



PRESS RELEASE

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This press release does not constitute a solicitation to purchase or an offer of the Bonds or the Michelin shares (together, the "Securities") in the United States of America or to, or for the account or benefit of, U.S. Persons (as defined in Regulation S under the U.S. Securities Act of 1933, as amended). The Securities may not be offered or sold in the United States of America or to, or for the account or benefit of, U.S. Persons unless they are registered or exempt from registration under the U.S. Securities Act of 1933, as amended. Michelin does not intend to register all or any portion of the offering in the United States of America or to conduct a public offering of the Securities in the United States of America.

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Clermont-Ferrand - May 18, 2022

COMPAGNIE GÉNÉRALE DES ÉTABLISSEMENTS MICHELIN

Ajustments to the conversion conditions following the payment of the dividend for the non-dilutive bonds due May 19, 2022:

Notice to holders of the USD 600 million non-dilutive cash-settled convertible bonds due 2023 issued by Compagnie Générale des Établissements Michelin (the "Bonds")

(ISIN: FR0013309184)

Capitalised terms not otherwise defined in this notice shall have the meaning given to them in the terms and conditions of the Bonds (the "Conditions").

Compagnie Générale des Établissements Michelin hereby notifies the holders of the Bonds that, following the occurrence of an Ex-Date in respect of an Ordinary Cash Dividend of €4.50 per share payable on May 19, 2022 to shareholders on record on May 18, 2022, the following adjustments become effective May 17, 2022:

- the Conversion Price is adjusted to €168.1468 ;
- the Conversion Ratio based on such adjusted Conversion Price is 981.1812; and
- the Dividend Threshold is adjusted to €3.2644.

(Each of the numbers above has been rounded to four decimal places, in accordance with the terms and conditions.)



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This press release is not an offer to purchase or a solicitation to recommend the purchase of Michelin shares. To obtain more detailed information on Michelin, please consult the documents filed in France with Autorité des marchés financiers, which are also available from the Michelin website www.michelin.com/en. This press release may contain a number of forward-looking statements. Although the Company believes that these statements are based on reasonable assumptions at the time of publishing this document, they are by nature subject to risks and contingencies liable to translate into a difference between actual data and the forecasts made or inferred by these statements.