

We are pleased to invite you to the

Q3 2026 Sales Conference

Presented by

Bénédicte de Bonnechose - Group Chief Financial Officer

on October 20, 2026 at 6:30pm CET

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

The Q3 2026 Sales presentation will be made public on michelin.com
on October 20 at 5:45 pm CET.

LIVE WEBCAST AND CONFERENCE CALL

Live Webcast: Access via 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 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 October 21, at 9:00am CET on michelin.com