



PARIS, 26 January 2016

## INVITATION

Michelin Group is pleased to invite you to attend  
**its 2015 Annual Results Presentation**  
with Jean-Dominique Senard – CEO  
and Marc Henry – Group CFO

**Tuesday, February 16, at 11:00am**  
Welcome coffee at 10:45am

*PAVILLON GABRIEL*  
*5, avenue Gabriel*  
*75008 Paris*

Nearest underground station: Concorde  
Nearest parking: Parking Concorde

This presentation will be broadcast live in French and English from Group website:  
<http://www.michelin.com/eng> **FINANCE section.**

You will be able to join the questions/answers session by phone. Conference call details will be sent later.

Please, reply by calling Aude Lavest on: +33 04 15 39 84 68  
by email: [aude.lavest@fr.michelin.com](mailto:aude.lavest@fr.michelin.com)

**REPLY FORM**

Please return this form before February 10, 2016



**2015 Annual Results Presentation**

**at Pavillon Gabriel**

**Tuesday, February 16, 2016 at 11:00am**

Last Name - First Name

Company

- I will be attending the meeting**
- I cannot attend the meeting**
- I will be represented by.....**
- I will not be represented** and would like to receive an information pack