



Charter of the Michelin Shareholders' Committee 2026–2029 Term

Article 1 – Purpose

1.1 – Scope of the Mission

Established in 2003 to strengthen proximity between Michelin and its individual shareholders, the Shareholders' Consultative Committee (CCA) became the Michelin Shareholders' Committee (CAM) in 2021, hereinafter referred to as "the Committee".

Its purpose is to actively contribute, through its opinions and recommendations, to the continuous improvement of communication aimed at the Group's individual and employee shareholders.

1.2 – Mission

The Committee's work and opinions may, in particular, relate to the following:

- the Company's reflections on communication tools and media intended for individual and employee shareholders.
- the design and evolution of information documents intended for them.
- the preparation of General Meetings.
- the organization of shareholder meetings in France.

The Committee may also express its expectations during informal discussions with the Group's Management.

Members undertake to participate in all meetings as well as in the Annual General Meeting (see Article 3). They also contribute, individually or collectively, to the work proposed by the Financial Communications team.

During the General Meeting, they may speak publicly, within the limits of their mission, especially by asking questions prepared by the Committee. They do so in their own name and may in no case represent or commit the Company.

1.3 – Respect for Equality Among Shareholders

Michelin ensures that all financial information communication strictly complies with the principle of equal treatment among shareholders.



Article 2 – Composition of the Committee and Term of Office

2.1 – Application

Any Michelin shareholder may apply by sending a CV and a cover letter to the following address: **actionnaires-individuels@michelin.com** or via the dedicated form during renewal campaigns.

The Committee is renewed every three years at the beginning of the year.

2.2 – Composition

Members are appointed by the Financial Communications team from a list of preselected candidates meeting representativeness criteria. This appointment is final and cannot be contested.

The Committee comprises a maximum of 10 full members: 5 individual shareholders and 5 employee shareholders.

Each member must remain a shareholder throughout the duration of their term and accept the terms of this charter.

2.3 – Term of Office

The term of office is three (3) years and is non-renewable. It begins on the date of appointment of the new members.

In the event of a member's departure (resignation, loss of shareholder status, etc.), a replacement is carried out in accordance with the procedures defined above.

Article 3 – Operating Procedures

The Committee meets at least four times per year, including two meetings, one site visit, and the Annual General Meeting of Shareholders.

The Financial Communications team sets the dates, locations, and agendas and sends invitations by email. Depending on the health the situation, Michelin may decide to hold these meetings by videoconference.

Members undertake to be available and fully committed. Absence is acceptable only in cases of force majeure.

The Financial Communications team may terminate a member's term of office in the event of failure to comply with these commitments.



Article 4 – Right to Image, Name, and Voice

By virtue of their participation in the Committee, members authorize Michelin to use their last name, first name, status (such as location, employer, etc.), image, as well as the written or recorded content of their contributions.

Such use may be broadcast on any medium (internet, video, audio, print, etc.). This authorization is granted free of charge and strictly within the framework defined in Article 1.

Article 5 – Financial Provisions

Members perform their duties on a voluntary basis. Michelin only covers catering expenses related to Committee meetings.

Any potential loss of income or salary arising from participation in meetings or online exchanges is not compensated.

Article 6 – Duration of the Committee

The Committee is established for an indefinite period. However, Michelin reserves the right to suspend its meetings or dissolve it. In such cases, each member will be individually informed in writing, with one month's notice.

Article 7 – General Conditions

Members undertake to preserve the confidentiality of any information they may access as part of the Committee's work.

They agree not to use their status as Committee members to obtain any commercial or financial advantage or for any purpose unrelated to the Committee's activities.

Failure to comply with these commitments may result in exclusion from the Committee.

Article 8 – Amendment of the Charter

Michelin reserves the right to amend this charter at any time. Where applicable, CAM members will be duly informed of any changes made.