

INDUSTRIAL CEOs UNPLUGGED

MORGAN STANLEY

September 2nd, 2025



Solid Group profile fit for turbulences



Engaged and agile teams

85%

Engagement rate



Demonstrated agility



Financial solidity

€1.7BN PER YEAR

Cash Generation 2019-24 *

<17%

Gearing - end of 2024

FitchRatings

A

S&P Global

A

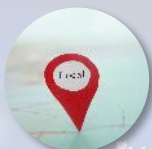
SCOPE Ratings

A

MOODY'S

A2

* Average Free Cash Flow before M&A (2019-2024)

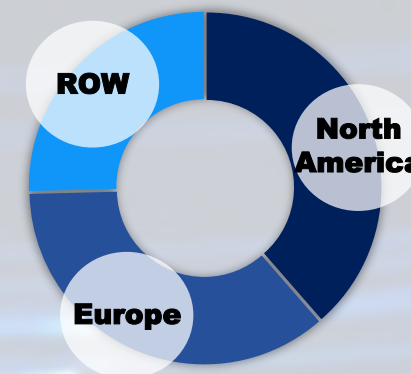
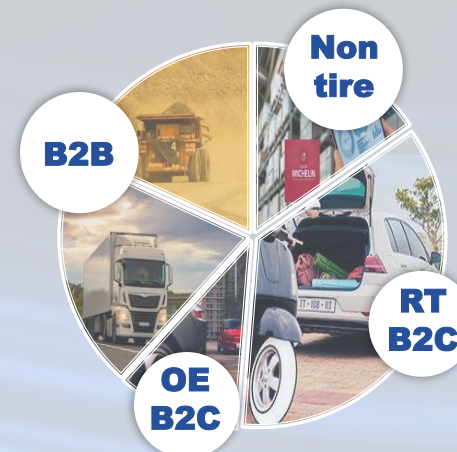


Local-to-local



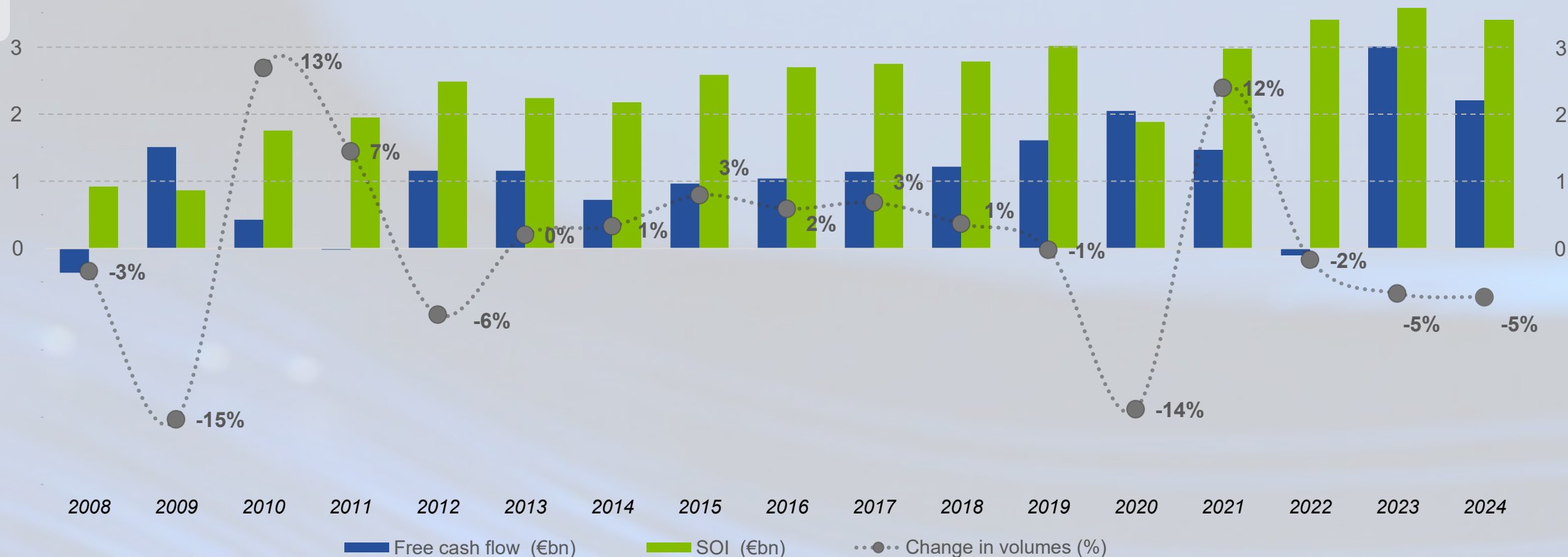
Diverse markets & balanced geographies

2024 sales breakdown (% of revenue)



Increasing cash and margin generation across business cycles

FCF⁽¹⁾ and SOI⁽²⁾ evolution vs. change in volumes



(1) Free cash flow, excluding M&A

(2) Segment operating income



Amidst multiple headwinds, Group ready to seize upcoming opportunities



**PUBLIC
REGULATIONS**
Duties, EUDR, Tax...



**FOREX
IMPACT**



**RISK ON
GLOBAL
GROWTH**



WHERE-TO-PLAY STABILIZED

Value-Accretive segments
Michelin Brand



OE REPOSITIONED

Strategic partnerships
OE contracts renegotiated



MANUFACTURING FURTHER OPTIMIZED

12 activity closures announced
over the past 2 years



SHARP STEERING MODE

OPEX & CAPEX
Agile operations & digitalization

**2025 OUTLOOK
UNCHANGED***

** In the absence of any further deterioration
in the economic environment in H2 2025*

Full-year market outlook: OE expected to remain soft, Replacement reflecting moderate global growth

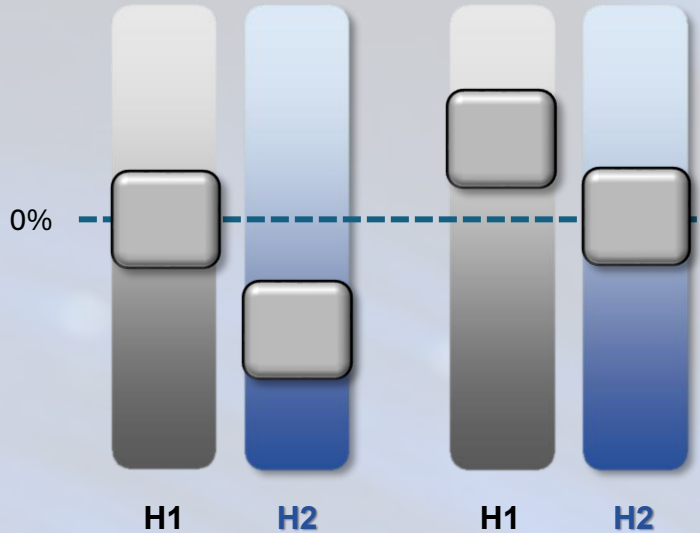


**Passenger car
& Light truck***

-2% / +1%

OE

RT



**Two-wheel
tires**

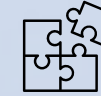
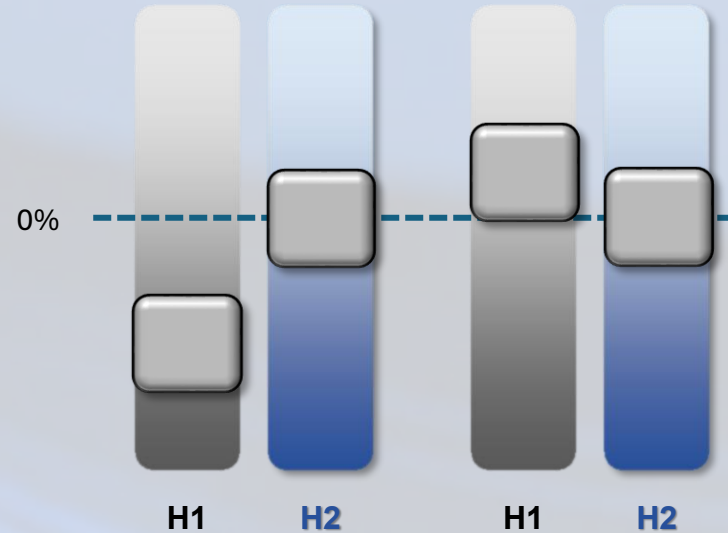


Truck* excl. China

-2% / +1%

OE

RT



Specialties*

-1% / +2%



**Mining
tires**



Beyond-road tires

OE 

RT 



**Aircraft
tires**



**Polymer
Composite
Solutions**



* Sell-in Tire Markets (excluding Polymer Composite Solutions)

Caveat : market expectations assuming trade tariffs and regulations as known on date of release



The background of the image is a dark, blue-toned explosion or shattering effect. Numerous dark, angular fragments are suspended in the air, with some smaller particles visible. Bright, out-of-focus light sources in yellow and orange are scattered throughout, creating a sense of intense energy and movement. The overall composition is dynamic and visually striking.

2025 FIRST-HALF RESULTS

Solid overall Group performance in H1 on People, Profit and Planet



PEOPLE

3.94
Safety
Total Recorded Incident Rate ⁽¹⁾

-0.82 vs H1 2024

95.2%
Retention rate of
employees < 2 years seniority

+0.6 pts vs H1 2024



PROFIT

€1,500 M
Segment Operating Income
@ iso-FX

11.3% margin at iso-FX

-€102 M
Free Cash Flow before M&A

o/w **EBITDA⁽²⁾ 18.6%** of sales



PLANET

-15%
CO₂ emissions scopes 1&2

vs H1 2024

-11%
Water withdrawal

vs H1 2024



1.5°C



A CLIMATE CHANGE
A- WATER SECURITY
A SUPPLIER ENGAGEMENT

Upgraded
June 2025

(1) Definition: see Glossary

(2) Segment EBITDA

H1 markets sharply down at OE both Europe and North America. Replacement sell-in markets fueled with imports of budget tires



**Passenger car
& Light truck***

0%

OE

+3%

RT

-8%

+5%

-5%

+2%

+10%

-0%



**Two-wheel
tires**



Truck* excl. China

-5%

OE

+2%

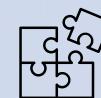
RT

-4%

+4%

-19%

+4%



Specialties*



**Mining
tires**



Beyond-road tires

OE RT



**Aircraft
tires**



**Polymer
Composite
Solutions**

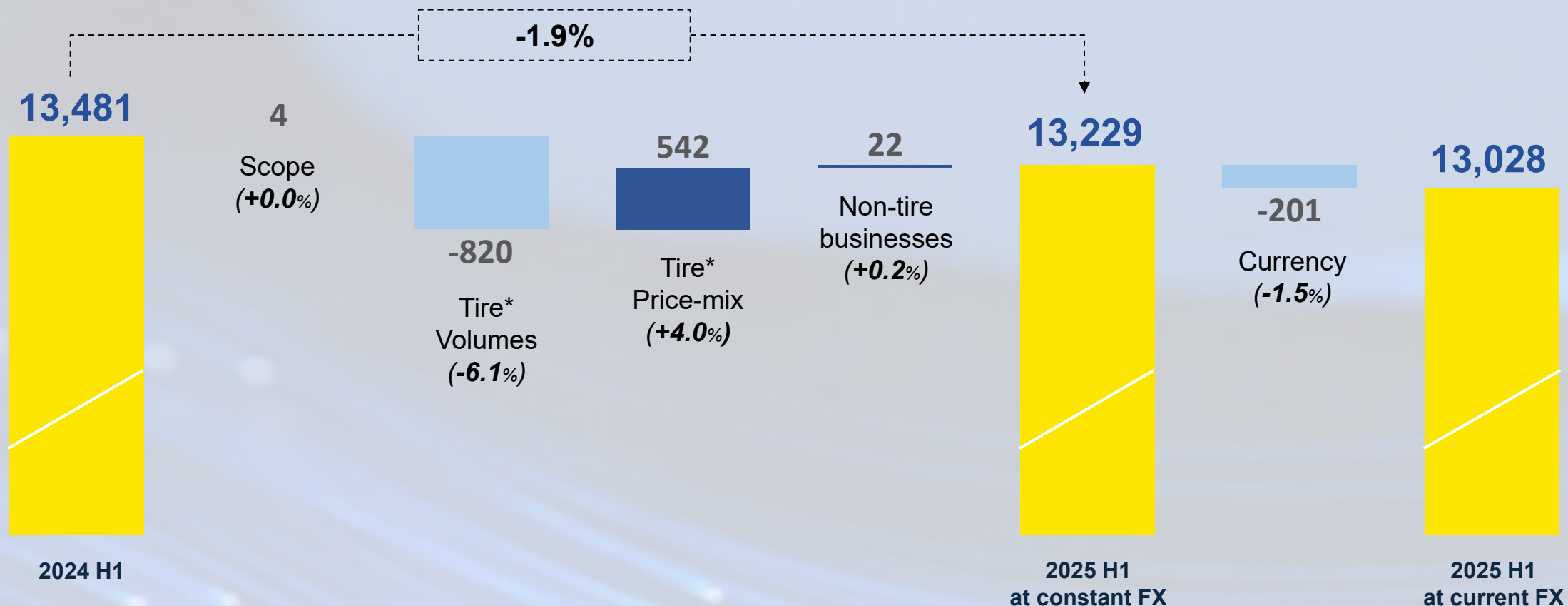


* Sell-in Tire Markets (does not apply to Polymer Composite Solutions)

H1 sales: Volumes dragged down by OE with still resilient RT, strong price & mix developments

H1 2025 sales evolution

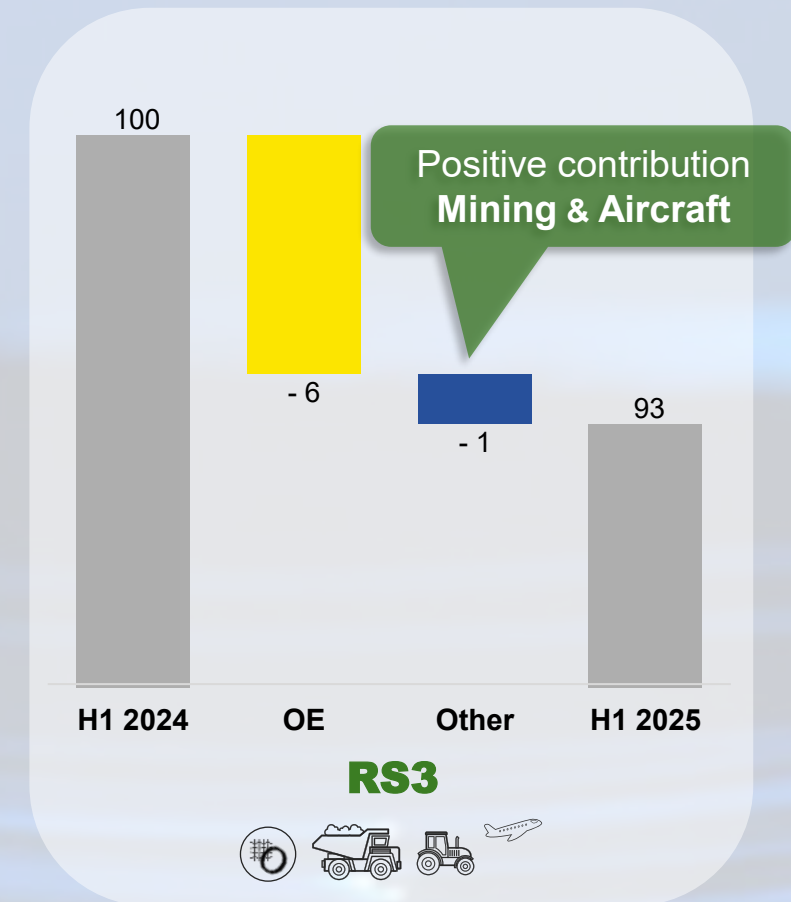
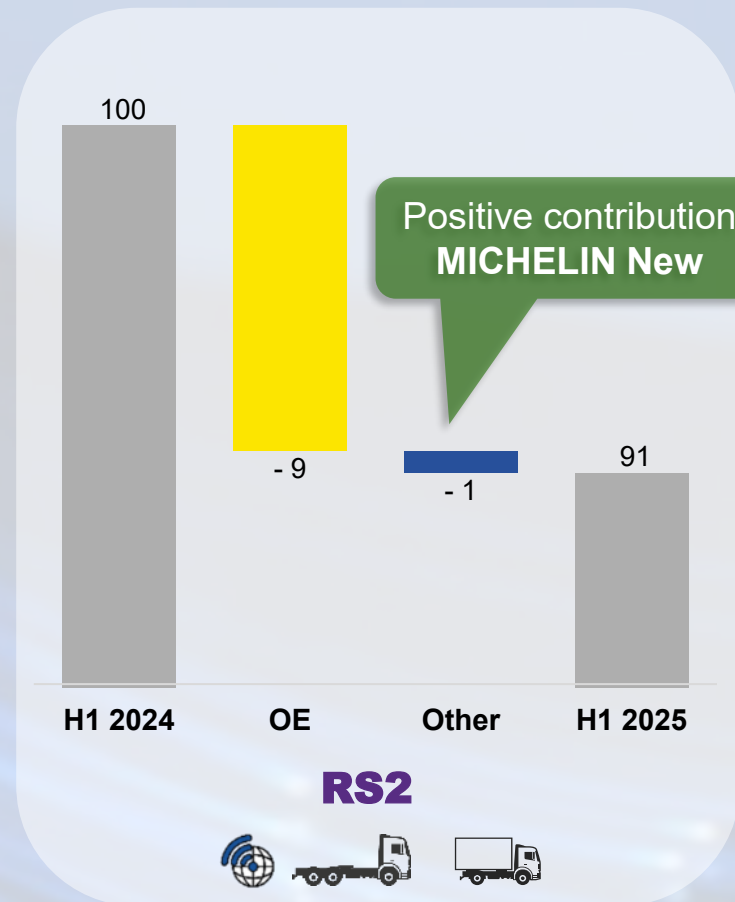
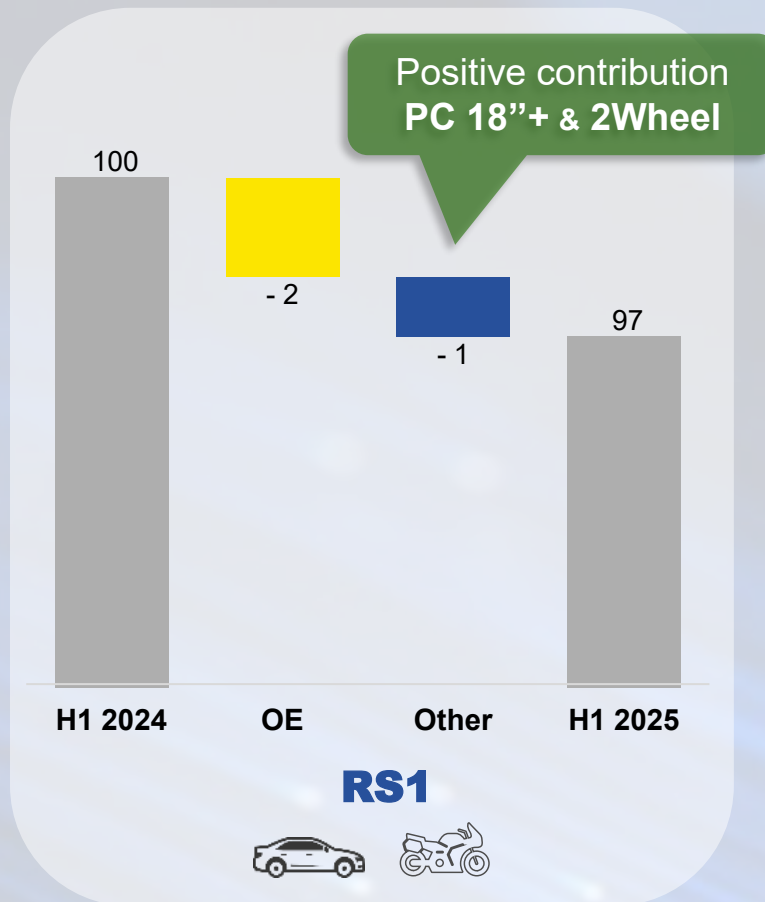
(€ millions and as a %)



* "Tire" includes Distribution and Retail



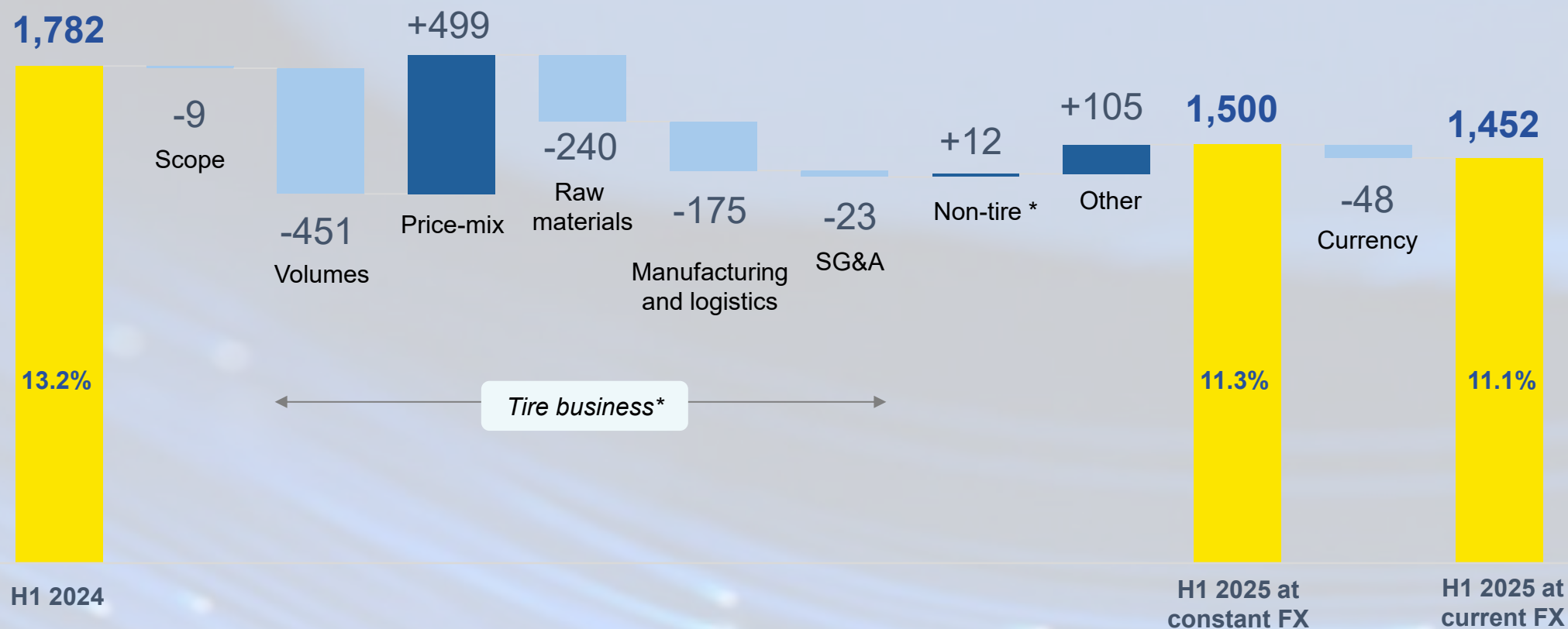
H1 volumes: OE accounting for 85% of total decline, mainly Truck and Agricultural. Targeted business segments generating growth



H1 SOI hampered by volumes and multiple cost inflators, supported by strong price-mix and cost management

Segment operating income evolution

(€ millions | % of sales)



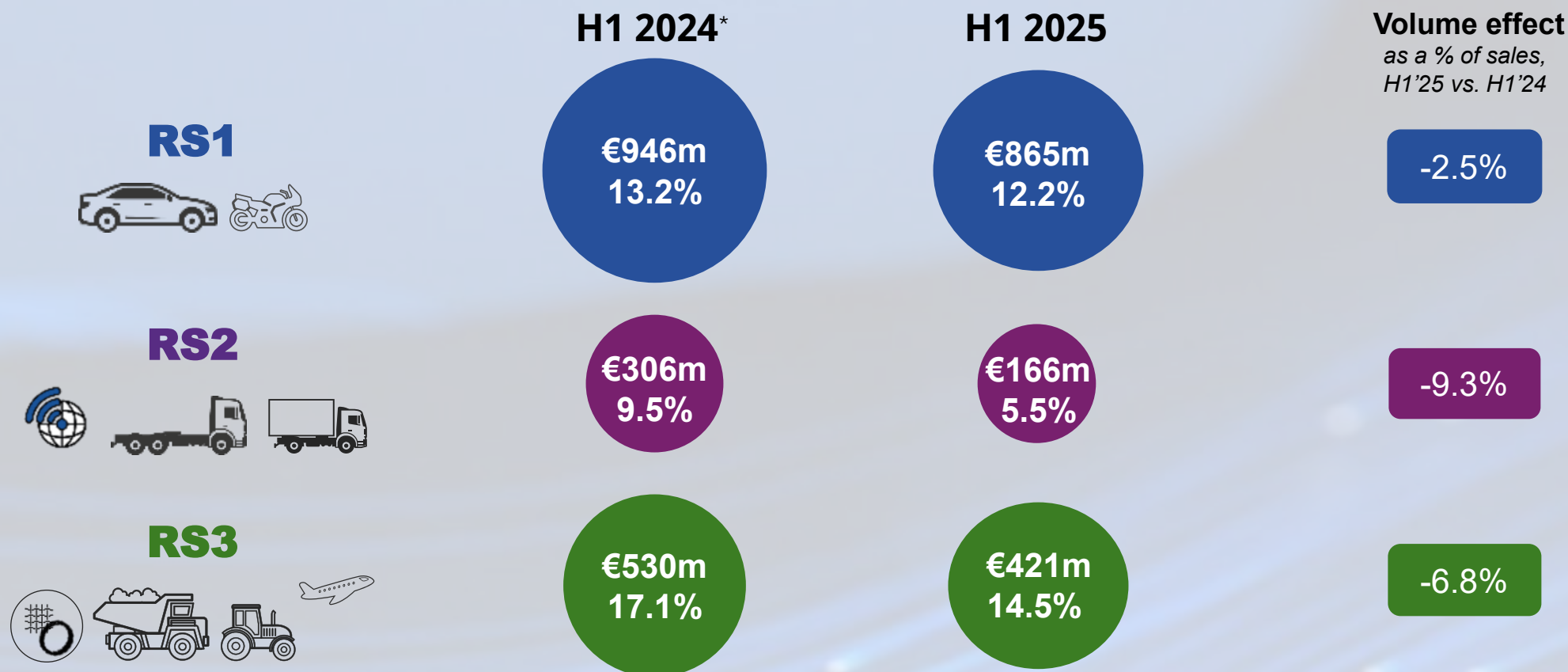
* "Tire" includes Distribution & Retail



Profitability across segments: Mainly affected by lower volumes

Segment operating income and Margin by reporting segment

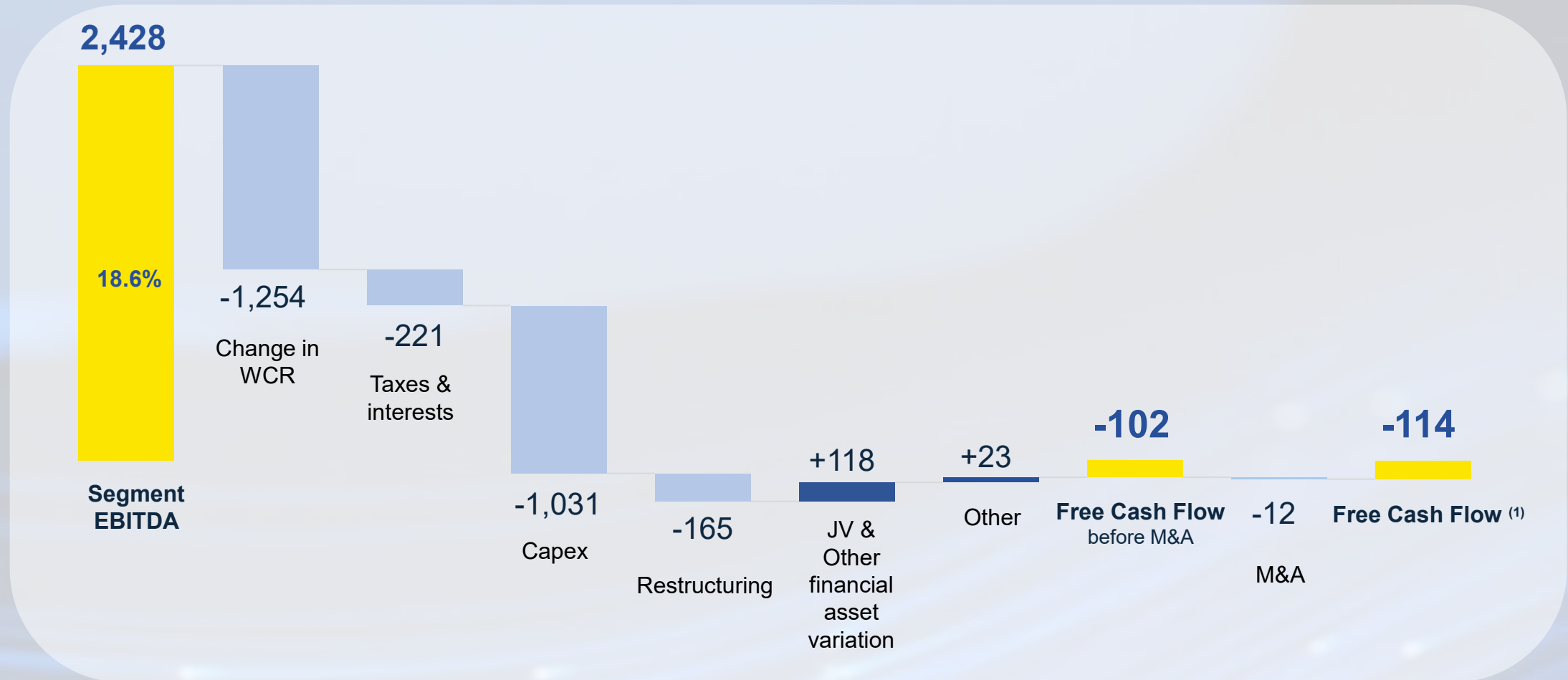
(€ millions | % of sales)



* Restated to reflect the scope changes of reporting segments implemented in 2024 – see slide 28

H1 Cash generation reflecting Group's usual business seasonality

(€ millions | % of sales)

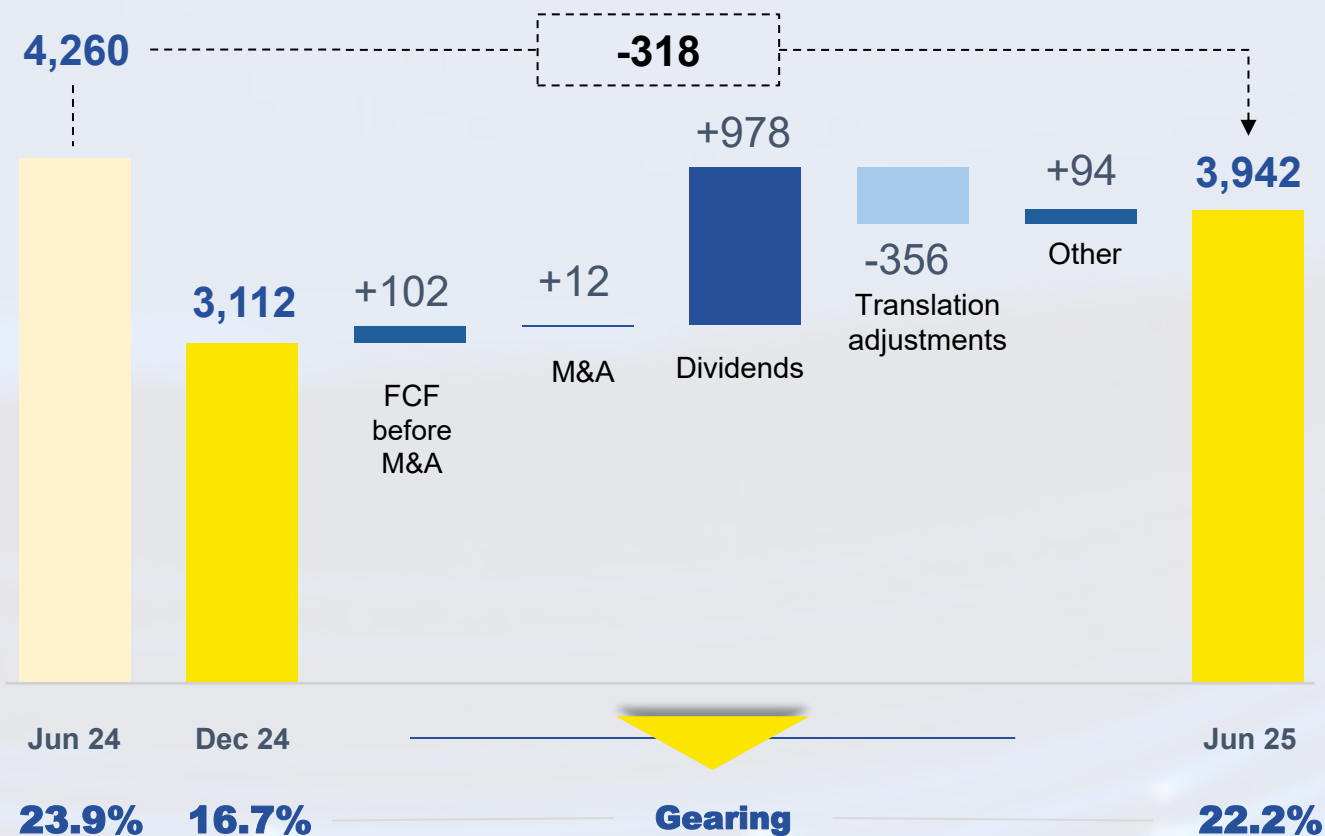


(1) Definition: see slide Glossary

Confirming financial strength, with Gearing improving in H1

Net debt

(€ millions)



Agency ratings

as of July 24, 2025

	Long term	Outlook	Short term
S&P Global	A	stable	A-1
Fitch Ratings	A	stable	F1
SCOPE Ratings	A	stable	S-1
MOODY'S ⁽¹⁾	A2	stable	-

(1) unsolicited rating

2025 sales outlook: Supported by differentiating products and positive market dynamics



MICHELIN CrossClimate 3
initiating a new market segment



MICHELIN X LINE GRIP D
outstanding performance



+20%
Mileage*

+20%
Rolling
Resistance*

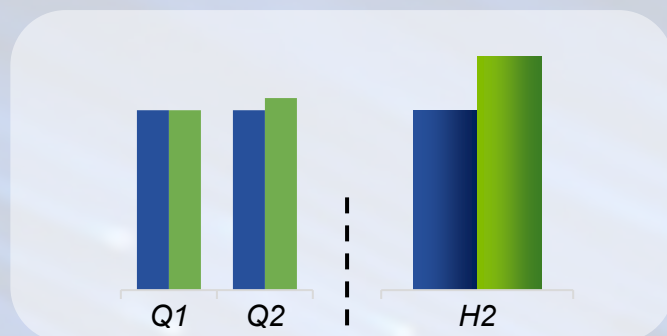
+30%
Grip*

*compared to previous range



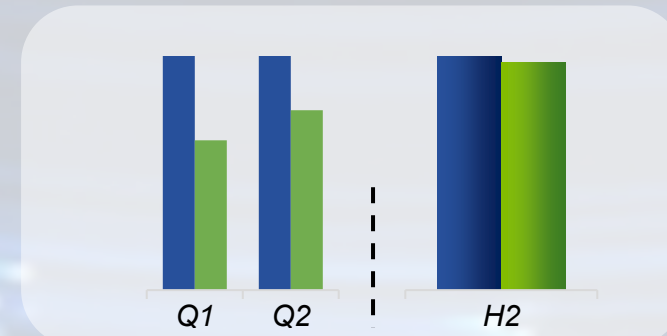
Mining sales: Back to growth as expected

YoY volume evolution trend



Beyond Road: Towards stable H2 sales

YoY volume evolution trend



■ 2024 ■ 2025



Local-to-local illustration: Michelin in China

A longstanding presence and leadership

Since **1989**
commercial

Since **1998**
manufacturing

~6%
of Group sales

6,000+
Employees

1700+
TYRE PLUS
service centers

5 Plants &
1 RDI center
designed for the
**LOCAL
MARKET**

89%
MICHELIN Brand
awareness

#1 PREMIUM TIRE
Market share both OE & RT

Strong relationship with leading domestic OEMs



Li Auto



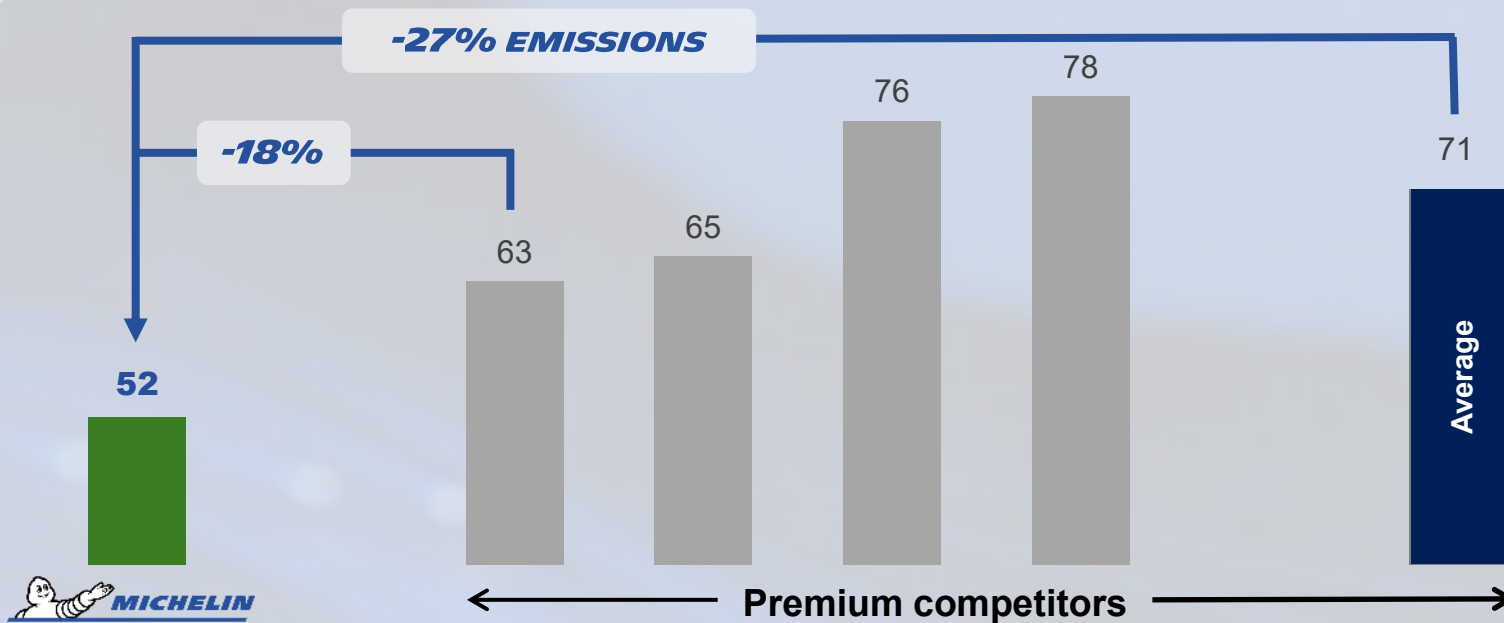
and more...



Tires abrasion: A considerable competitive edge for Michelin, with no compromise on total performance

Particle emissions: Michelin ahead of all premium tiremakers

unit: g /1,000 km / ton of vehicle



Source : ADAC « Tyre abrasion in the environment » study – June 2025

DOWNLOAD

Michelin continues to offer by far the lowest abrasion tyres



MICHELIN
TOTAL PERFORMANCE
 =
NO COMPROMISE



Energy efficiency



Mileage



Safety



Handling capabilities



Noise

Polymer Composite Solutions: Accelerating innovation synergies for mission-critical applications



MICHELIN TECHNOLOGY IN GANGWAY BELLOWS

how our composites
enhance travel experience



Durability



Tear & UV resistance

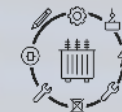


Soundproofing

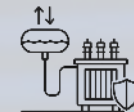


MICHELIN TECHNOLOGY IN ENERGY SUPPLY

how our composites
ensure continuity and security of energy supply



Flexible solutions
for every stage of
the transformer lifecycle



Expansion tanks:
oil volume control
& contamination protection

2025 full year outlook: Delivering results and return

Outlook unchanged

*in the absence of any further deterioration
in the economic environment in H2 2025*

>2024

Segment operating income
@ iso-FX

Pursuing an attractive shareholder policy

~€250M

Launching tranche 2
of the 2024-26 share buyback program

>€1.7BN

Free cash flow
(before M&A)

APPENDIX

Financial Agenda

**2025
Q3 SALES**

October 22, 2025 *

**2026
FULL YEAR
RESULTS**

February 11, 2026 *

** After close of trading*



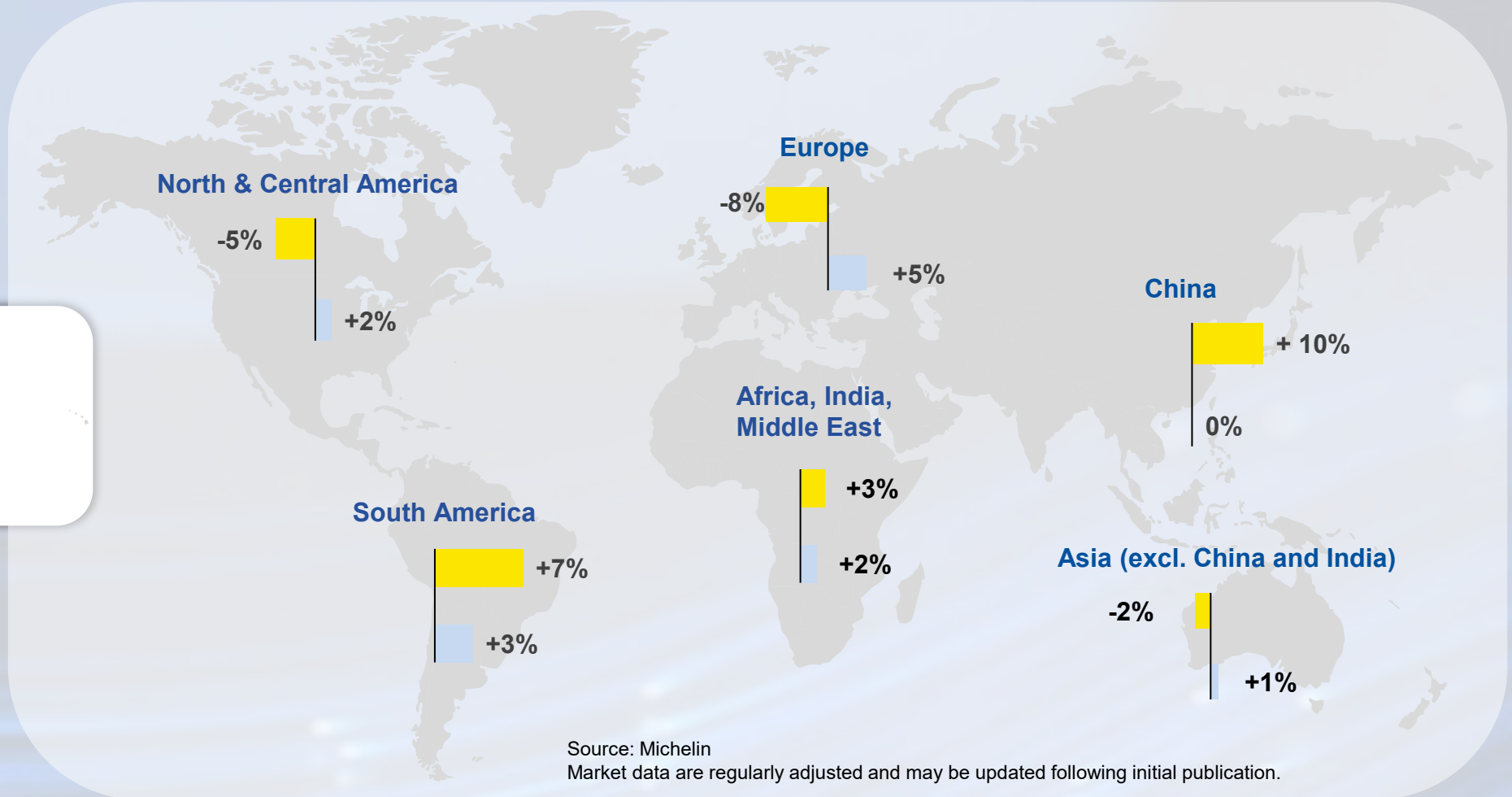
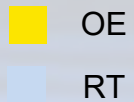
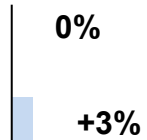
PC/LT tire markets: OE still depressed in Europe and North America, RT resilient overall but boosted with imports

PC/LT tire sell-in market, H1 2025

(YoY change in number of tires)



Global market



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

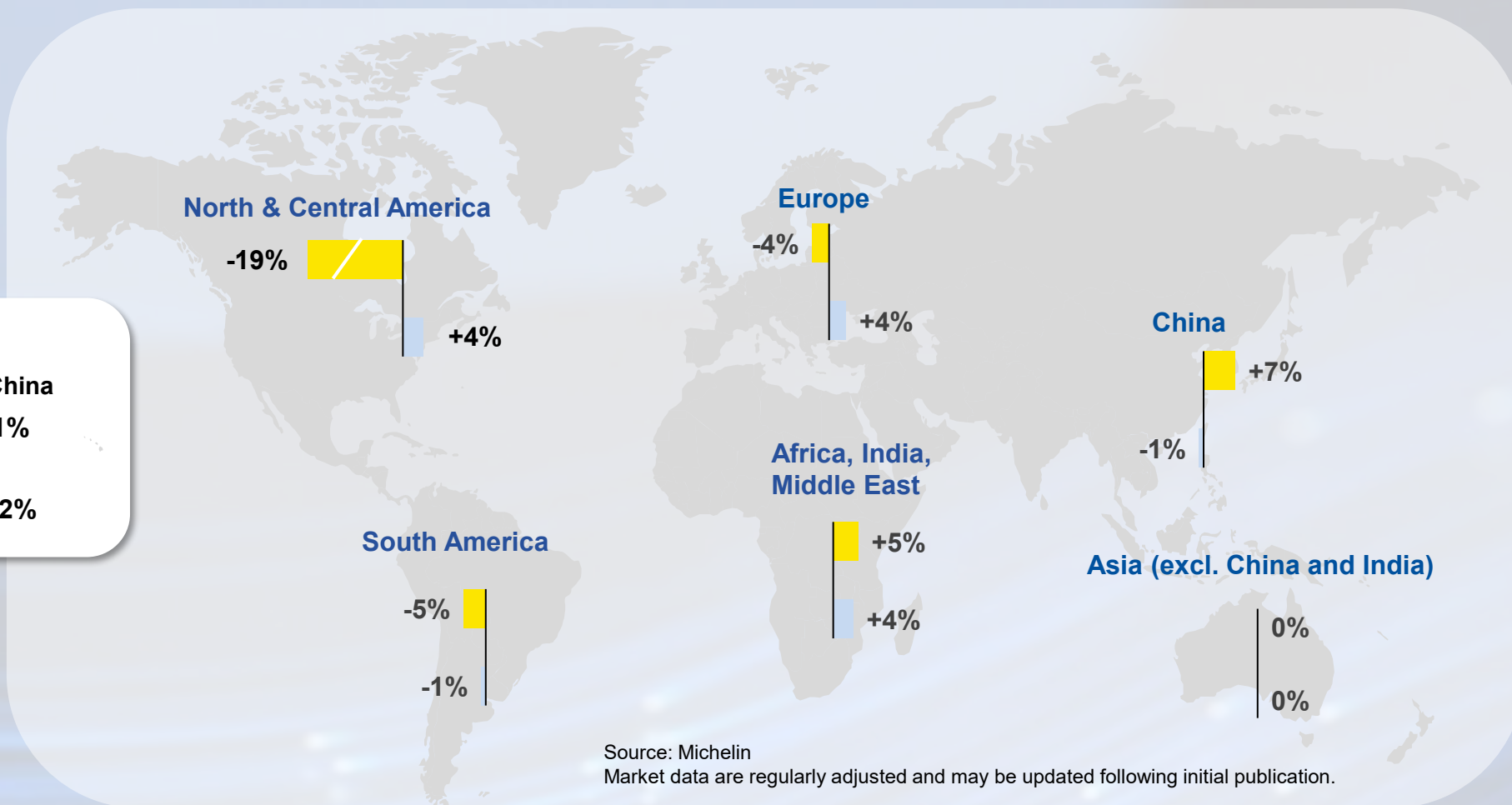
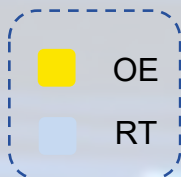
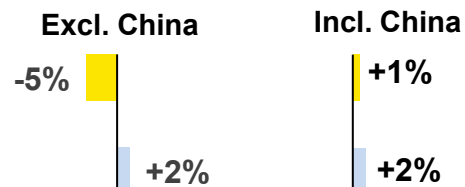
Truck tire markets: OE depressed in North America and Europe gradually stabilizing; RT markets fueled with imports

Truck tire sell-in market, H1 2025

(YoY change in number of tires)



Global market



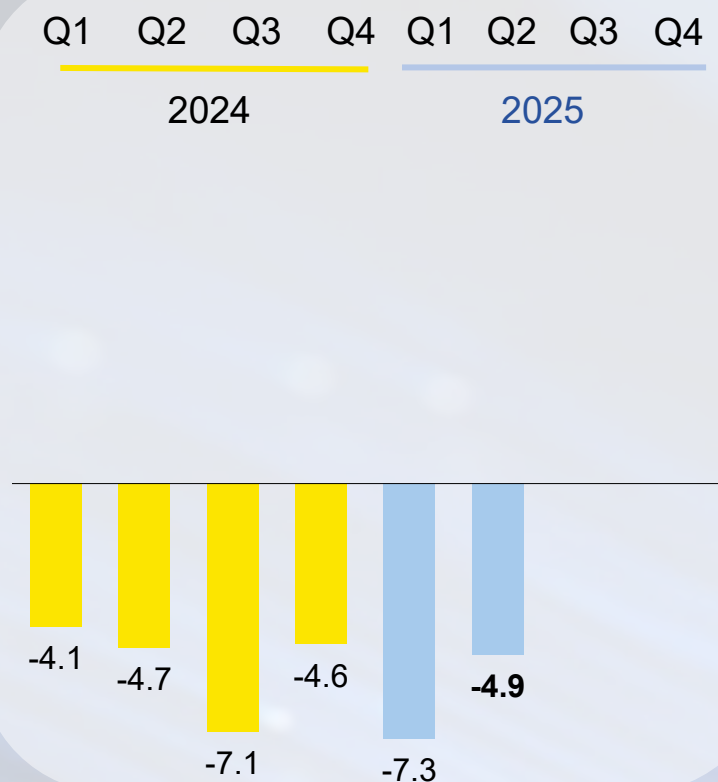
Source: Michelin
Market data are regularly adjusted and may be updated following initial publication.

H1 2025: Strong price-mix, volumes still hampered by OE sales, forex headwind developing

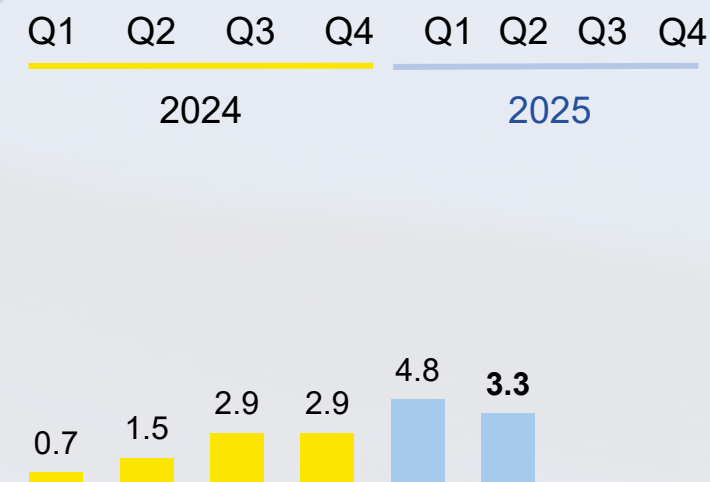
YoY Quarterly change

(% of sales)

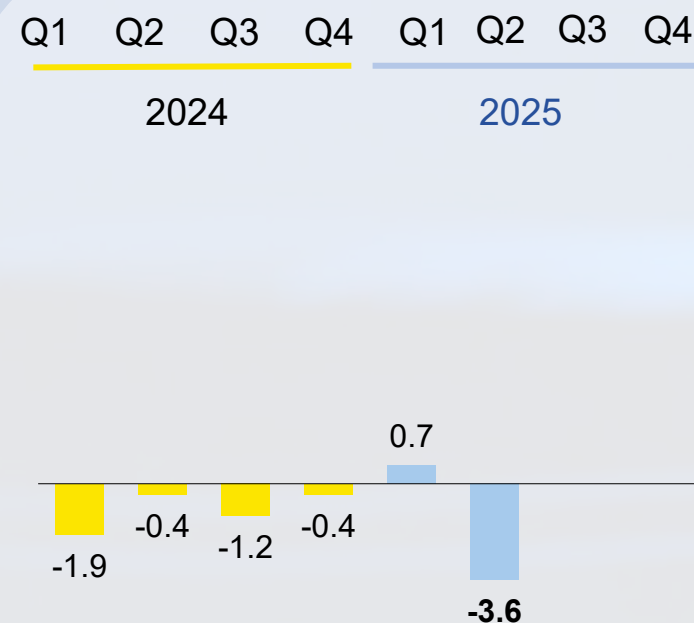
VOLUMES



PRICE-MIX



CURRENCY



Manufacturing operations: Adjusting and upscaling to support growth on targeted markets

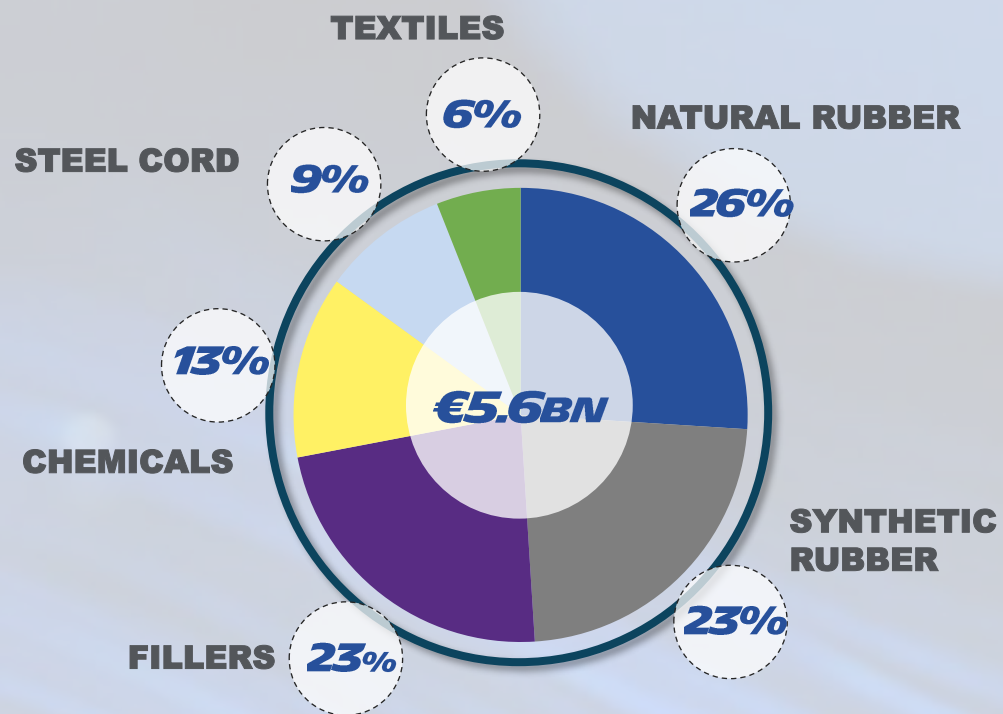
Announced capacity adjustments (2023-2025)



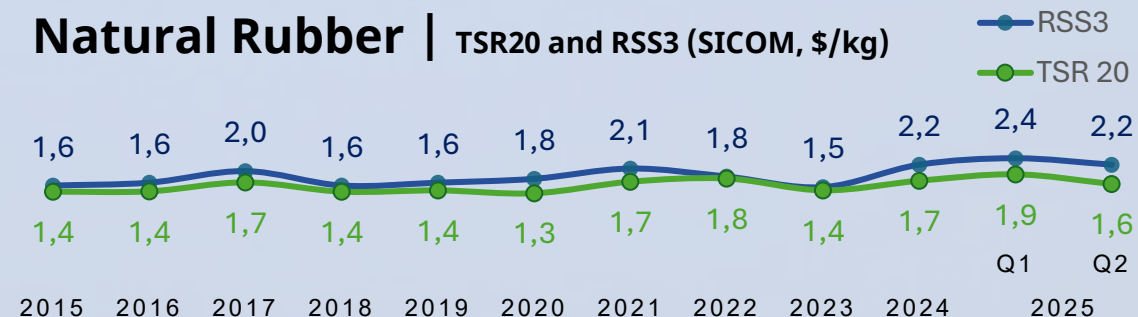
* subject to regulatory approvals from the relevant authorities

Raw materials cost breakdown and evolution

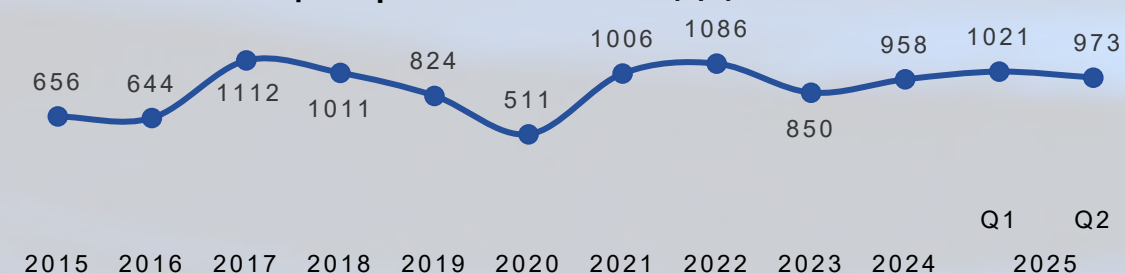
2024 Raw materials cost breakdown



Natural Rubber | TSR20 and RSS3 (SICOM, \$/kg)



Butadiene | Europe contract-market (€/t)



Brent (\$/BBL)



Sales by currency & impact on Segment operating income

% of sales Q2 2025 12 rolling months		2025 currency change vs. €	Droptthrough* Sales → SOI
USD	39%	-0.9%	10% / 30%
EUR	32%	-	-
CNY	6%	-1.5%	20% / 30%
BRL	4%	-12.8%	-10% / 10%
GBP	3%	+1.5%	20% / 30%
CAD	3%	-4.6%	-20% / -40%
AUD	3%	-4.7%	40% / 50%

% of sales Q2 2025 12 rolling months		2025 currency change vs. €	Droptthrough* Sales → SOI
JPY	1%	+1.3%	60% / 70%
THB	1%	+6.8%	-140% / -180%
MXN	1%	-15.2%	70% / 80%
CLP	1%	-2.6%	70% / 80%
TRY	1%	-16.3%	70% / 80%
SEK	1%	+2.7%	10% / 20%
Other	4%	-	-

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

$$\text{Sales} \times \underbrace{39\% \times (-0.9\%)}_{\substack{\text{impact on sales} \\ -0.35\%}} \times \sim 20\% = \text{impact on SOI } (-0.07\%)$$

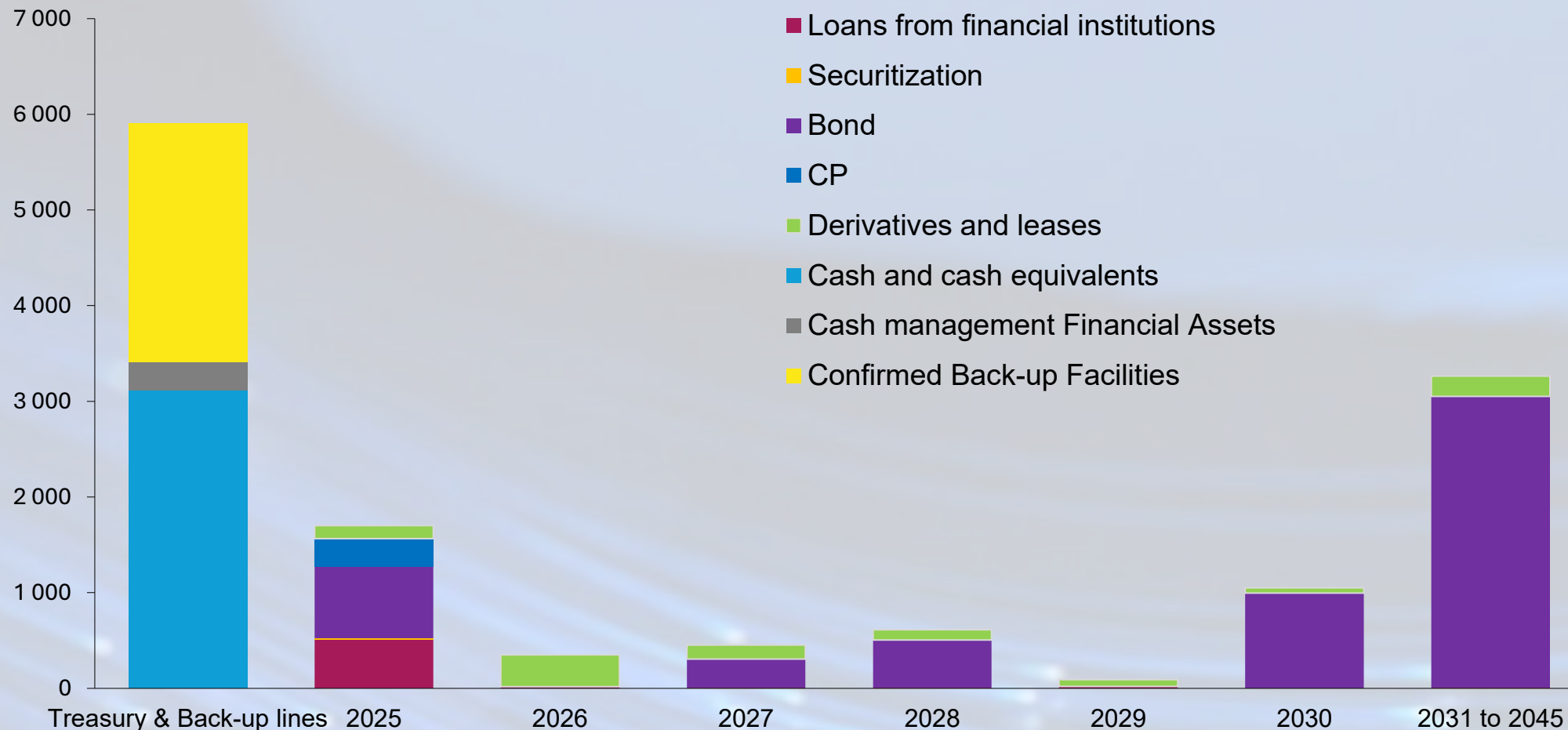
* Droptthrough linked to the export/manufacturing/sales base



A sound adequate cash position with maturities well spread over time

Debt maturities as at June 30, 2025

(carrying amount | € millions)



Shareholder return sustained at an attractive level

	2021 ⁽¹⁾	2022	2023	2024
DIVIDEND Per share(€)	1.13	1.25	1.35	1.38
EARNINGS PER SHARE Basic(€)	2.58	2.81	2.77	2.65
PAY-OUT RATIO ⁽²⁾	44%	44%	49%	52%
DIVIDEND YIELD ⁽³⁾	3.1%	4.8%	4.2%	4.3%

DIVIDEND

- 2024 dividend of €1.38, +2.2% vs 2023

SHARE BUYBACK

- Program over 2024-2026: up to €1bn
 - 2024: €500m tranche - executed
 - 2025: ~ €250m tranche - planned

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

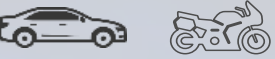


(2) Dividend / Net income

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



Restatement of reporting segments of interim periods 2024

Intermediate restatements following the scope changes of reporting segments implemented in 2024
(Main change: Two-wheel tire business now consolidated in the RS1 vs RS3 previously)

		Q1 2024		H1 2024		9M 2024		FY 2024
		released	restated	released	restated	released	restated	released (same as restated)
		M€						
RS1 	Sales	3 376	3 518	6 847	7 151	10 356	10 777	14 667
	SOI			914	946			1 917
	SOI %			13.4%	13.2%			13.1%
RS2 	Sales	1 595	1 584	3 263	3 232	4 933	4 909	6 599
	SOI			300	306			597
	SOI %			9.2%	9.5%			9.0%
RS3 	Sales	1 671	1 539	3 371	3 098	4 882	4 485	5 926
	SOI			568	530			864
	SOI %			16.8%	17.1%			14.6%
GROUP	Sales	6 642		13 481		20 171		27 193
	SOI			1 782				3 378
	SOI %			13.2%				12.4%

STRATEGY

Strategic Scorecard - 2024 results in line with 2030 ambitions

AMBITIONS

METRICS

2022

2023

2024

2030
SUCCESS
Be world-class in employee engagement

Engagement Rate

82.5%

83.5%

84.7%

>85%

Be world-class in employee safety

TCIR*

1.07

1.01

1.03

<0.5

Be a reference in diversity, equity and inclusion

IMDI

70

72

73

80

Be best-in-class in value created for customers

NPS

41.6

42.7

40.2

50 (+10pts
vs 2020)
Deliver substantial growth

Total Sales

28.6 bn€

28.3 bn€

27.2 bn€

5% CAGR
23-30
Deliver continuous financial value creation

ROCE

10.8%

11.4%

10.5%

>10.5%

Maintain MICHELIN brand power

Brand Vitality Quotient

68

73

72

65 (+5pts
vs 2020)
Maintain best-in-class innovation pace in products & services

Offer Vitality Index

31.0%

30.8%

29.4%

>30%

Reach net zero emissions by 2050 (scopes 1&2)
CO₂ emissions
(scopes 1&2), vs 2019

-20%

-28%

-37%

-47%

Improve the energy efficiency of our products to contribute to net zero emissions
Product energy efficiency
(scope 3)

101.8

102.9

104.3

+10%
vs 2020
Be best-in-class in environmental footprint of industrial sites

i-MEP, vs 2019

-11.2%

-16.1%

-17.4%

-1/3

Increase the proportion of renewable and recycled materials in our tires
Renewable and Recycled
Materials Rate

30%

28%

31%

40%

*in 2025, the TCIR is replaced by the Total Recordable Incident Rate which records the number of incident per 1,000,000 hours. TRIR 2024 stood at 5.01.

Leveraging unique and differentiating assets across enlarged playground



Highly engaged and talented **teams**



A powerful and widely recognized **brand**



Innovation leadership and unique **R&D & industrial capabilities**



Excellent, market defining **products** and **services**

TIRES



SERVICES AND EXPERIENCES



Connected Solutions



E-Retail



Distribution & Retail



Lifestyle

POLYMER COMPOSITE SOLUTIONS



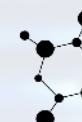
Sealing technologies



Conveyors, belting solutions and hoses



Engineered fabrics & films

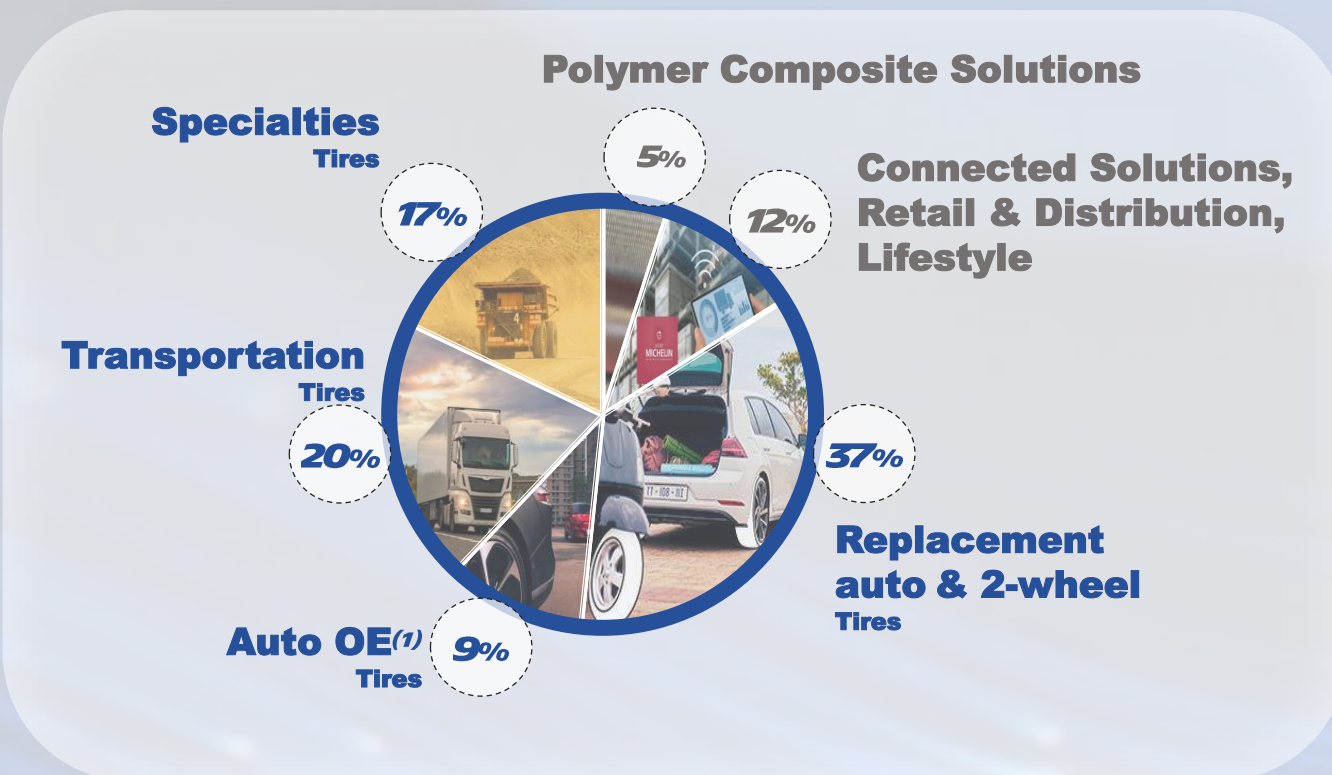


Engineered polymers

Widening range of destination markets ensuring resilience

Destination markets across diverse verticals

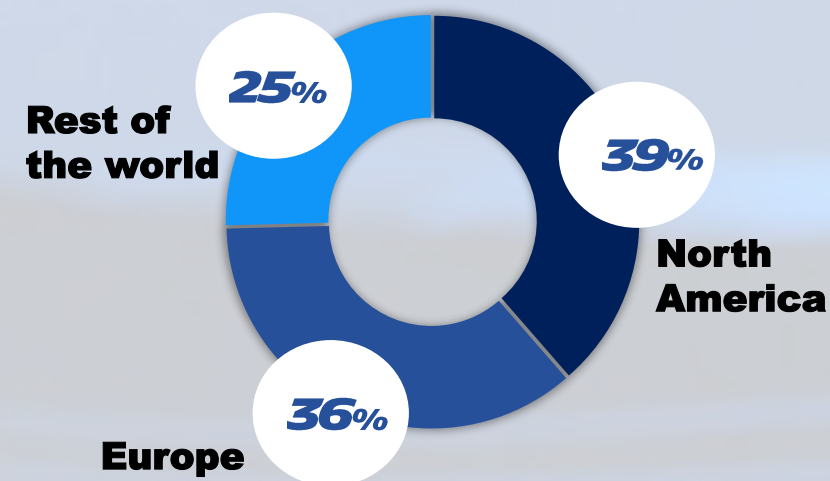
2024 sales breakdown (% of revenue)



(1) Original equipment

Balanced geographies

2024 sales breakdown (% of revenue)



Value-driven strategy: Winning where it matters

Original equipment: Being selective to extract the right value



Innovation



Brand power



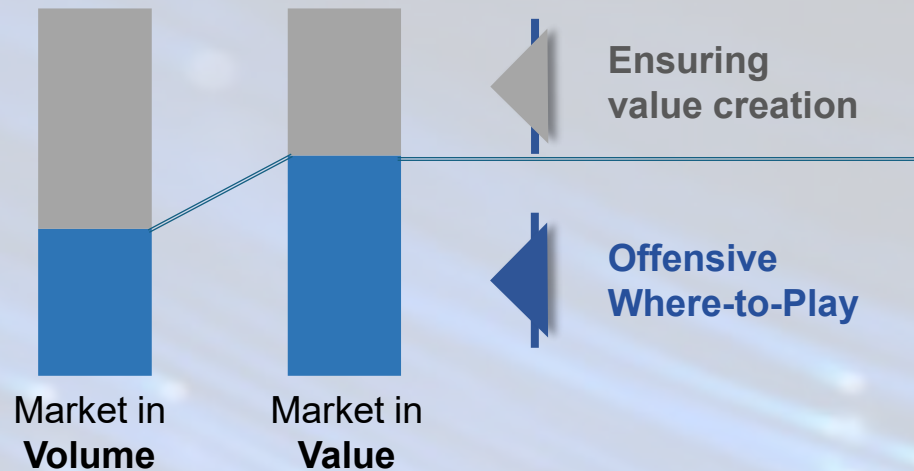
**Strategic
partnerships**



Loyalty

**Maximizing value creation
for OEMs & for Michelin**

Replacement: Accelerating on value-accretive segments



Reinforcing leadership:

Market share in value-accretive segments
Enhancing our partners' performance
Valorizing our technology and offers

Value-driven strategy: Winning where it matters - illustrated



Long-lasting trend of mix enrichment



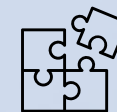
>100M€
per year

Sustainable mix impact
on EBIT

~9%
CAGR*

Market trend in >18" tires*

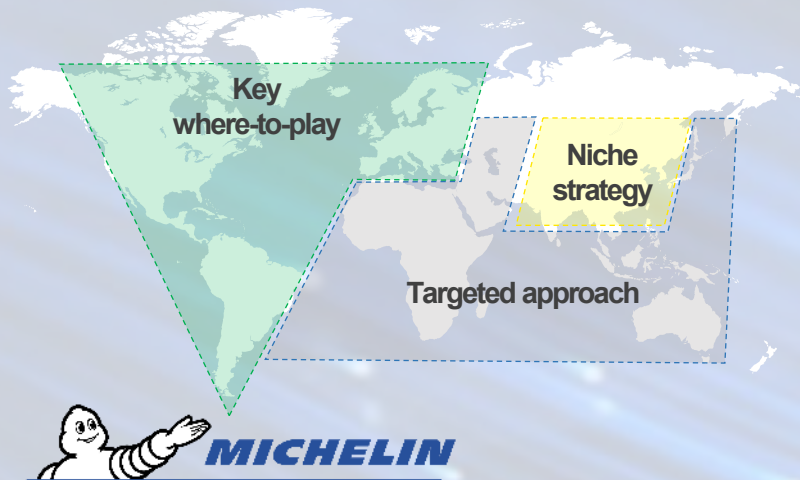
* 2025 - 2028



Technological leadership & differentiating service



Targeting value-accretive market segments



Premium



Tech



Green



> 50% of market Value

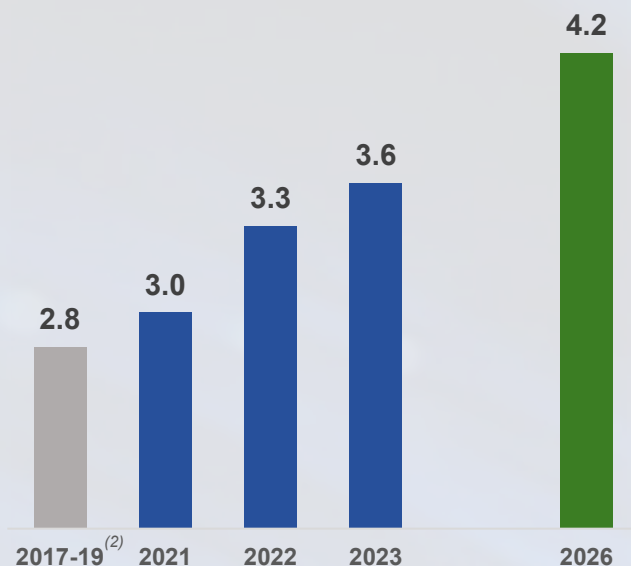


2024 CMD

Driving higher profitability and strong cash generation

Segment Operating Income

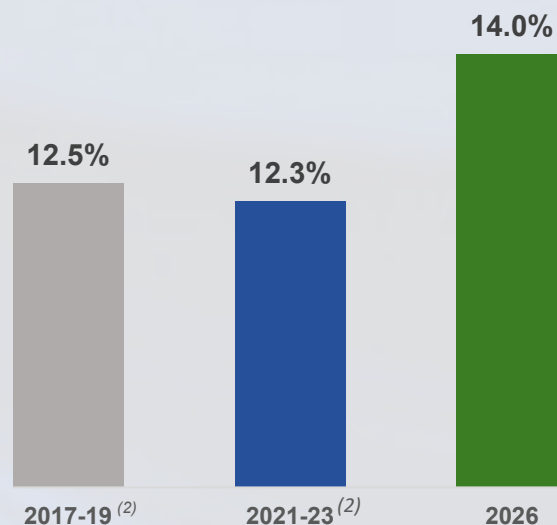
(bn €, excl. substantial (1) M&A, @2023 FX)



(1) Substantial = leading to structuration of a SR4
(2) Average of the period

Segment Operating Margin

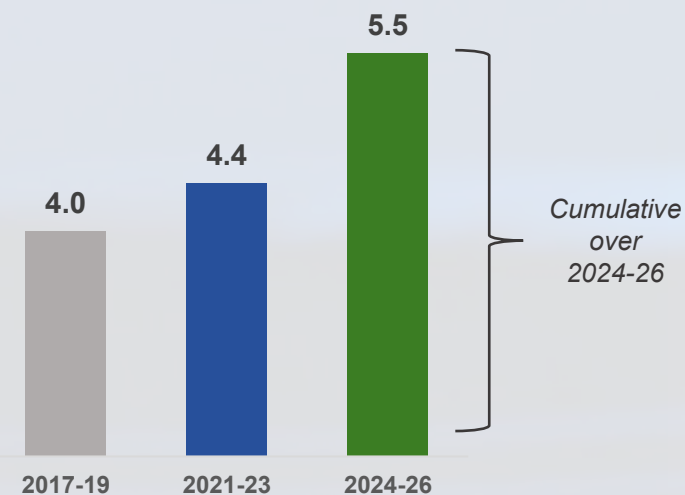
(% of sales)



(2) Average of the period

FCF before M&A

(bn €, cumulative over the period)



- ✓ Capex level € 2.0-2.4bn/year
- ✓ Optimized working capital

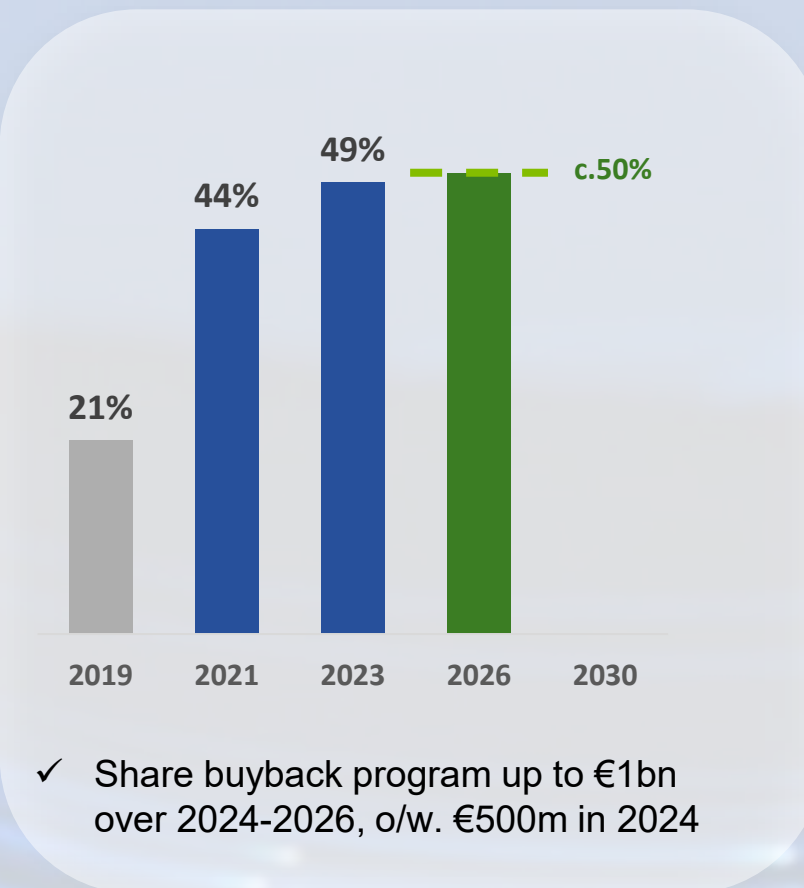
Confirmed ROCE floor and shareholder return

Return on Capital Employed



Payout Ratio

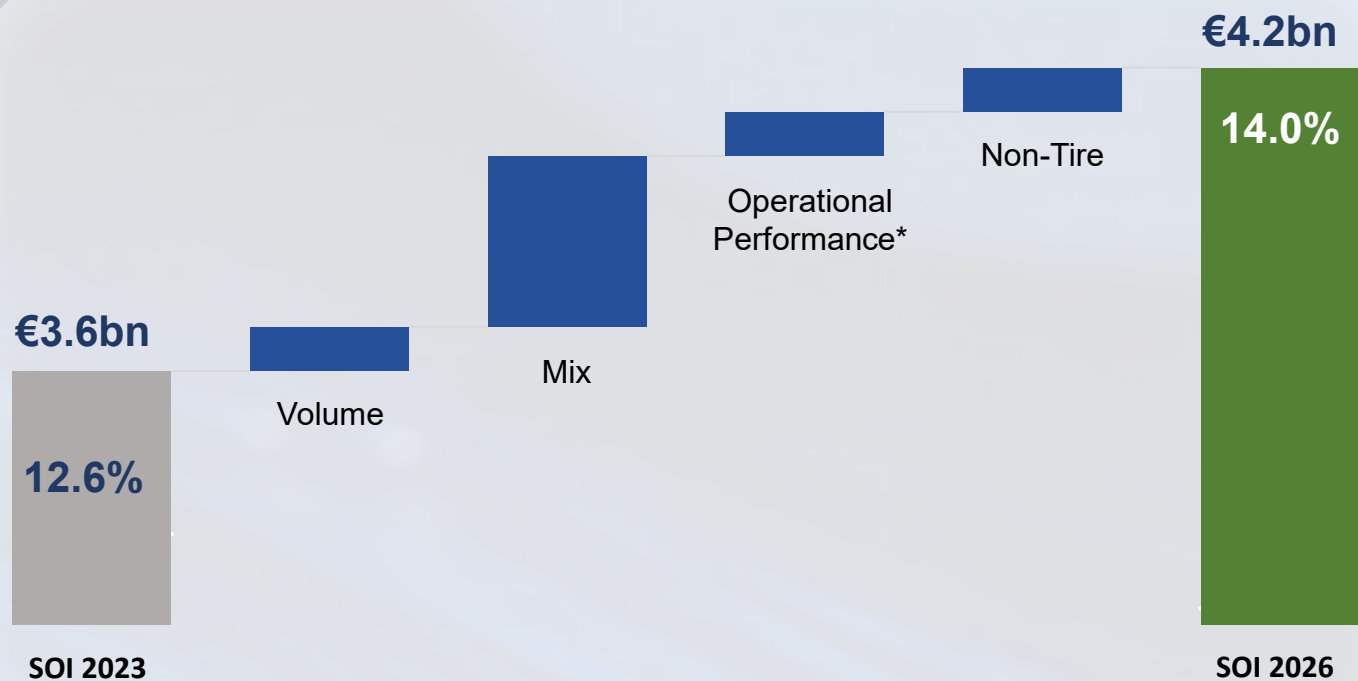
(% of net result)



Strong mix effect, improved margin across reporting segments

SOI bridge by lever

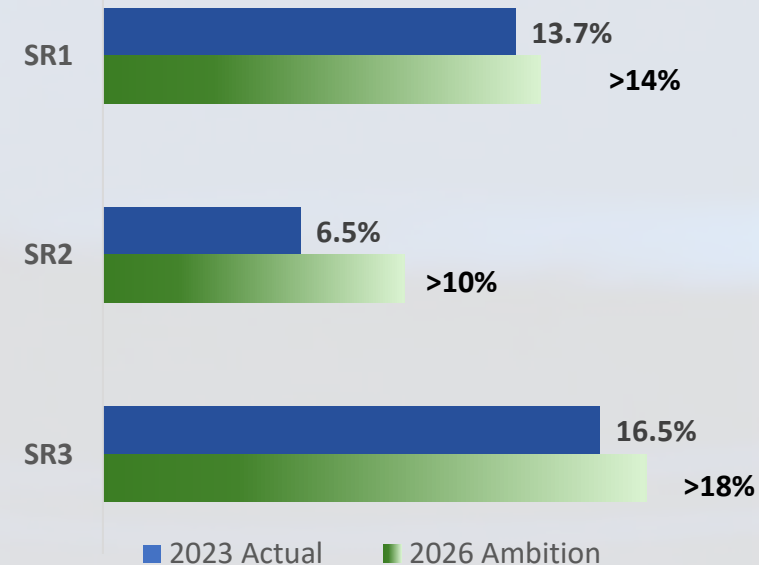
(€bn and % of sales, excl. substantial M&A, @2023 FX)



* Including economic equation (price effect – inflators)

Segment Operating Margin - by SR

(% of sales)



SOM ambitions by SR for illustration – commitment applies to Group level only

Taking Group competitiveness to the next level: Manufacturing

Strategic levers

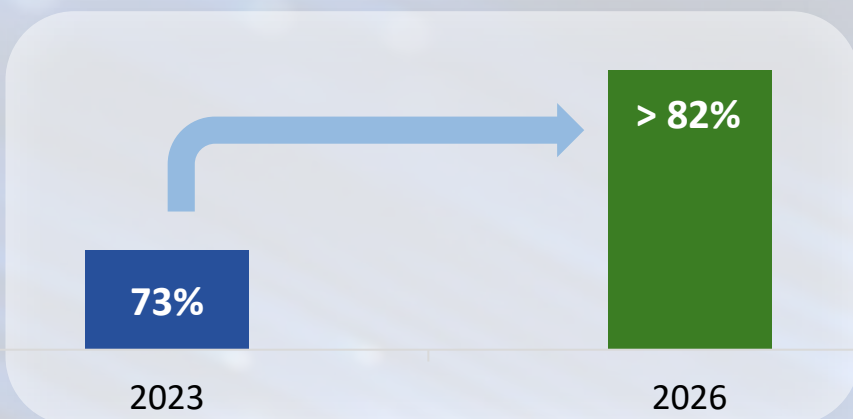
- Local-to-local
- Value-driven production mix
- Lower environmental impact
- Talent attraction & retention

Tech & Care levers

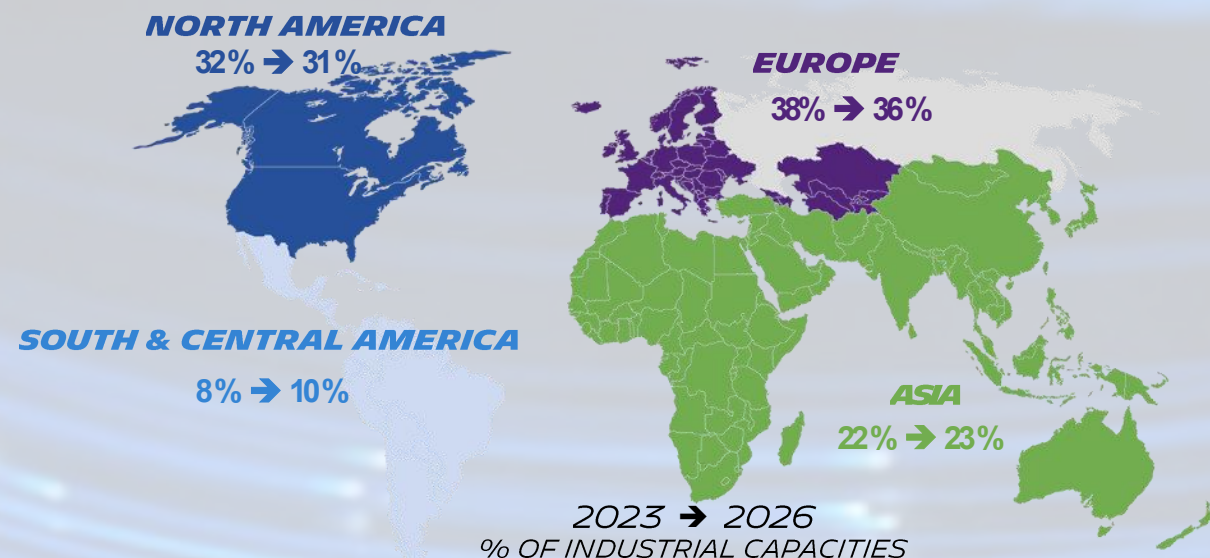
- IA & Digital
- Industrial process optimization
- Reduce water and energy consumption
- Safety, ergonomics and people empowerment

Industrial loading rate SR1 + SR2

(% of capacity)

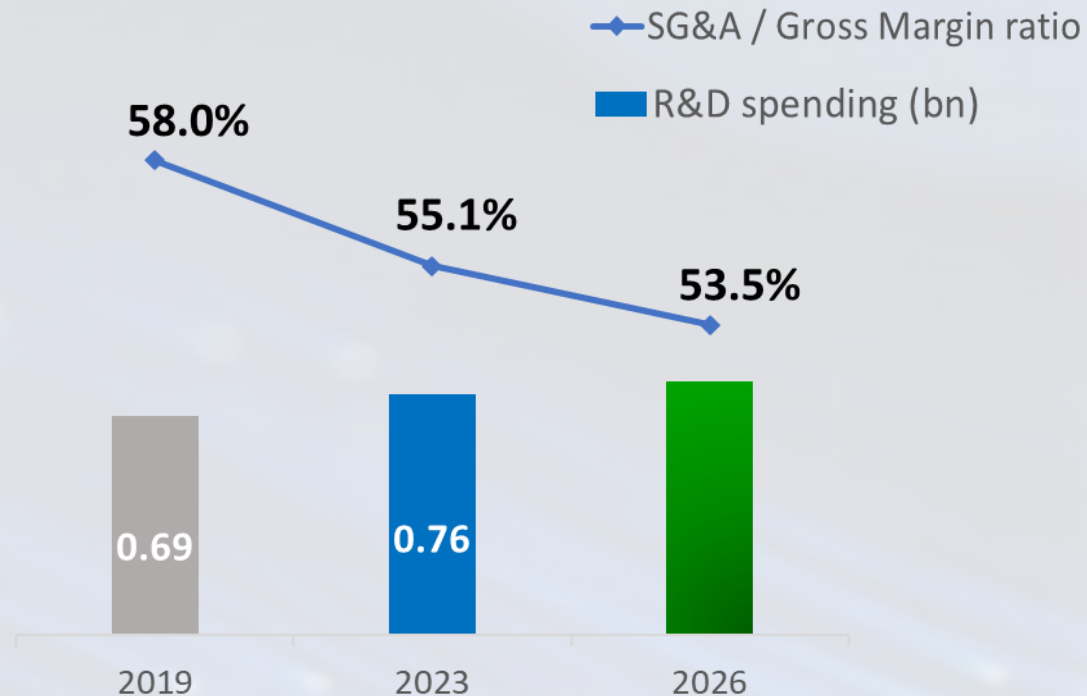


Industrial capacities breakdown, 2026 vs. 2023



Taking Group competitiveness to the next level: SG&A & Supply Chain

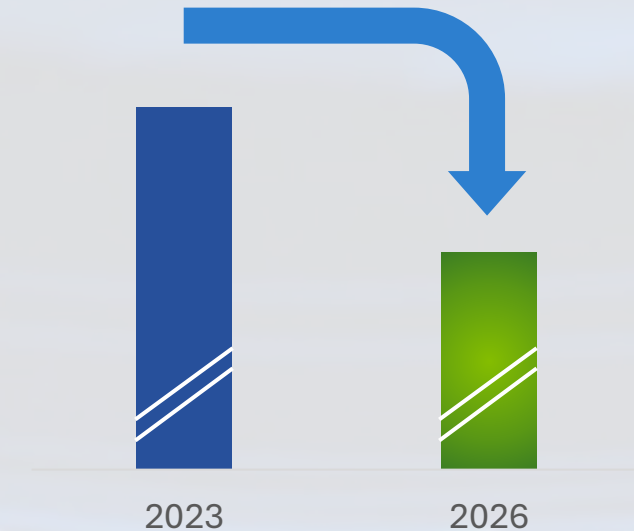
Improving SG&A performance
and fostering innovation



Reducing inventory levels
whilst improving customer service

Inventory reduction

€ -0.5bn



M&A: A proven track record of successful integration

Multistrada & Camso

- Multistrada EBIT from negative territory in 2019 to SR1 accretive in 2023
- Camso accelerating in AG Tracks

Retail & Distribution

TBC (JV with Sumitomo)

- Cash positive since '21
- \$350m shareholder loans fully paid back
- ~160m€ cash proceeds from Retail activities sale (2023)

Euromaster Denmark sale (2023)

Tyroola acquisition (2023)

Fenner

- 9% CAGR 2018-2023 (excl. Solesis)
- 2023 EBIT +4 pts vs 2018
- Solesis capital opened to Altaris based on €450M EV (2021)

Polymer Composite Solutions

FCG

- 9% CAGR 2015-2023
- EBIT accretive (> 20%)
- EV/EBITDA 9.0 post-synergies (2028)

Symbio (est. 2019)

- Michelin 33% | Faurecia 33% | Stellantis 33%
- based on €900m EV (2023)

Connected Solutions

- **Michelin Connected Fleet** regrouping Sascar & Masternaut & Nextraq offers (2022)
- **RoadBotics** acquisition (2022)
- **Watèa** capital opened to Crédit Agricole (2023)

Tires

Active portfolio management

2018-2019 :
€4.5bn net acquisitions

2021-2024 :
€1.0bn acquisitions
€0.8bn divestments

>60 transactions
o/w 13 with cash amount >€50m



M&A as a growth & value accelerator: Accessing new markets and leveraging Group innovation power

Clear fundamentals

Strategic fit

**Parental advantage
brought by Michelin**

**Value-accretive
to Group**

Cultural fit

Strict financial criteria

EPS-accretive
from year 1

Accelerating
growth

Group ROCE
sustained
above 10.5%

Higher cash
conversion

Margin-accretive
(SOI%)

Glossary

FREE CASH FLOW BEFORE 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: Net operating profit after tax (NOPAT), calculated at a standard tax rate corresponding to the Group's average effective tax rate; divided by average economic assets employed during the year, 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.

TIRE SALES

Sales from Michelin's core business, including the Tire-as-a-Service (TaaS) business and Tire distribution operations.

NON-TIRE SALES

Sales from the Connected Solutions (excluding TaaS and Distribution), Polymer Composite Solutions businesses, Lifestyle, excluding joint ventures

IMDI

Inclusion and Diversities Management Index, see definition p.25 of the 2024 Universal Registration Document

TRIR

Total Recordable Incident Rate, see definition p.271 of the 2024 Universal Registration Document

I-MEP

Industrial - Michelin Environmental Performance, see definition p.26 of the 2024 Universal Registration Document

RENEWABLE OR RECYCLED MATERIALS

New KPI name for "Sustainable materials", definition unchanged see p.250 of the 2024 Universal Registration Document

NPS

Net Promoter Score, see definition p.285 of the 2024 Universal Registration Document



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 [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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