

Clermont-Ferrand, April 7, 2026

COMPAGNIE GÉNÉRALE DES ÉTABLISSEMENTS MICHELIN

2025 Universal Registration Document

Michelin filed its 2025 Universal Registration Document with the *Autorité des Marchés Financiers (AMF)* on April 3, 2026. It is available to the public under the conditions set out in the applicable regulations and can be consulted/downloaded at the Company's website, www.michelin.com and on the AMF's website (www.amf-france.org).

The Universal Registration Document contains:

- The 2025 Annual Financial Report;
- The Report of the Supervisory Board on Corporate Governance, covering the components of corporate officer compensation submitted to shareholders at the Annual Meeting to be held on May 22, 2026;
- The Sustainability Statement;
- The Duty of Care Plan;
- The Statutory Auditors' reports on decisions submitted to shareholders at the Annual Meeting to be held on May 22, 2026, as well as their fees;
- The description of the share buyback program;
- Information on the Annual Shareholders Meeting to be held on May 22, 2026.

Investor calendar

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| • April 29, 2026 | Quarterly information for the three months ending March 31, 2026 |
| • May 22, 2026 | Annual Shareholders Meeting |
| • May 26, 2026 | Ex-dividend date |
| • May 28, 2026 | Dividend payment date |
| • July 27, 2026 | First-half 2026 results |
| • October 20, 2026 | Quarterly information for the nine months ending September 30, 2026 |



GROUP

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