

We are pleased to invite you to the

First Half 2026 Results

Presented by

Florent Menegaux – Chief Executive Officer
Bénédicte de Bonnechose - Group Chief Financial Officer

on July 27, 2026 at 6:30pm CET

This presentation will be followed by a Q&A session.

The First Half 2026 Results presentation will be made public on [michelin.com](https://www.michelin.com)
on July 27 at 5:45 pm CET.

LIVE WEBCAST AND CONFERENCE CALL

Live Webcast: Access via [michelin.com](https://www.michelin.com)

Conference call: Contact numbers for the conference call

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|---|-------------------|-----------------------------------|
| • From North America | +1 718 705 8796 | + pin code 147778 |
| • From France | +33 1 70 91 87 04 | + pin code 147779 |
| • From the UK and the rest of the world | +44 1 212 818 004 | + pin code 147778 |

REPLAY

Webcast replay will be available as of July 28, at 9:00am CET on [michelin.com](https://www.michelin.com)