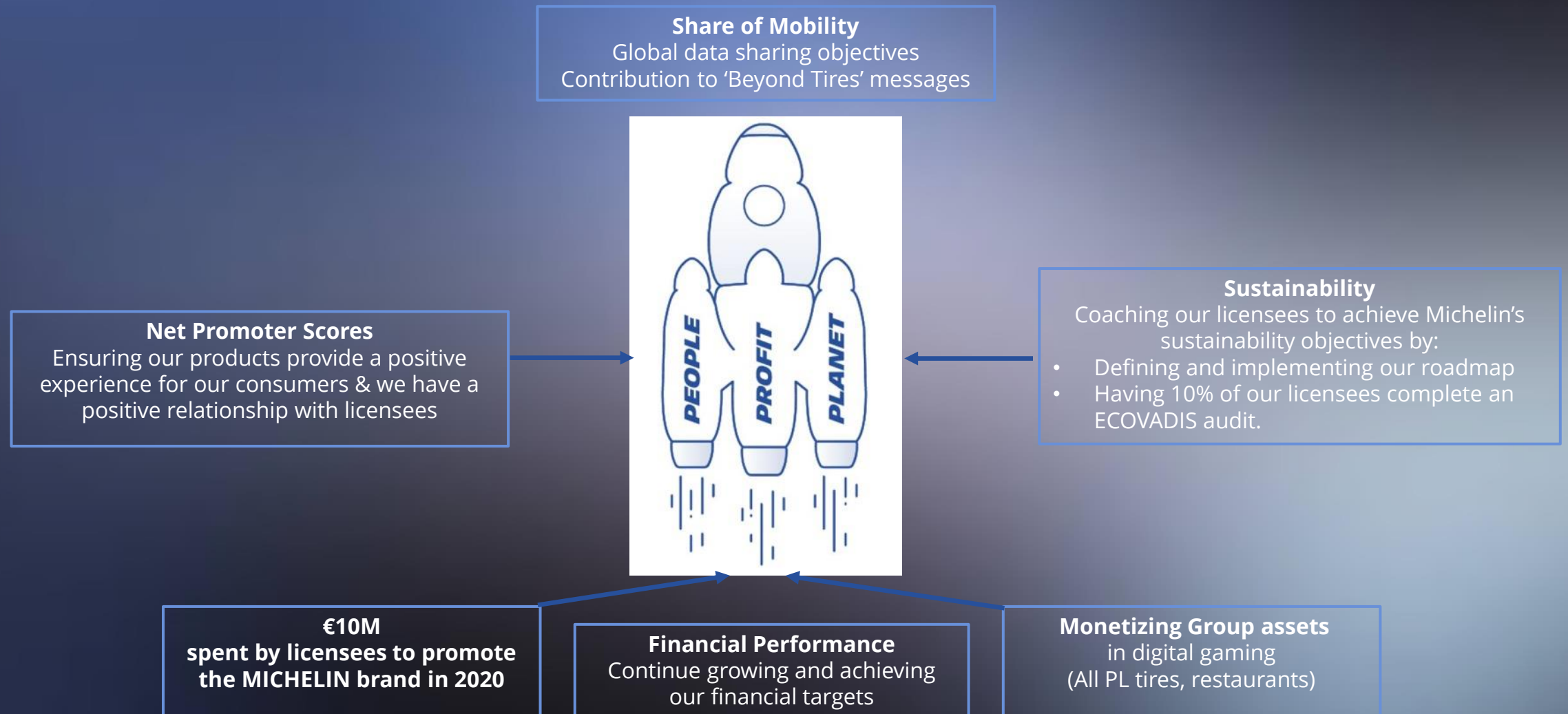
- Connecting licensed products to Michelin brand stores in 5 key markets
- Capitalising on traffic driven by wider Michelin product portfolio
- Integration into Michelin's e-commerce eco-system



# WHERE TO FIND MICHELIN LICENSING: ON THE GROUND – A GLOBAL FOOTPRINT



# CONTRIBUTING TO GROUP TARGETS ON PEOPLE, PROFIT, PLANET AND SHARE OF MOBILITY





# A STRONG AND GROWING NET PROMOTER SCORE (NPS) FROM CONSUMERS AND LICENSEES

## CONSUMER NPS

We care about what our consumers think about our products and act on their feedback

Positive consumer experiences show credibility of our products

2019	2020	2021	2022 target
52	57	58	60

Good quality wiper. Exact fit and easy to install ,fits multiple vehicles with different adapters. Highly recommended.

Programmable Super-Fast Double Piston Digital Tire Inflator Do not hesitate! This machine WORKS! OMG...worth every penny.

High-Capacity Portable Jump Starter and Power Bank Must Have! Excellent product! Charges my phone and even jumped my car! Definitely must have!

Carpet & Rubber 4 Piece Car Mat Set Black. Excellent. Great fit and very good value for money. Highly recommended.

## LICENSEE NPS

Licensees like doing business with us and we have a strong and positive relationship with them

2019	2020	2021	2022 target
48	No survey	66	67

A very collaborative team who is fully informed on market trends and their impact. They really appreciate the challenges in achieving profitable growth in these exceptional times

Extremely high level brand. People working at MLL always cooperative, professional and gentle Feel like partnership rather than License relationship

My experience with the Michelin brand is very positive. I really appreciate the care of the product in accordance with the Michelin guidelines. To this I add that brand recognition is appreciated in the market in general



# A SIZEABLE DIGITAL AND SOCIAL MEDIA FOOTPRINT



## **MICHELIN-LIFESTYLE.COM**

- What products are available?
- Where can I buy them?
- 'How to' video instructions



**2.6 million**  
users



**6.7 million**  
page views

Top  
visitors  
from US,  
Canada,  
France  
and UK



## **SOLES.MICHELIN.COM**

The story from Tires to Soles:  
Explore how MICHELIN Soles by can help you achieve peak  
performance.



**232,000**  
sessions



**14,000**  
subscribers

Top  
visitors  
from US,  
UK and  
Canada,



## **SOLESBYMICHELIN FACEBOOK**

Works hand in hand with soles.michelin.com, driving  
traffic to it and further supporting the MICHELIN soles  
business, increasing brand visibility in this consumer  
space.



**38,000**  
followers



**6.5 million**  
reach

Top  
visitors  
from  
Portugal,  
US, Italy  
and Spain

2021 figures



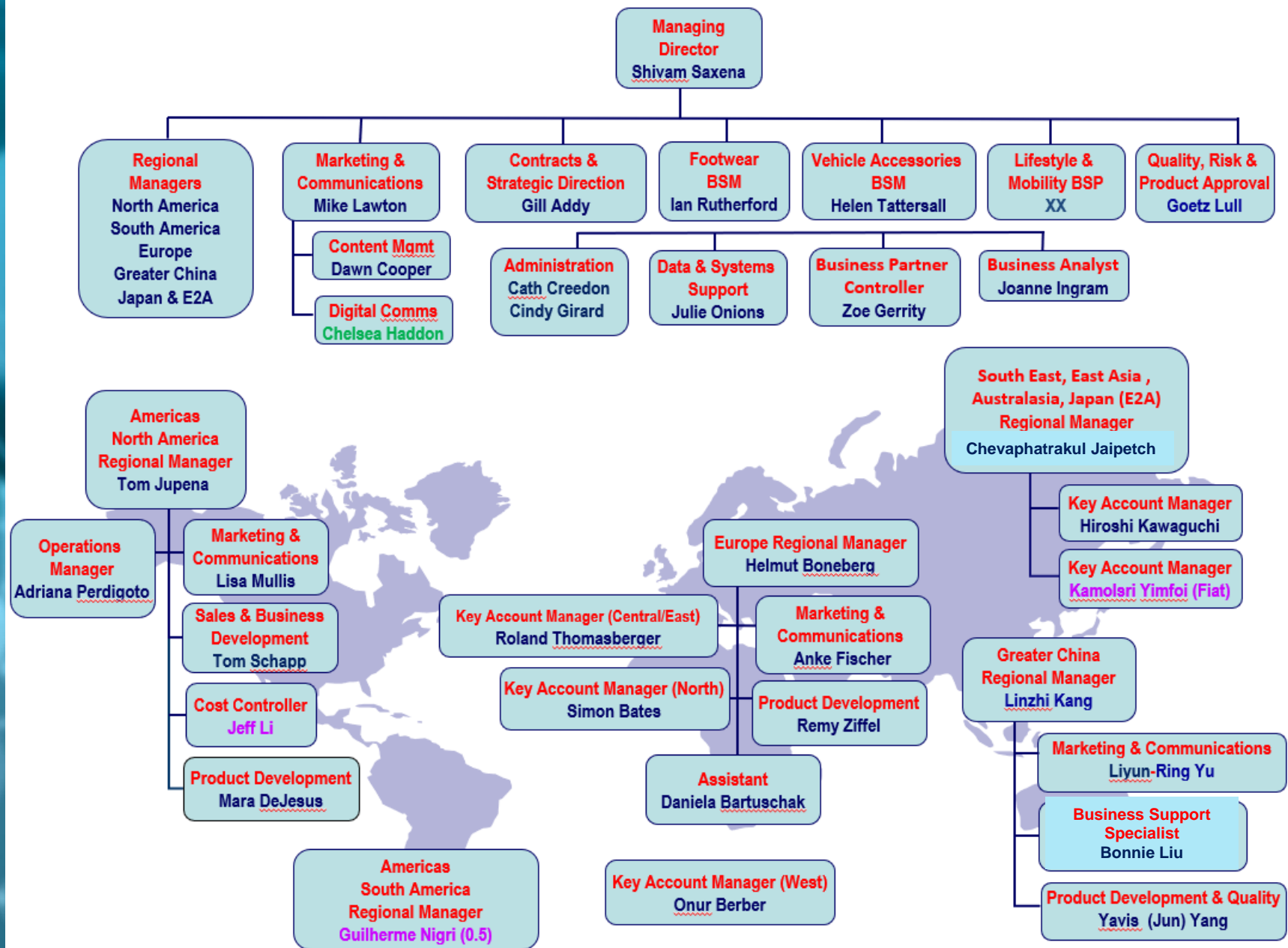




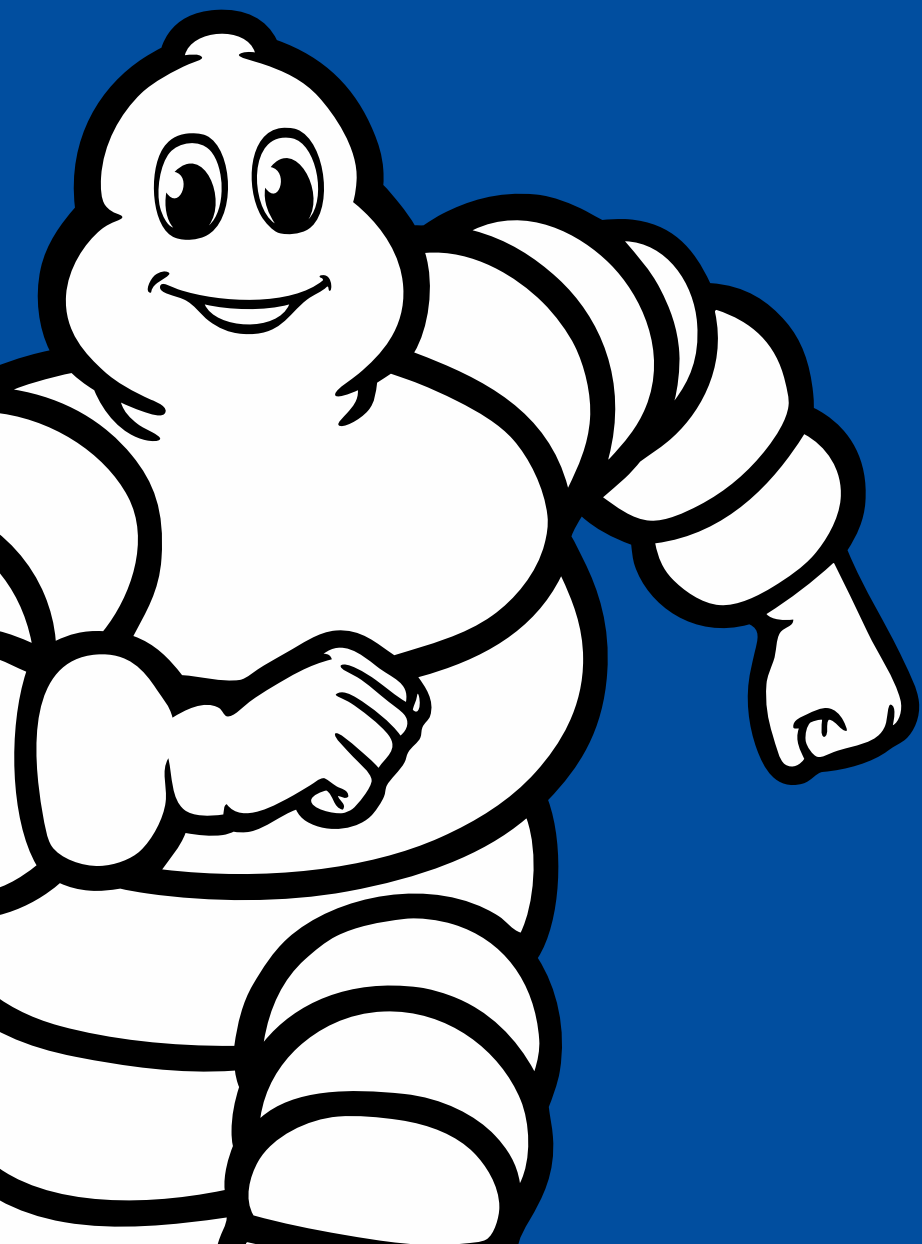
# ***APPENDICES***



# MLL ORGANIGRAM







***MOTION  
FOR  
LIFE***

