

# **2025 Q3 SALES**

October 22, 2025



# September YTD sell-in markets: OE down in Europe and North America, Replacement lifted with imports of budget tires



**Passenger car  
& Light truck\***

**+2%**

OE

**+1%**

RT

 **-6%**

 **-3%**

 **+9%**

 **+4%**

 **-1%**

 **+1%**



**Truck\* excl. China**

**-4%**


OE

**+4%**

RT


 **-0%**

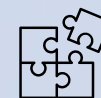
 **-20%**

 **+1%**

 **+2%**

 **+6%**

 **+1%**



**Specialties\***



**Mining  
tires**



**Beyond-road tires**

OE



RT



**Aircraft  
tires**



**Two-wheel  
tires**



**Polymer  
Composite  
Solutions**



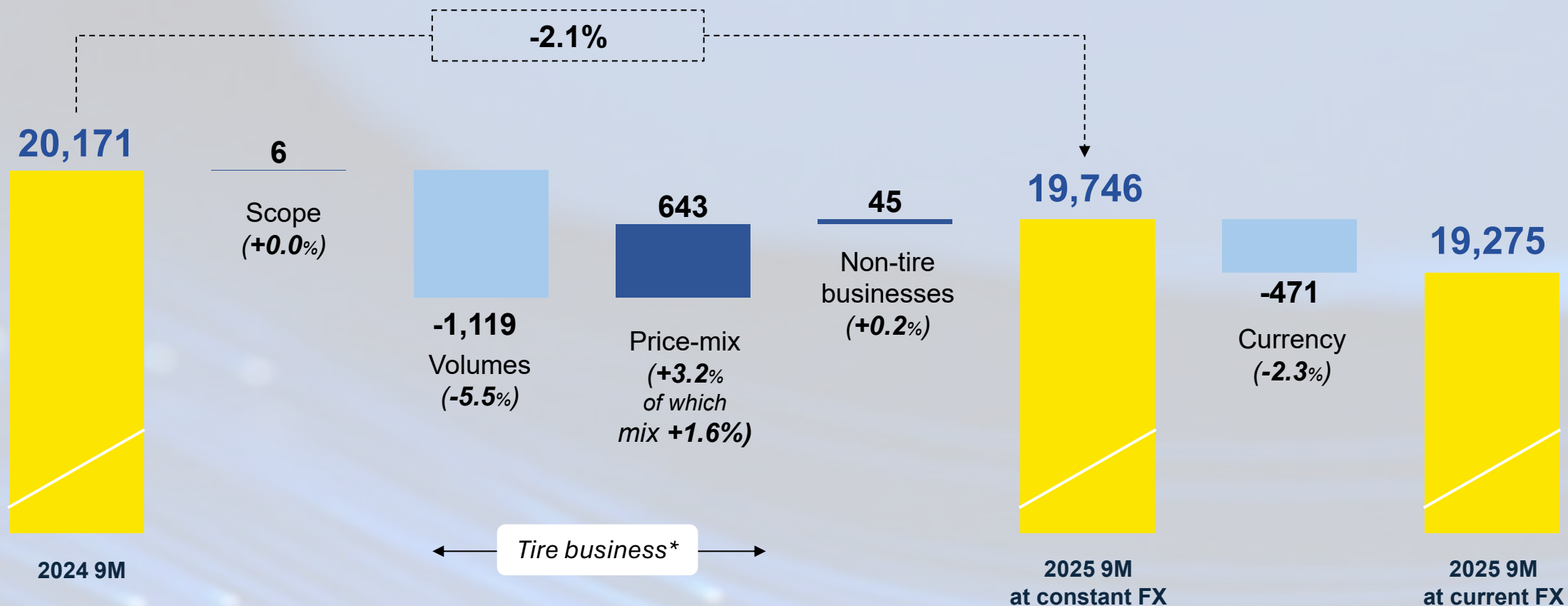
\* Sell-in Tire Markets (does not apply to Polymer Composite Solutions)



# 9M sales: Volumes partially offset by price and mix

## 9 months 2025 sales evolution

(€ millions and as a %)



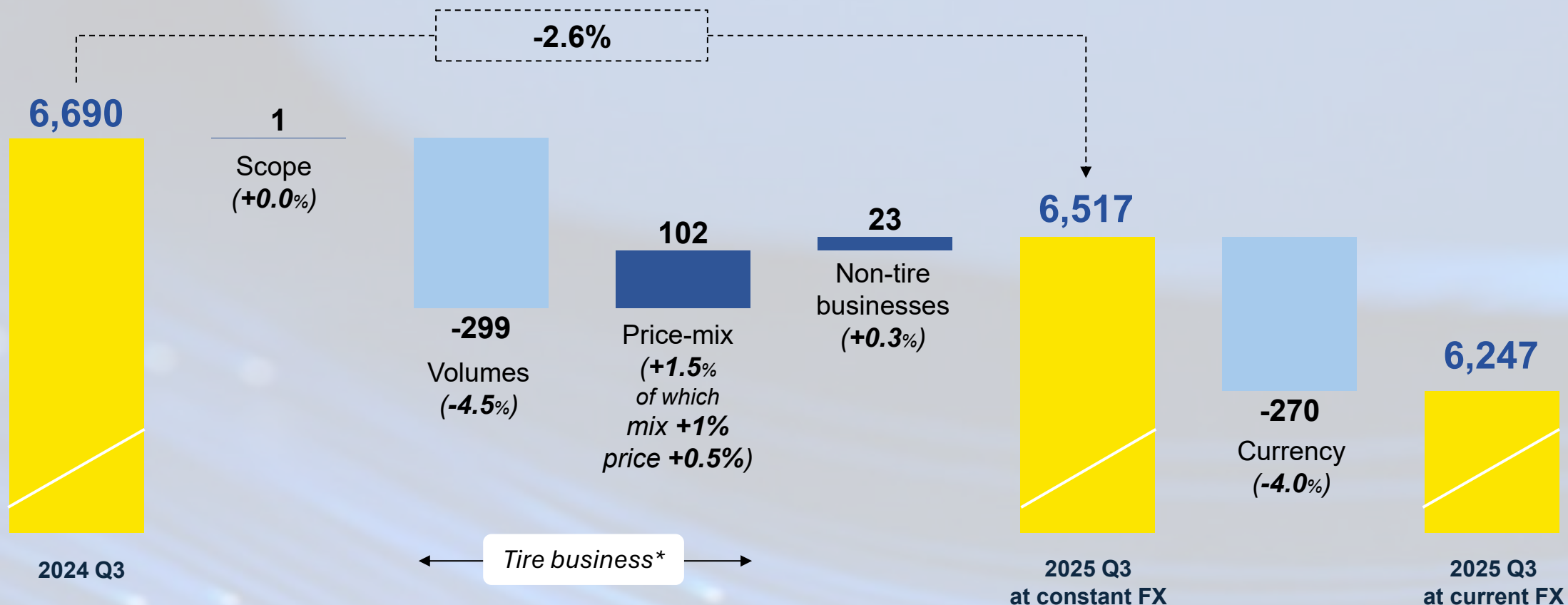
\* "Tire" includes Distribution and Retail



# Q3 sales hit by volumes and highly competitive markets

## Q3 2025 sales evolution

(€ millions and as a %)



\* "Tire" includes Distribution and Retail



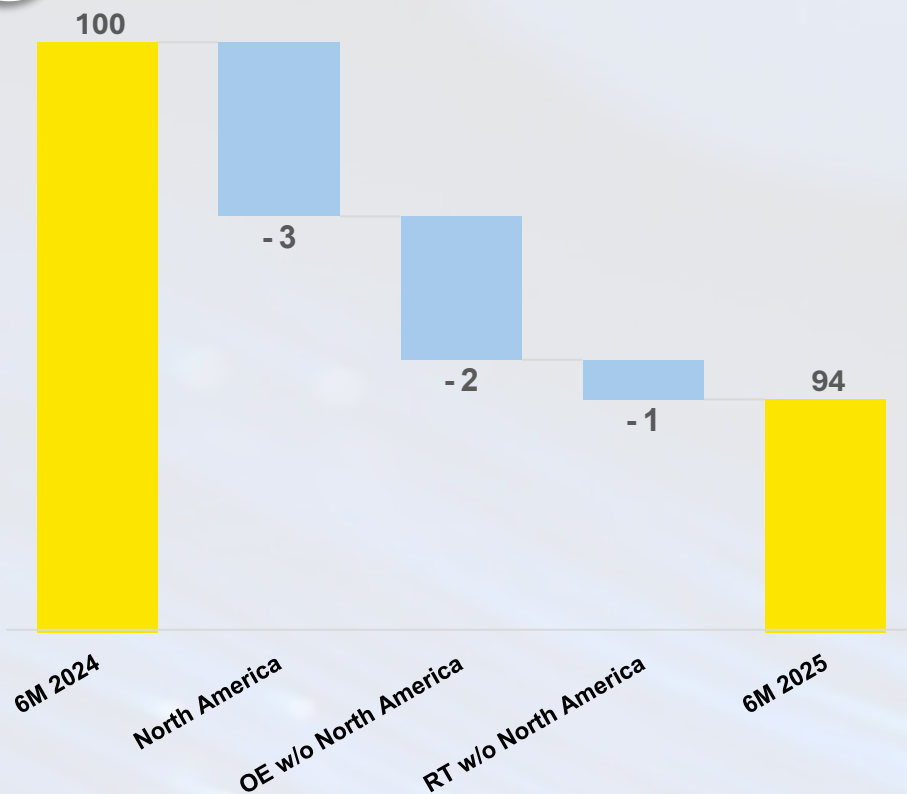


# Volume development: Q3 dragged down by North America, other markets developing as expected

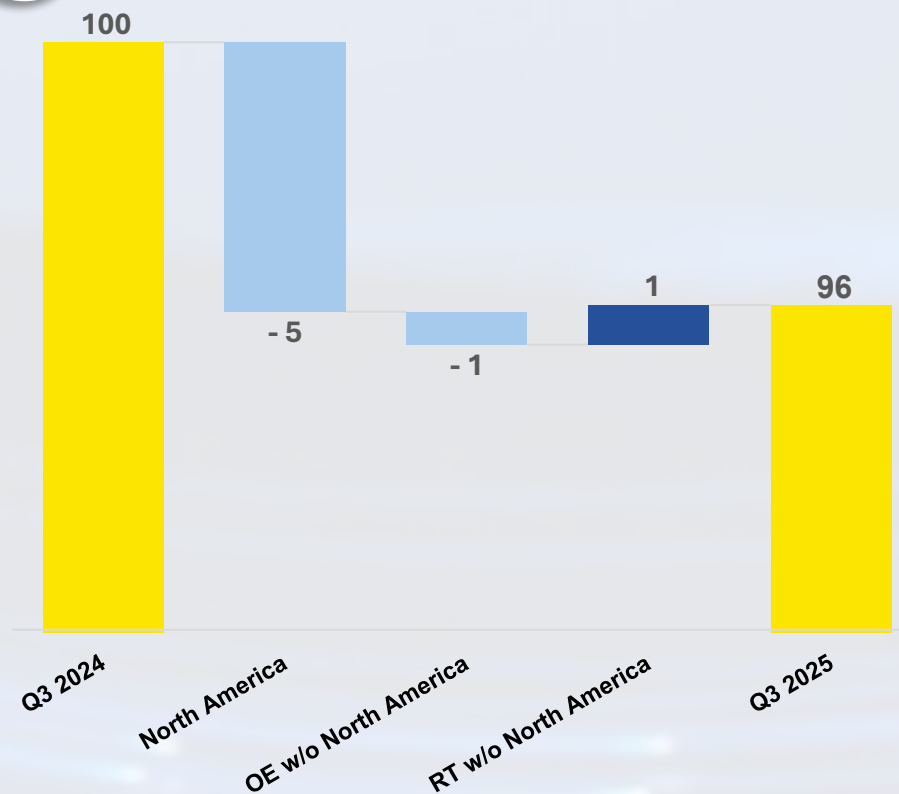
## Sales YoY volume evolution | H1 & Q3

(base 100 in 2024)

### H1



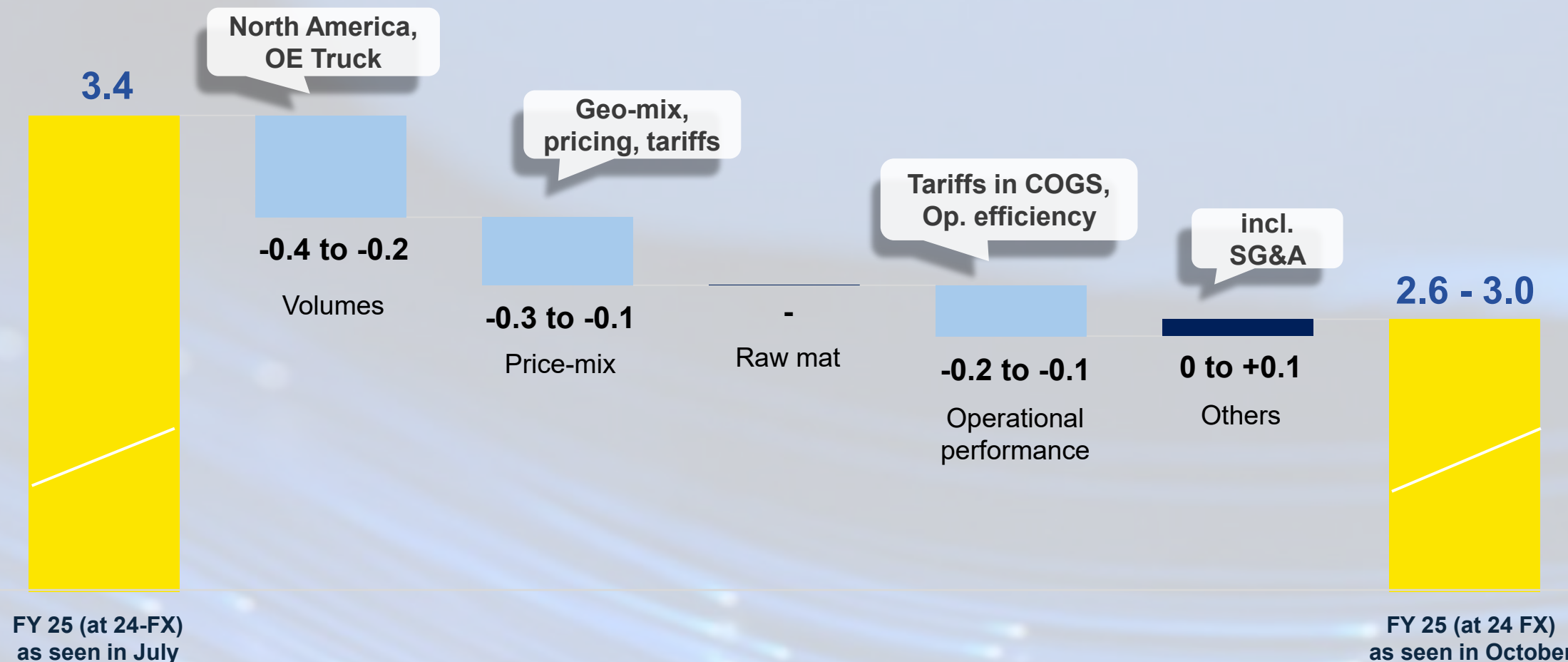
### Q3



# 2025 SOI change since July: Updated guidance reflecting weaker North American business and lower OE Truck demand

## SOI Guidance evolution from July to October

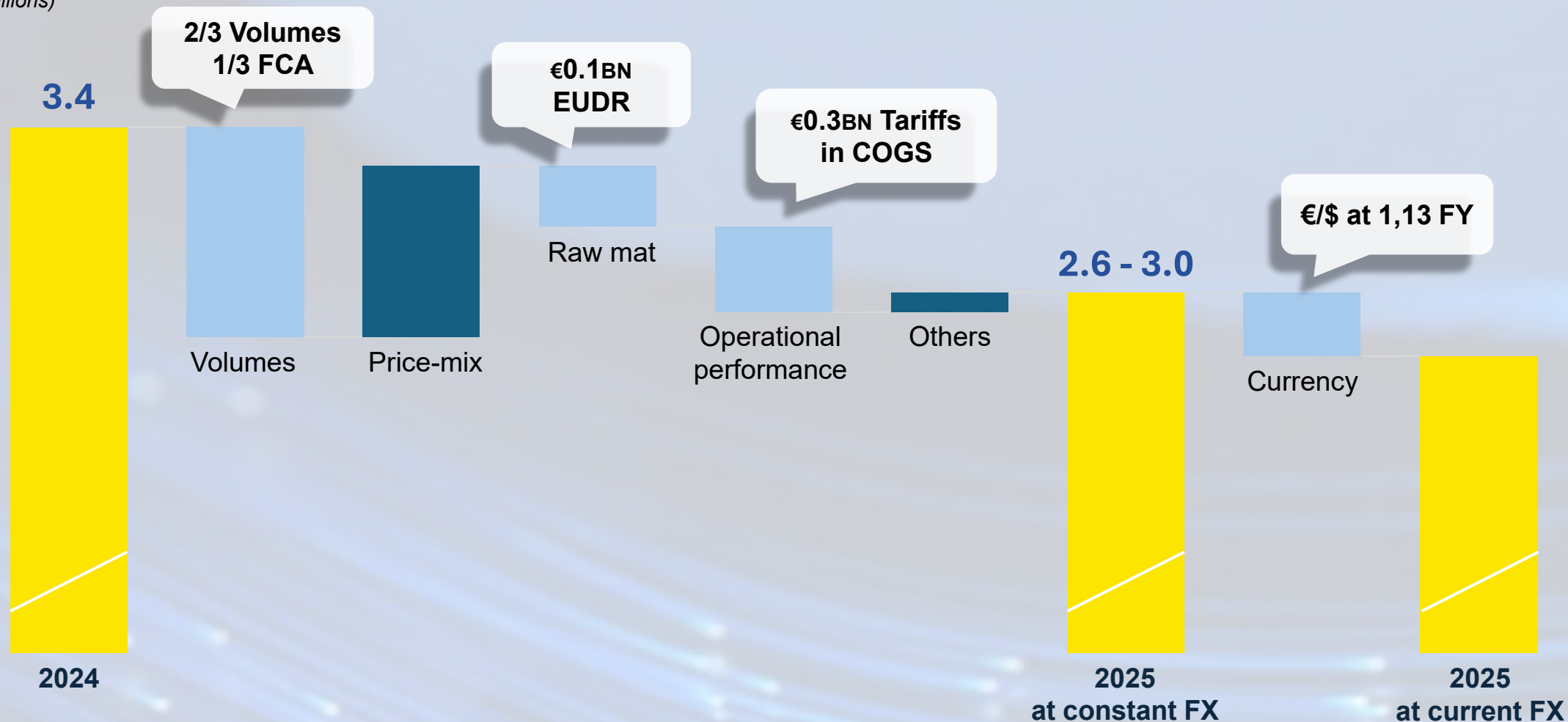
(€ billions)



# 2025 adjusted SOI: Volume drop impacting FCA, savings from restructuring offset by impact of tariffs

## SOI evolution from 2024 to 2025 (full year)

(€ billions)



# Uncertain business environment leading to wide range for SOI landing

## Q4 outlook

YoY evolution

	Volumes & FCA	Price & Mix	Operational Performance	Others
High end	-1%	2%	0%	1%
Low end	-5%	0%	-2%	0%



Q4 uncertainty  
~ 400m€

## Opportunities

- Product plan impact
- Chinese market dynamics
- SG&A

## Uncertainties

- Tariffs
- Competitive game
- PC/LT OE markets

## Risks

- North America: GDP & consumer behavior
- OE truck market in Europe



# Full-year market outlook reflecting softer demand in Q4

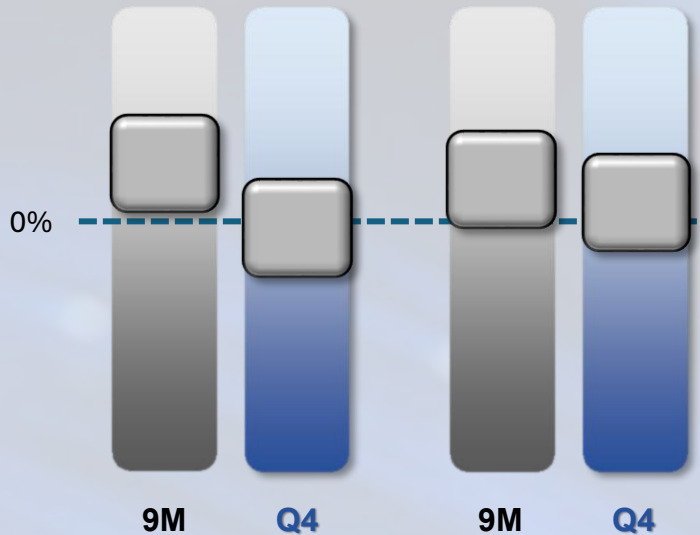


## Passenger car & Light truck\*

0% / +2%

OE

RT



Two-wheel  
tires

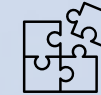


## Truck\* excl. China

0% / +2%

OE

RT



## Specialties\*

-1% / +1%



Mining  
tires



Beyond-road tires

OE



RT



Aircraft  
tires



Polymer  
Composite  
Solutions



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

# 2025 Guidance | updated on October 13

## GUIDANCE

**Segment operating income**  
at constant FX vs 2024

***[€2.6BN - €3.0BN]***

*PREVIOUS*

***> €3.4BN***

**Free cash flow**  
before Acquisitions

***[€1.5BN - €1.8BN]***

***> €1.7BN***

# 2026 outlook | to be reassessed in February 2026

**OUTLOOK**

**Segment operating income**

## UPDATED

**> 2025**

at constant FX vs 2025

*(to be decided in Feb. 2026)*

## PREVIOUS (from 2024 CMD)

**€4.2BN**

at constant FX vs 2023

**14% of sales**

**Free cash flow**  
before Acquisitions

**€5.5BN**

cumulative over **2024-2026**

*(unchanged)*

**€5.5BN**

cumulative over **2024-2026**

# ***APPENDIX***



# Financial Agenda

**2026**

***FEBRUARY 11***

**2025 annual results**

***APRIL 29***

**Q1 sales results**

***MAY 22***

**Annual Shareholders Meeting**

***MAY 26***

**Ex-dividend date**

***MAY 28***

**Dividend payment date**

***JULY 27***

**First-half results**

***OCTOBER 20***

**Q3 sales results**



***RESULTS***

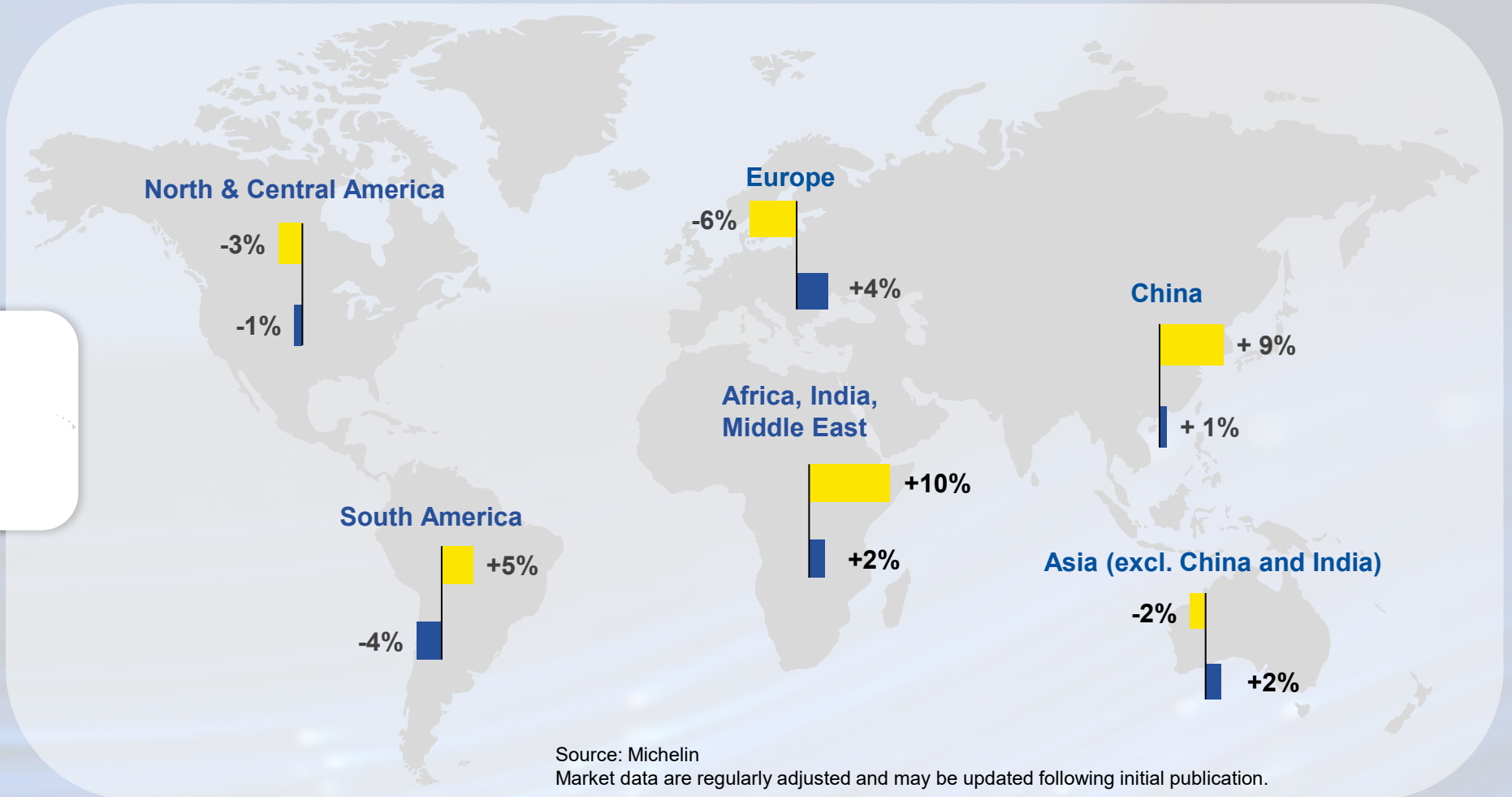
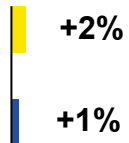
# PC/LT tire markets: OE lifted by China but negative in Europe and North America, RT resilient overall with *sell-in* boosted by imports

## PC/LT tire sell-in market, 9M 2025

(YoY change in number of tires)



### Global market



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



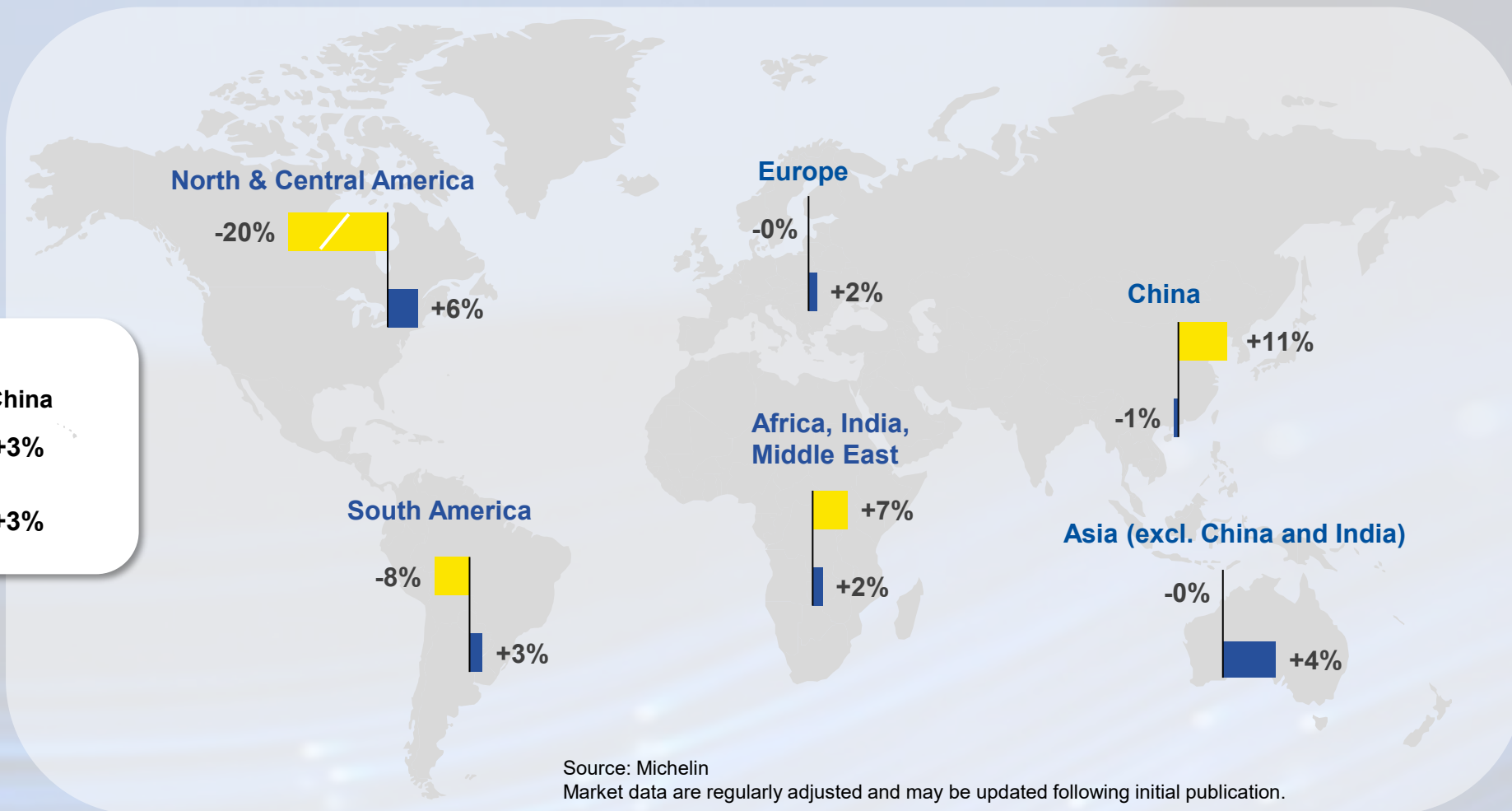
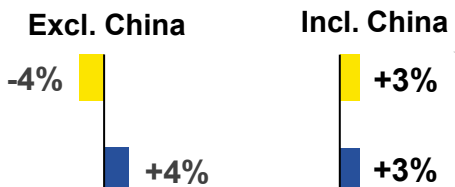
# Truck tire markets: OE depressed in Americas but stabilizing in Europe; RT fueled with imports but not reflecting sell-out demand

## Truck tire sell-in market, 9M 2025

(YoY change in number of tires)



### Global market



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



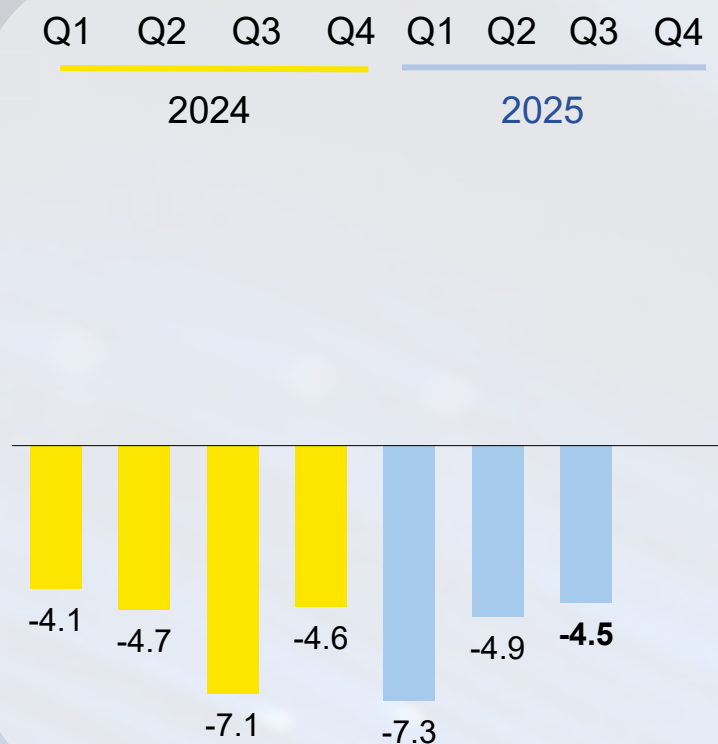


# Decreasing volumes, Price-Mix softening in Q3 and strong currency headwind

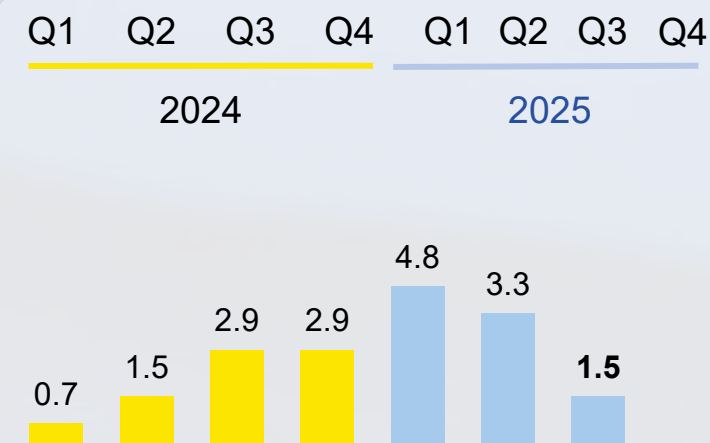
## YoY Quarterly change

(% of sales)

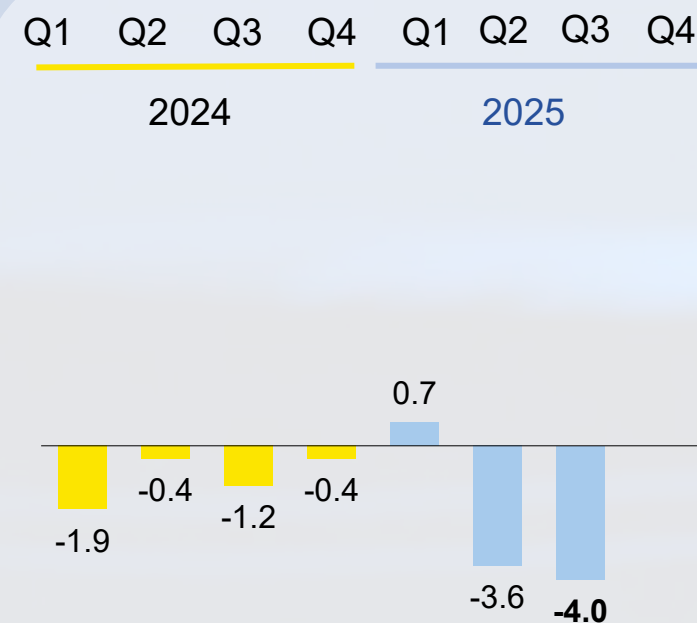
### VOLUMES



### PRICE-MIX






### CURRENCY



# 9M sales: Penalized by volumes and forex across all segments

## Sales by reporting segment

(€ millions)

		9M 25	9M 24	Δ
<b>RS1</b> 	Sales	10,504	10,777	-2.5%
	o/w volume change	-	-	-2.9%
	o/w FX	-	-	-2,1%
<b>RS2</b> 	Sales	4,510	4,909	-8.1%
	o/w volume change	-	-	-9.0%
	o/w FX	-	-	-2.3%
<b>RS3</b> 	Sales	4,261	4,485	-5.0%
	o/w volume change	-	-	-4.5%
	o/w FX	-	-	-2.9%
<b>GROUP</b>	Sales	19,275	20,171	-4.4%
	o/w volume change	-	-	-5.5%
	o/w FX	-	-	-2.3%

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

## Announced capacity adjustments (2023-2025)

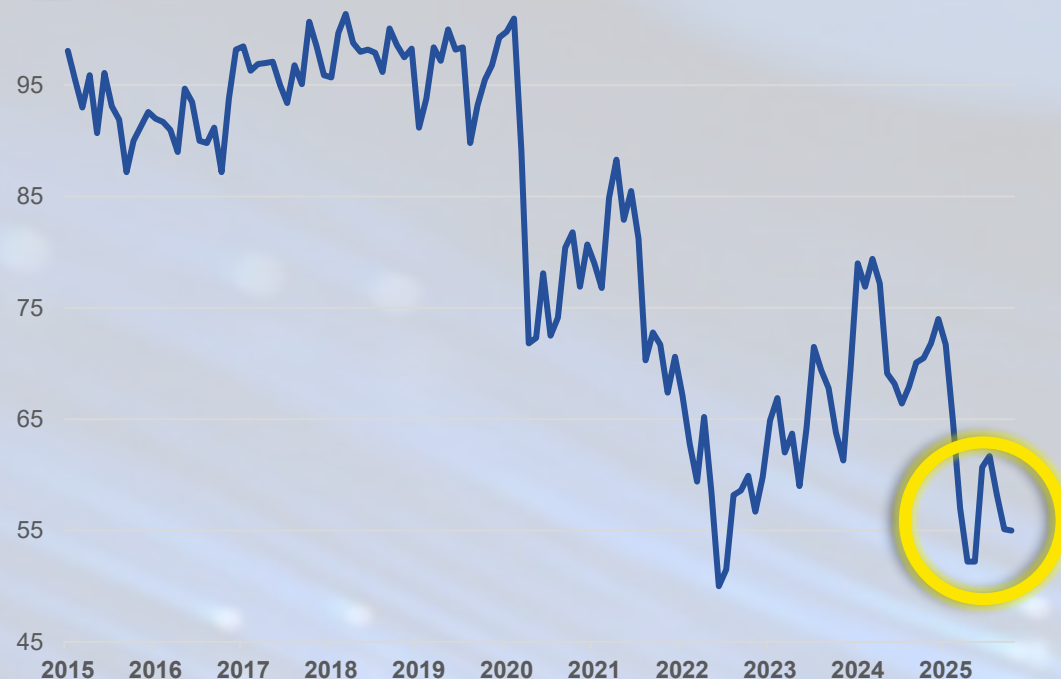


\* subject to regulatory approvals from the relevant authorities

# North American markets: Consumer sentiment and freight activity down to lowest level in years



## Consumer sentiment



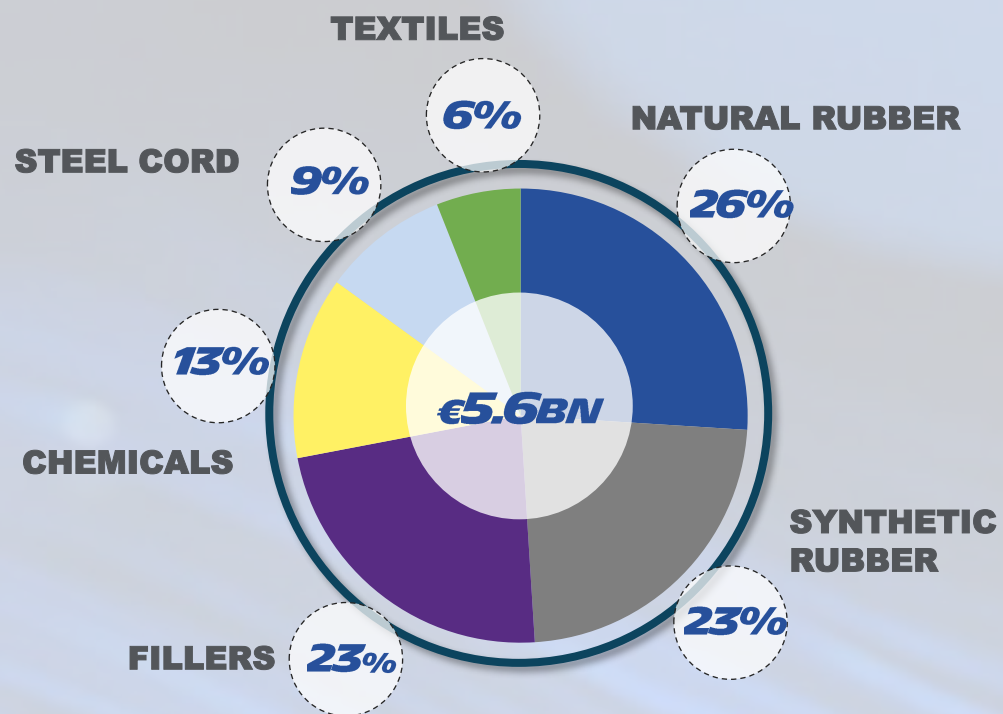
## Freight Index



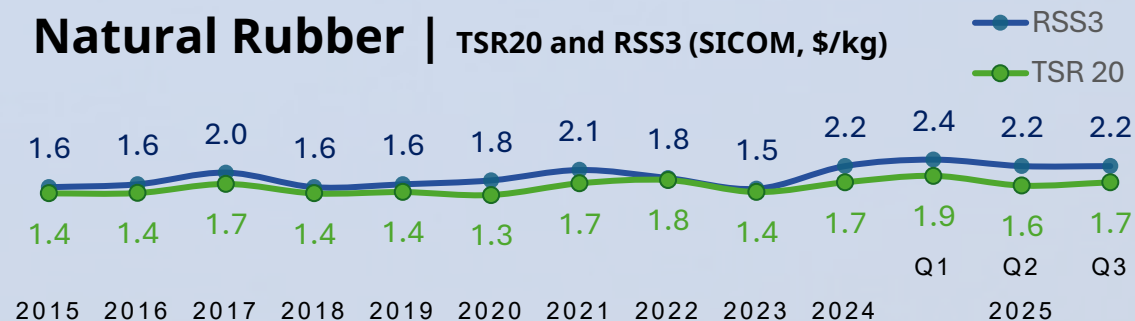


# Raw materials cost breakdown and evolution

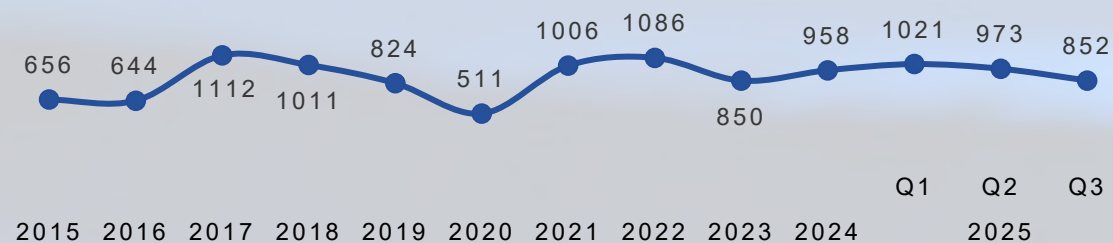
## 2024 Raw materials cost breakdown



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



## Butadiene | Europe contract-market (€/t)



## Brent (\$/BBL)



# Sales by currency & impact on Segment operating income

	<b>% of sales</b> Q3 2025 12 rolling months	<b>2025</b> currency change vs. €	<b>Droptthrough*</b> <b>Sales → SOI</b>
<b>USD</b>	38%	-2.7%	10% / 30%
<b>EUR</b>	32%	-	-
<b>CNY</b>	6%	-3.1%	20% / 30%
<b>BRL</b>	4%	-10.2%	-10% / 10%
<b>CAD</b>	3%	-5.4%	-20% / -40%
<b>GBP</b>	3%	+0.1%	10% / 20%
<b>AUD</b>	3%	-5.9%	40% / 50%

	<b>% of sales</b> Q3 2025 12 rolling months	<b>2025</b> currency change vs. €	<b>Droptthrough*</b> <b>Sales → SOI</b>
<b>JPY</b>	1%	-0.8%	60% / 70%
<b>CLP</b>	1%	-4.7%	70% / 80%
<b>THB</b>	1%	+4.9%	-140% / -180%
<b>MXN</b>	1%	-11.9%	70% / 90%
<b>SEK</b>	1%	+2.8%	0% / 20%
<b>TRY</b>	1%	-18.6%	70% / 80%
<b>Other</b>	5%	-	-

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

$$\text{Sales} \times \underbrace{38\% \times (-2.7\%) \times \sim 20\%}_{\substack{\text{impact on sales} \\ -1.03\%}} = \text{impact on SOI } (-0.21\%)$$

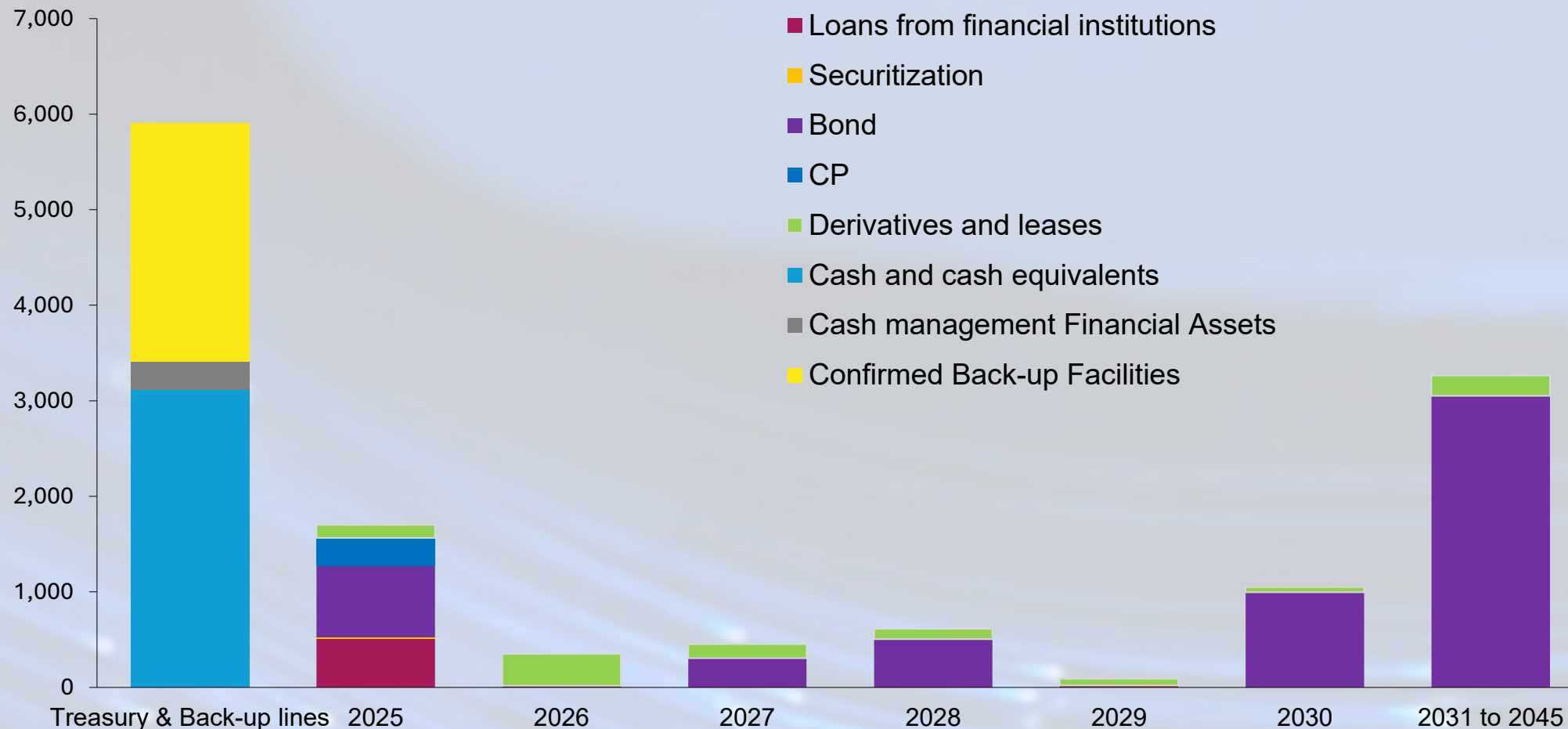
\* Droptthrough linked to the export/manufacturing/sales base



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

## DIVIDEND

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

## SHARE BUYBACK

- Program over 2024-2026: up to €1bn
  - 2024: €500m tranche - executed
  - 2025: €265m tranche - executed

(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)
<b>RS1</b> 	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%
<b>RS2</b> 	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%
<b>RS3</b> 	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%
<b>GROUP</b>	Sales	6 642		13 481		20 171		27 193
	SOI			1 782				3 378
	SOI %			13.2%				12.4%

# 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



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