

We are pleased to invite you to the

2025 Annual Results Conference

Presented by

Florent Menegaux – Chief Executive Officer
Yves Chapot - General Manager & Group CFO

on February 11, 2026 at 6:30pm CET

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

The 2025 Annual Results presentation will be made public on [michelin.com](https://www.michelin.com)
on February 11 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

- From North America +1 718 705 8796 + pin code 147778
- From France +33 1 70 91 87 04 + pin code 147778
- 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 February 12, at 9:00am CET on [michelin.com](https://www.michelin.com)