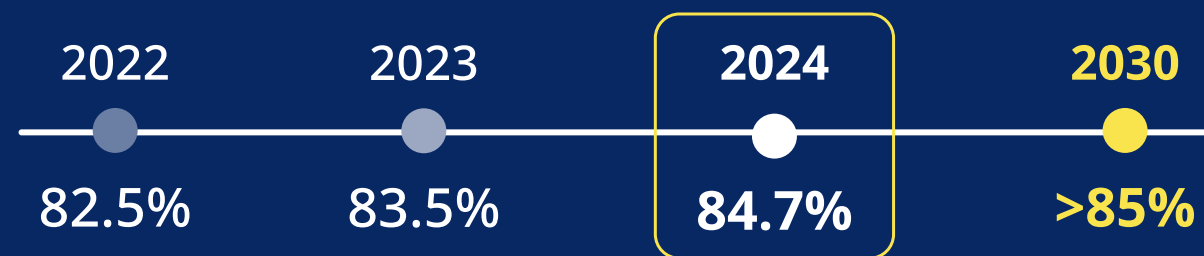




### Be world-class in employee engagement

METRICS  
Engagement rate



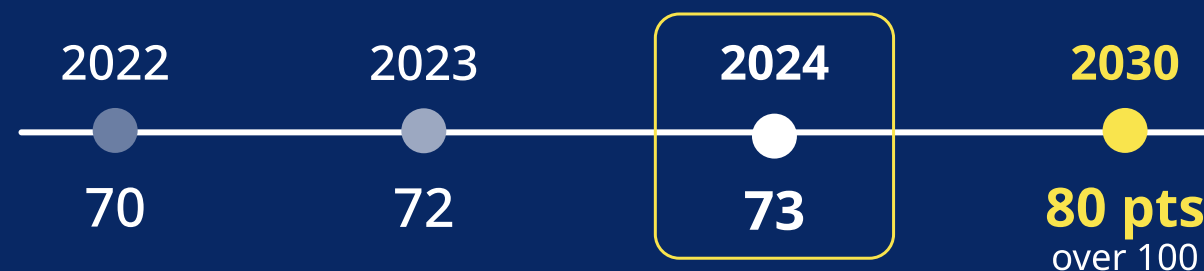
### Be world-class in employee safety

METRICS  
TCIR <sup>(1)</sup>



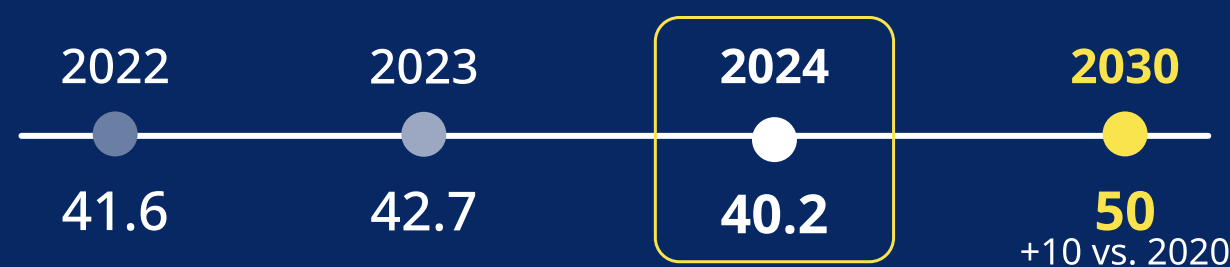
### Be a reference in diversity, equity and inclusion

METRICS  
IMDI <sup>(2)</sup>



### Be best-in-class in value created for customers

METRICS  
NPS partners <sup>(3)</sup>



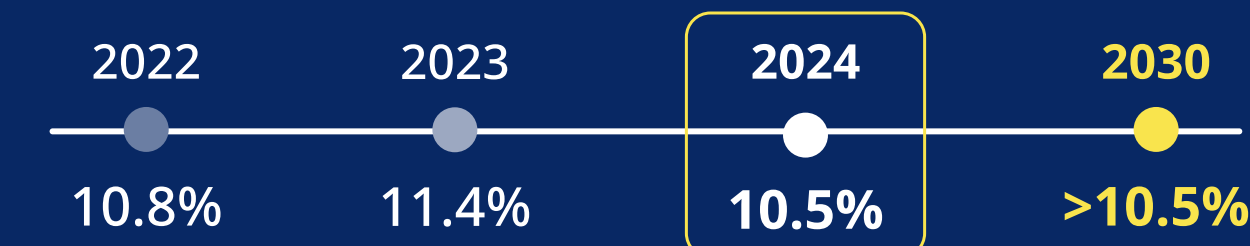
### Deliver substantial growth

METRICS  
Total sales



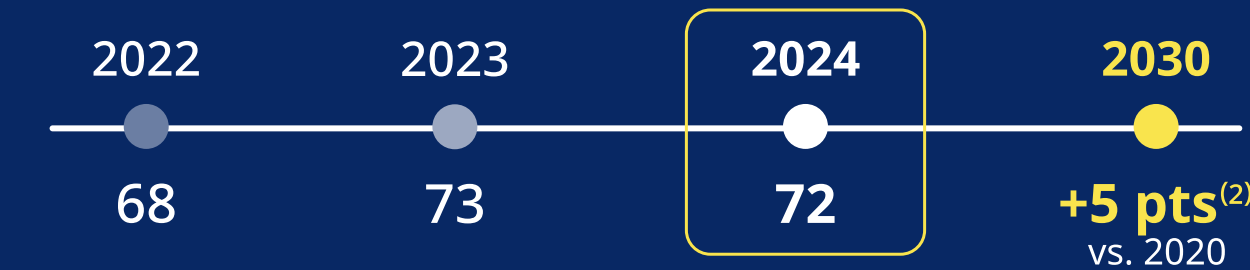
### Deliver continuous financial value creation

METRICS  
ROCE <sup>(1)</sup>



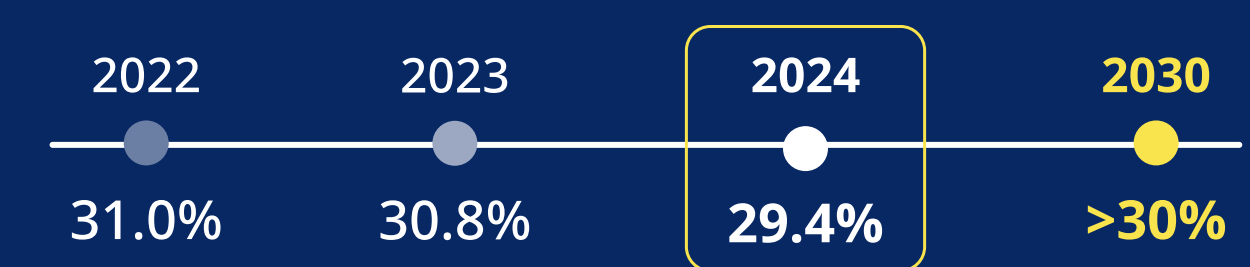
### Maintain MICHELIN brand power

METRICS  
Brand vitality quotient



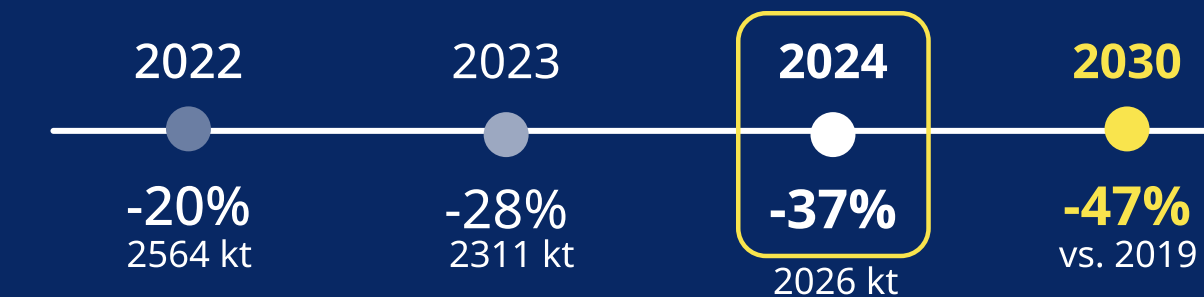
### Maintain best-in-class innovation pace in products and services

METRICS  
Offer vitality index



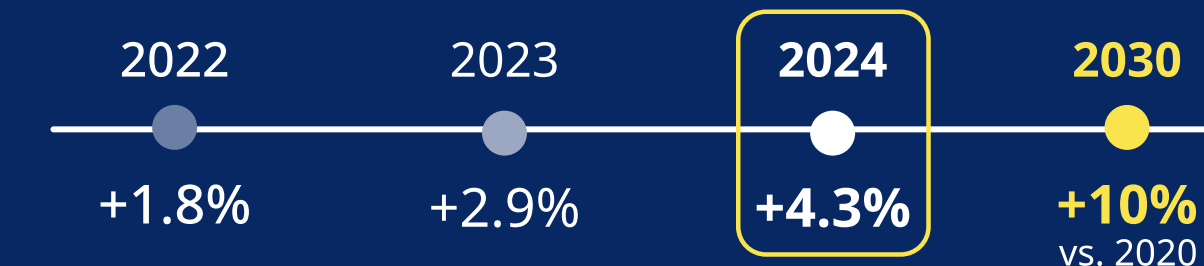
### Reach net zero emissions by 2050 (Scopes 1&2)

METRICS  
CO<sub>2</sub> emissions <sup>(1)</sup>



### Contribute to reaching net-zero emissions in use (Scope 3)

METRICS  
Products energy efficiency



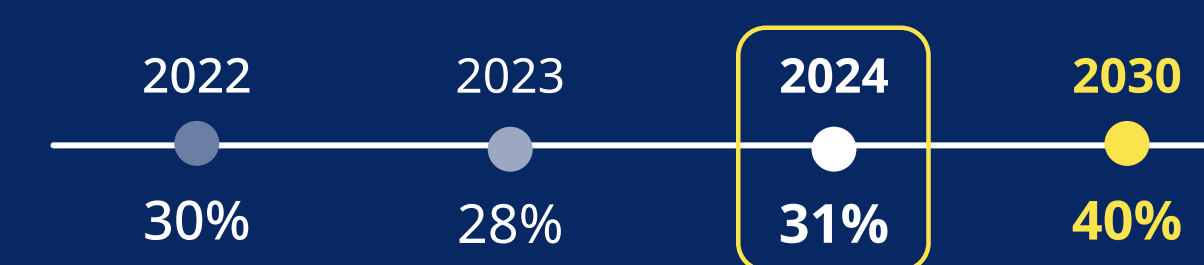
### Be best-in-class in environmental footprint of industrial sites

METRICS  
i-MEP <sup>(2)</sup>



### Reach full circularity of tires by 2050

METRICS  
Renewable and Recycled Materials Rate



(1) TCIR = Total Case Incident Rate; (2) IMDI = Inclusion & Diversity Management Index; (3) NPS = Net Promoter Score

(1) ROCE = Return on Capital Employed  
(2) Reference year 2020: 63

(1) The 2030 target was validated by SBTi in June 2024, aligned with a 1.5°C global warming scenario; it includes recent acquisitions.  
(2) i-MEP = industrial - Michelin Environmental Performance