Michelin

2024 CDP Corporate Questionnaire 2024

Word version

Important: this export excludes unanswered questions
This document is an export of your organization's CDP questionnaire response. It contains all data points for questions that are answered or in progress. There may be questions or data points that you have been requested to provide, which are missing from this document because they are currently unanswered. Please note that it is your responsibility to verify that your questionnaire response is complete prior to submission. CDP will not be liable for any failure to do so.
Terms of disclosure for corporate questionnaire 2024 - CDP

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Contents

C1. Introduction

(1.1) In which language are you submitting your response?

Select from:

☑ English

(1.2) Select the currency used for all financial information disclosed throughout your response.

Select from:

☑ EUR

(1.3) Provide an overview and introduction to your organization.

(1.3.2) Organization type

Select from:

☑ Publicly traded organization

(1.3.3) Description of organization

Since 1889, Michelin has constantly innovated to facilitate the mobility of people and goods. Today, the Group is setting the standard across every tire and travel-related services market, while leading a global strategy to drive responsible, sustainable and profitable growth. Backed by its unrivaled expertise in materials and leading-edge industrial processes, the Group's Michelin In Motion 2030 strategic plan is designed to grow its business with tires (automotive, road transportation and specialties), around tires with a range of fleet services and solutions for fleet operators and monetization of collected data, and beyond tires in high-tech materials, engineered polymers, hydrogen mobility, polymer-based materials. Michelin enjoys exceptional geographic coverage and is stepping up its deployment in emerging markets. Currently operating in 24 countries at 131 production facilities and 9 research centers, and 7,900 dealerships and service centers in 32 countries. Michelin employs a total of 132,000 people worldwide. Net sales in 2023 were 28.3 billion. Operating in a wide variety of markets not only enables the Group to diversify its sources of revenue but also to capitalize on the countercyclical nature of certain industries or business segments to strengthen its resilience. Today, tire-related sales account for nearly 95% of the consolidated total, divided almost equally between B2C (replacement passenger car and two-wheeler tires) and B2B sales (Road transportation, Beyond road, Mining, Automotive original equipment, and Aircraft). The main targeted growth drivers are focused on the shift to electric mobility and specialty tires. The Group also intends to expand in services and solutions for vehicle fleets by capitalizing on advances in digital technology and connected mobility. It also leverages its unrivaled expertise in high-tech materials and leading-edge industrial processes in a variety of industries, including energy, medical devices and aerospace.

[Fixed row]

(1.4) State the end date of the year for which you are reporting data. For emissions data, indicate whether you will be providing emissions data for past reporting years.

	End date of reporting year	Alignment of this reporting period with your financial reporting period	Indicate if you are providing emissions data for past reporting years
	12/31/2023	*Select from:* ☑ Yes	*Select from:* ☑ No

[Fixed row]

(1.4.1) What is your organization’s annual revenue for the reporting period?

28300000000

(1.5) Provide details on your reporting boundary.

	Is your reporting boundary for your CDP disclosure the same as that used in your financial statements?
	Select from: ☑ Yes

[Fixed row]

(1.6) Does your organization have an ISIN code or another unique identifier (e.g., Ticker, CUSIP, etc.)?

ISIN code - bond

(1.6.1) Does your organization use this unique identifier?

Select from:

☑ Yes

(1.6.2) Provide your unique identifier

FR0000121261

ISIN code - equity

(1.6.1) Does your organization use this unique identifier?

Select from:

☑ No

CUSIP number

(1.6.1) Does your organization use this unique identifier?

Select from:

☑ No

Ticker symbol

(1.6.1) Does your organization use this unique identifier?

Select from:

☑ No

SEDOL code

(1.6.1) Does your organization use this unique identifier?

Select from:

☑ No

LEI number

(1.6.1) Does your organization use this unique identifier?

Select from:

☑ No

D-U-N-S number

(1.6.1) Does your organization use this unique identifier?

Select from:

☑ No

Other unique identifier

(1.6.1) Does your organization use this unique identifier?

Select from:

☑ No

[Add row]

(1.7) Select the countries/areas in which you operate.

Select all that apply

☑ China

☑ India

☑ Italy

☑ Brazil

☑ Canada

☑ France

☑ Japan
☑ Spain
☑ Serbia
☑ Germany
☑ Hungary
☑ Romania
☑ Thailand
☑ United States of America
☑ United Kingdom of Great Britain and Northern Ireland
☑ Mexico
☑ Poland
☑ Viet Nam
☑ Australia
☑ Indonesia
☑ Sri Lanka
☑ Netherlands

(1.8) Are you able to provide geolocation data for your facilities?

	Are you able to provide geolocation data for your facilities?	Comment
	Select from: ☑ No, this is confidential data	

[Fixed row]

(1.22) Provide details on the commodities that you produce and/or source.

Rubber

(1.22.1) Produced and/or sourced

Select from:
☑ Produced and sourced

(1.22.2) Commodity value chain stage

Select all that apply

☑ Production

☑ Processing

☑ Manufacturing

(1.22.4) Indicate if you are providing the total commodity volume that is produced and/or sourced

Select from:

☑ Yes, we are providing the total volume

(1.22.5) Total commodity volume (metric tons)

750000

(1.22.8) Did you convert the total commodity volume from another unit to metric tons?

Select from:

☑ No

(1.22.11) Form of commodity

Select all that apply

☑ Other, please specify :Raw Natural Rubber, Processed Natural Rubber

(1.22.12) % of procurement spend

Select from:

☑ 21-30%

(1.22.13) % of revenue dependent on commodity

Select from:

☑ 91-99%

(1.22.14) In the questionnaire setup did you indicate that you are disclosing on this commodity?

Select from:

☑ Yes, disclosing

(1.22.15) Is this commodity considered significant to your business in terms of revenue?

Select from:

☑ Yes

(1.22.19) Please explain

Sales recognized at the time when control of the goods or services is transferred to the customer represented 97.3% of Group sales in 2023. They mainly include sales of tires for the original equipment market and the replacement market, as well as sales of Fenner conveyor belts. Natural rubber is a critical raw material used in the manufacturing of tires. Of the 200 or so materials used to make a tire, natural rubber accounts for around 21% of the Group's purchased raw materials inputs. [Fixed row]

(1.24) Has your organization mapped its value chain?

(1.24.1) Value chain mapped

Select from:

☑ Yes, we have mapped or are currently in the process of mapping our value chain

(1.24.2) Value chain stages covered in mapping

Select all that apply

☑ Upstream value chain

☑ Downstream value chain

(1.24.3) Highest supplier tier mapped

Select from:

☑ Tier 4+ suppliers

(1.24.4) Highest supplier tier known but not mapped

Select from:

☑ Tier 4+ suppliers

(1.24.6) Smallholder inclusion in mapping

Select from:

☑ Smallholders relevant and included

(1.24.7) Description of mapping process and coverage

Upstream value chain: Mapping extent, process and coverage varies according to the type of supplies. For Natural rubber: Michelin maintains traceability to the natural rubber processing factory (equivalent to mill) level for 100% of its volume (considered to be Tier 1). Tier 2 suppliers typically include intermediates in South-east Asia and are more often smallholders or outgrowers in West Africa. Mapping of Tier 2 suppliers is based on RubberWay assessments, where suppliers declare a number of direct suppliers to each factory. Based on the number of deployed questionnaires against the declared intermediaries and smallholders/outgrowers respectively, and assigned on a proportional basis per supplier factory by volume (year -1), approximately 67% of Tier 2 suppliers can be said to be mapped through the RubberWay risk mapping tool. We consider Tier 3 and Tier 4 to be the actual plots of land that supply the commodity. This typically includes a large proportion of smallholders in our supply chain, but for the purpose of reporting it also includes large integrated plantations, large independent plantations, and smallholders that make direct sales to the processing factory. In 2023, large plantations represented 16% sourcing, with 96% of this volume being traceable to plantation. For smallholders, they represent 84% of our sourcing in 2023, with 98% of this volume traceable to district (jurisdiction) and 24% traceable to farm level. For our response in 1.24.2, we will be reporting the volumes traceable to district (jurisdiction) for Tier 3 and Tier 4, which is 97% of our total volumes (large plantations smallholders). For Raw materials: 100% of direct suppliers (producers or traders) thru the purchasing/invoincing systems; 100% of producing plants (are at tier 1 or tier 2 level depending whether the tier 1 supplier is a distributor or not) as Michelin maintains supplier quality homologation & traceability to the processing factory;
[Fixed row]

(1.24.1) Have you mapped where in your direct operations or elsewhere in your value chain plastics are produced, commercialized, used, and/or disposed of?

	Plastics mapping	Value chain stages covered in mapping
	Select from:	*Select all that apply* ☑ Downstream value chain

	Plastics mapping	Value chain stages covered in mapping
	☑ Yes, we have mapped or are currently in the process of mapping plastics in our value chain	

[Fixed row]

(1.24.2) Which commodities has your organization mapped in your upstream value chain (i.e., supply chain)?

Rubber

(1.24.2.1) Value chain mapped for this sourced commodity

Select from:

☑ Yes

(1.24.2.2) Highest supplier tier mapped for this sourced commodity

Select from:

☑ Tier 4+ suppliers

(1.24.2.3) % of tier 1 suppliers mapped

Select from:

☑ 100%

(1.24.2.4) % of tier 2 suppliers mapped

Select from:

☑ 51-75%

(1.24.2.5) % of tier 3 suppliers mapped

Select from:

☑ 76-99%

(1.24.2.6) % of tier 4+ suppliers mapped

Select from:

☑ 76-99%

(1.24.2.7) Highest supplier tier known but not mapped for this sourced commodity

Select from:

☑ Tier 4+ suppliers

[Fixed row]

C2. Identification, assessment, and management of dependencies, impacts, risks, and opportunities

(2.1) How does your organization define short-, medium-, and long-term time horizons in relation to the identification, assessment, and management of your environmental dependencies, impacts, risks, and opportunities?

Short-term

(2.1.1) From (years)

0

(2.1.3) To (years)

5

(2.1.4) How this time horizon is linked to strategic and/or financial planning

This time horizon is aligned with operations/support divisions' management of operational risks and business units' management of 5-year business plans. It applies to 1) operational decisions about energy purchasing and usage in manufacturing (e.g., contracts for purchasing renewable electricity); 2) management of CO2 quotas under emissions trading systems; 3) strategic planning and partnerships for new mobility offers (e.g., hydrogen fuel cell vehicles and related infrastructure); 4) development of supplier partnerships for reducing carbon footprints (e.g., logistics services, engagement through CDP Supply Chain); 5) market and external environment/stakeholder analysis (e.g., corporate climate strategies, NGO expectations, positions and expectations of influencers); 6) tactical implementation of norms and regulations strategy (see below); 7) management of operational risks related to extreme weather events or water stress issues; 8) management of media coverage of corporate responsibility regarding climate change; 9) engaging public and private actors in sustainable mobility through the Movin'on ecosystem (Movin'on Summit and Movin'on LAB) and the Transport Decarbonization Alliance; 10) R&D projects and partnerships for energy-efficient materials, products and services; 11) stakeholder materiality assessments.

Medium-term

(2.1.1) From (years)

6

(2.1.3) To (years)

15

(2.1.4) How this time horizon is linked to strategic and/or financial planning

This time horizon is aligned with operations/support divisions' management of strategic risks and business units' management of strategic planning. It applies to 1) industrial footprint restructuring and decisions about energy usage and energy-efficient technologies in manufacturing or water stress issues; 2) strategic planning for CO2 quotas in emissions trading systems; 3) research and development cycle for new tire projects addressing energy efficiency/materials/mass in concert with the other key tire performances; 4) strategic anticipation analysis of mobility trends; 5) strategic plans related to norms and regulations related to vehicle/tire energy efficiency, CO2 emissions, long-lasting performance; 6) climate change scenarios analysis by business units, operations/support divisions and the Group Executive Committee (GEC) in line with the recommendations of the Task Force on Climate-related Financial Disclosure; 7) managing SBTi-approved targets for manufacturing and upstream and downstream supply chain; 8) assessing physical risks of climate change and developing adaptation plans; 9) supporting actions for reducing GHG emissions from transport, wter cosuption reduction and related UN Sustainable Development Goals under the SuM4All consortium (https://www.sum4all.org/who-we-are) and through the Transport Decarbonization Alliance (TDA, https://tda-mobility.org/).

Long-term

(2.1.1) From (years)

16

(2.1.2) Is your long-term time horizon open ended?

Select from:

☑ No

(2.1.3) To (years)

30

(2.1.4) How this time horizon is linked to strategic and/or financial planning

This time horizon applies to 1) developing a corporate SBT roadmap under a below 2 C and 1.5 C scenarios for long-term reductions to CO2 emissions from manufacturing and upstream and downstream value chain activities; 2) climate change scenarios analysis by business units, operations/support divisions and the Group Executive Committee (GEC) in line with the recommendations of the Task Force on Climate-related Financial Disclosure; 3) assessing physical risks of climate change and developing adaptation plans. 4) The scenario analysis for water-related issues.
[Fixed row]

(2.2) Does your organization have a process for identifying, assessing, and managing environmental dependencies and/or impacts?

	Process in place	Dependencies and/or impacts evaluated in this process
	Select from: ☑ Yes	*Select from:* ☑ Both dependencies and impacts

[Fixed row]

(2.2.1) Does your organization have a process for identifying, assessing, and managing environmental risks and/or opportunities?

	Process in place	Risks and/or opportunities evaluated in this process	Is this process informed by the dependencies and/or impacts process?
	Select from: ☑ Yes	*Select from:* ☑ Both risks and opportunities	*Select from:* ☑ Yes

[Fixed row]

(2.2.2) Provide details of your organization's process for identifying, assessing, and managing environmental dependencies, impacts, risks, and/or opportunities.

Row 1

(2.2.2.1) Environmental issue

Select all that apply

☑ Climate change

(2.2.2.2) Indicate which of dependencies, impacts, risks, and opportunities are covered by the process for this environmental issue

Select all that apply

☑ Dependencies

☑ Impacts

☑ Risks

☑ Opportunities

(2.2.2.3) Value chain stages covered

Select all that apply

☑ Direct operations

☑ Upstream value chain

☑ Downstream value chain

☑ End of life management

(2.2.2.4) Coverage

Select from:

☑ Full

(2.2.2.5) Supplier tiers covered

Select all that apply

☑ Tier 1 suppliers

☑ Tier 2 suppliers

☑ Tier 3 suppliers

☑ Tier 4+ suppliers

(2.2.2.7) Type of assessment

Select from:

☑ Qualitative and quantitative

(2.2.2.8) Frequency of assessment

Select from:

☑ Annually

(2.2.2.9) Time horizons covered

Select all that apply

☑ Short-term

☑ Medium-term

☑ Long-term

(2.2.2.10) Integration of risk management process

Select from:

☑ Integrated into multi-disciplinary organization-wide risk management process

(2.2.2.11) Location-specificity used

Select all that apply

☑ Not location specific

(2.2.2.12) Tools and methods used

Enterprise Risk Management

☑ Internal company methods

International methodologies and standards

☑ IPCC Climate Change Projections

☑ Life Cycle Assessment

Other

☑ Materiality assessment
☑ Partner and stakeholder consultation/analysis
☑ Scenario analysis

(2.2.2.13) Risk types and criteria considered

Acute physical

☑ Drought
☑ Tornado
☑ Wildfires
☑ Heat waves
☑ Subsidence
☑ Cyclones, hurricanes, typhoons
☑ Heavy precipitation (rain, hail, snow/ice)
☑ Flood (coastal, fluvial, pluvial, ground water)
☑ Storm (including blizzards, dust, and sandstorms)

Chronic physical

☑ Change in land-use
☑ Changing temperature (air, freshwater, marine water)
☑ Increased severity of extreme weather events
☑ Sea level rise
☑ Water stress

Policy

☑ Carbon pricing mechanisms
☑ Changes to international law and bilateral agreements
☑ Changes to national legislation

Market

☑ Availability and/or increased cost of certified sustainable material
☑ Availability and/or increased cost of raw materials

☑ Changing customer behavior

☑ Uncertainty in the market signals

Reputation

☑ Impact on human health

☑ Increased partner and stakeholder concern and partner and stakeholder negative feedback

☑ Negative press coverage related to support of projects or activities with negative impacts on the environment (e.g. GHG emissions, deforestation & conversion, water stress)

☑ Stigmatization of sector

Technology

☑ Transition to lower emissions technology and products

Liability

☑ Exposure to litigation

☑ Non-compliance with regulations

(2.2.2.14) Partners and stakeholders considered

Select all that apply

☑ NGOs

☑ Customers

☑ Employees

☑ Investors

☑ Suppliers

☑ Regulators

☑ Local communities

☑ Indigenous peoples

(2.2.2.15) Has this process changed since the previous reporting year?

Select from:

☑ Yes

(2.2.2.16) Further details of process

The double materiality assessment takes into account the entire value chain of the Michelin Group as required by the CSRD. In order to map the value chain of all the Group's activities, it was relied on official Michelin documents including, but not limited to, Michelin's Universal Registration Document and duty of care plan (2023), CDP reports, and Michelin internal documents regarding procurement, natural rubber, and main clients of the Group. During the process of assessment of each impact materiality, the localization of each impact was identified. The impact was identified as occurring in either (i) upstream value chain, (ii) downstream value chain, (iii) in the production activities or in any combination of these segments. Also, it was mentioned for each IRO whether the IRO affected Group activities, Activities performed out of the Group, or activities performed both within and outside the Group. The stakeholders consulted during this exercise are a fair representation of the affected stakeholders of Michelin, including but not limited to Michelin's own workforce, product users and users of the sustainability statement. The Steering Committee of the project was itself composed of members representing the main internal stakeholders (such as Investor Relations, Finance department, Human Resources, Purchasing, Risk Management, Strategy…), which ensured that all inputs and internal expertise were taken into account in the analysis of the Impacts, Risks and Opportunities. Analysis grids were defined for both Financial Materiality and Impact Materiality Assessments. Such grids were defined based on the pre-existing Group Risk Management methodology, but some adjustments were required to ensure CSRD compliance.

Row 2

(2.2.2.1) Environmental issue

Select all that apply

☑ Forests

(2.2.2.2) Indicate which of dependencies, impacts, risks, and opportunities are covered by the process for this environmental issue

Select all that apply

☑ Dependencies

☑ Impacts

☑ Risks

☑ Opportunities

(2.2.2.3) Value chain stages covered

Select all that apply

☑ Direct operations

☑ Upstream value chain

(2.2.2.4) Coverage

Select from:

☑ Full

(2.2.2.5) Supplier tiers covered

Select all that apply

☑ Tier 4+ suppliers

(2.2.2.7) Type of assessment

Select from:

☑ Qualitative and quantitative

(2.2.2.8) Frequency of assessment

Select from:

☑ Annually

(2.2.2.9) Time horizons covered

Select all that apply

☑ Short-term

☑ Medium-term

☑ Long-term

(2.2.2.10) Integration of risk management process

Select from:

☑ Integrated into multi-disciplinary organization-wide risk management process

(2.2.2.11) Location-specificity used

Select all that apply

☑ Site-specific

☑ Local

(2.2.2.12) Tools and methods used

Commercially/publicly available tools

☑ Sustainability Policy Transparency Toolkit (SPOTT)

☑ TNFD – Taskforce on Nature-related Financial Disclosures

Enterprise Risk Management

☑ Internal company methods

International methodologies and standards

☑ Global Forest Watch

Databases

☑ Nation-specific databases, tools, or standards

Other

☑ Jurisdictional/landscape assessment

☑ Other, please specify :RubberWay, EcoVadis, Partnerships, Organized stakeholder dialogues

(2.2.2.13) Risk types and criteria considered

Acute physical

☑ Wildfires

Chronic physical

☑ Soil erosion

☑ Soil degradation

☑ Change in land-use

☑ Land loss to desertification

☑ Increased ecosystem vulnerability

☑ Water quality at a basin/catchment level

Policy

☑ Uncertainty and/or conflicts involving land tenure rights and water rights

Market

☑ Availability and/or increased cost of raw materials

☑ Uncertainty in the market signals

(2.2.2.14) Partners and stakeholders considered

Select all that apply

☑ NGOs

☑ Customers

☑ Employees

☑ Investors

☑ Suppliers

☑ Regulators

☑ Local communities

☑ Indigenous peoples

☑ Other commodity users/producers at a local level

(2.2.2.15) Has this process changed since the previous reporting year?

Select from:

☑ No

(2.2.2.16) Further details of process

Natural rubber market, industry and sustainable development risks are assessed on an annual basis using a group-level raw material risk screening tool. Natural rubber as a forest-risk commodity has also been prioritized for sustainability risk management, and Michelin utilizes an integrated sustainability risk-based framework that includes a specified supplier approval process, sustainability management system assessments, a jurisdictional upstream supply chain risk mapping tool, organized stakeholder dialogs (conducted every two years), and additional assessments for higher risk segments. This is updated every year, also informs the annual enterprise-level Duty of Care Plan. Risk assessment processes begin with an approval process for all new suppliers, which includes a supplier questionnaire and initial on-site audit, both of which include environmental and social aspects. Suppliers operating in specific countries, or those with specific sourcing structures (e.g. sourcing originating from large plantations) are subject to additional assessments, including on their governance and raw material sourcing structures. Continual on-site audits, which focus on quality but include environmental and social aspects, are subsequently conducted at least once every two years. Michelin has also leveraged on EcoVadis, a global business sustainability ratings provider to assesses the sustainability management systems (including sustainable procurement) of priority suppliers with documentary reviews, representing around 92% of its natural rubber suppliers (by spend) assessed in 2022. In 2016, Michelin developed RubberWay, a jurisdictional level risk mapping tool, to help address the complex and smallholder-dominated nature of natural rubber supply chains and at the end of

2022, suppliers accounting for 80% of its volume are deploying the tool. In 2022, Michelin, working with WWF, piloted the second phase of the deforestation risk analysis on eight of its prioritised supplier factories' supply sheds. Action plans were identified based on the results.

Row 3

(2.2.2.1) Environmental issue

Select all that apply

☑ Water

(2.2.2.2) Indicate which of dependencies, impacts, risks, and opportunities are covered by the process for this environmental issue

Select all that apply

☑ Dependencies

☑ Impacts

☑ Risks

☑ Opportunities

(2.2.2.3) Value chain stages covered

Select all that apply

☑ Direct operations

☑ Upstream value chain

(2.2.2.4) Coverage

Select from:

☑ Full

(2.2.2.5) Supplier tiers covered

Select all that apply

☑ Tier 1 suppliers

(2.2.2.7) Type of assessment

Select from:

☑ Qualitative and quantitative

(2.2.2.8) Frequency of assessment

Select from:

☑ Annually

(2.2.2.9) Time horizons covered

Select all that apply

☑ Short-term

☑ Medium-term

☑ Long-term

(2.2.2.10) Integration of risk management process

Select from:

☑ Integrated into multi-disciplinary organization-wide risk management process

(2.2.2.11) Location-specificity used

Select all that apply

☑ Site-specific

☑ Local

(2.2.2.12) Tools and methods used

Commercially/publicly available tools

☑ TNFD – Taskforce on Nature-related Financial Disclosures

☑ WRI Aqueduct

☑ WWF Water Risk Filter

Enterprise Risk Management

☑ Internal company methods

International methodologies and standards

☑ ISO 14001 Environmental Management Standard

☑ Life Cycle Assessment

Databases

☑ Nation-specific databases, tools, or standards

☑ Regional government databases

Other

☑ Scenario analysis

☑ External consultants

☑ Materiality assessment

☑ Internal company methods

☑ Partner and stakeholder consultation/analysis

☑ Other, please specify **:Science Based Targets Network (SBTN)**

(2.2.2.13) Risk types and criteria considered

Acute physical

☑ Drought

Chronic physical

☑ Water stress

☑ Groundwater depletion

☑ Declining water quality

☑ Water quality at a basin/catchment level

☑ Water availability at a basin/catchment level

☑ Increased levels of environmental pollutants in freshwater bodies

Policy

☑ Increased pricing of water
☑ Changes to national legislation
☑ Limited or lack of river basin management
☑ Changes to international law and bilateral agreements
☑ Increased difficulty in obtaining water withdrawals permit
☑ Statutory water withdrawal limits/changes to water allocation
☑ Mandatory water efficiency, conservation, recycling, or process standards
☑ Uncertainty and/or conflicts involving land tenure rights and water rights

Market

☑ Uncertainty in the market signals

Reputation

☑ Impact on human health
☑ Increased partner and stakeholder concern and partner and stakeholder negative feedback
☑ Negative press coverage related to support of projects or activities with negative impacts on the environment (e.g. GHG emissions, deforestation & conversion, water stress)
☑ Stakeholder conflicts concerning water resources at a basin/catchment level
☑ Stigmatization of sector

Technology

☑ Transition to water efficient and low water intensity technologies and products

Liability

☑ Exposure to litigation
☑ Non-compliance with regulations

(2.2.2.14) Partners and stakeholders considered

Select all that apply

☑ NGOs
☑ Customers
☑ Employees
☑ Investors
☑ Regulators
☑ Local communities
☑ Indigenous peoples
☑ Water utilities at a local level

☑ Suppliers

☑ Other water users at the basin/catchment level

(2.2.2.15) Has this process changed since the previous reporting year?

Select from:

☑ Yes

(2.2.2.16) Further details of process

The double materiality assessment takes into account the entire value chain of the Michelin Group as required by the CSRD. In order to map the value chain of all the Group's activities, it was relied on official Michelin documents including, but not limited to, Michelin's Universal Registration Document and duty of care plan (2023), CDP reports, and Michelin internal documents regarding procurement, natural rubber, and main clients of the Group. During the process of assessment of each impact materiality, the localization of each impact was identified. The impact was identified as occurring in either (i) upstream value chain, (ii) downstream value chain, (iii) in the production activities or in any combination of these segments. Also, it was mentioned for each IRO whether the IRO affected Group activities, Activities performed out of the Group, or activities performed both within and outside the Group. The stakeholders consulted during this exercise are a fair representation of the affected stakeholders of Michelin, including but not limited to Michelin's own workforce, product users and users of the sustainability statement. The Steering Committee of the project was itself composed of members representing the main internal stakeholders (such as Investor Relations, Finance department, Human Resources, Purchasing, Risk Management, Strategy…), which ensured that all inputs and internal expertise were taken into account in the analysis of the Impacts, Risks and Opportunities. Analysis grids were defined for both Financial Materiality and Impact Materiality Assessments. Such grids were defined based on the pre-existing Group Risk Management methodology, but some adjustments were required to ensure CSRD compliance. A risk analysis has been made on 182 providers sites, that represent 90% of our raw material (natural rubber excluded). A risk analysis has been made on every of our operations.

Row 5

(2.2.2.1) Environmental issue

Select all that apply

☑ Biodiversity

(2.2.2.2) Indicate which of dependencies, impacts, risks, and opportunities are covered by the process for this environmental issue

Select all that apply

☑ Dependencies

☑ Impacts

☑ Risks
☑ Opportunities

(2.2.2.3) Value chain stages covered

Select all that apply
☑ Direct operations
☑ Upstream value chain
☑ Downstream value chain
☑ End of life management

(2.2.2.4) Coverage

Select from:
☑ Full

(2.2.2.5) Supplier tiers covered

Select all that apply
☑ Tier 4+ suppliers

(2.2.2.7) Type of assessment

Select from:
☑ Qualitative and quantitative

(2.2.2.8) Frequency of assessment

Select from:
☑ Annually

(2.2.2.9) Time horizons covered

Select all that apply

☑ Short-term
☑ Medium-term
☑ Long-term

(2.2.2.10) Integration of risk management process

Select from:
☑ Integrated into multi-disciplinary organization-wide risk management process

(2.2.2.11) Location-specificity used

Select all that apply
☑ Site-specific
☑ Local

(2.2.2.12) Tools and methods used

Commercially/publicly available tools
☑ Encore tool
☑ Global Forest Watch Pro
☑ Sustainability Policy Transparency Toolkit (SPOTT)
☑ WWF Biodiversity Risk Filter

Enterprise Risk Management
☑ Internal company methods

International methodologies and standards
☑ Life Cycle Assessment

Databases
☑ Regional government databases

Other
☑ External consultants

☑ Materiality assessment
☑ Partner and stakeholder consultation/analysis
☑ Scenario analysis
☑ Other, please specify :Science Based Targets for Nature (SBTN)

(2.2.2.13) Risk types and criteria considered

Acute physical
☑ Drought
☑ Wildfires

Chronic physical
☑ Change in land-use
☑ Soil degradation

Policy
☑ Changes to international law and bilateral agreements
☑ Changes to national legislation

Market
☑ Availability and/or increased cost of certified sustainable material
☑ Availability and/or increased cost of raw materials
☑ Uncertainty in the market signals

Reputation
☑ Negative press coverage related to support of projects or activities with negative impacts on the environment (e.g. GHG emissions, deforestation & conversion, water stress)
☑ Stigmatization of sector

Liability
☑ Exposure to litigation

(2.2.2.14) Partners and stakeholders considered

Select all that apply

- ☑ NGOs
- ☑ Customers
- ☑ Employees
- ☑ Investors
- ☑ Suppliers
- ☑ Regulators
- ☑ Local communities
- ☑ Indigenous peoples
- ☑ Other commodity users/producers at a local level

(2.2.2.15) Has this process changed since the previous reporting year?

Select from:

☑ Yes

(2.2.2.16) Further details of process

The double materiality assessment takes into account the entire value chain of the Michelin Group as required by the CSRD. In order to map the value chain of all the Group's activities, it was relied on official Michelin documents including, but not limited to, Michelin's Universal Registration Document and duty of care plan (2023), CDP reports, and Michelin internal documents regarding procurement, natural rubber, and main clients of the Group. During the process of assessment of each impact materiality, the localization of each impact was identified. The impact was identified as occurring in either (i) upstream value chain, (ii) downstream value chain, (iii) in the production activities or in any combination of these segments. Also, it was mentioned for each IRO whether the IRO affected Group activities, Activities performed out of the Group, or activities performed both within and outside the Group. The stakeholders consulted during this exercise are a fair representation of the affected stakeholders of Michelin, including but not limited to Michelin's own workforce, product users and users of the sustainability statement. The Steering Committee of the project was itself composed of members representing the main internal stakeholders (such as Investor Relations, Finance department, Human Resources, Purchasing, Risk Management, Strategy…), which ensured that all inputs and internal expertise were taken into account in the analysis of the Impacts, Risks and Opportunities. Analysis grids were defined for both Financial Materiality and Impact Materiality Assessments. Such grids were defined based on the pre-existing Group Risk Management methodology, but some adjustments were required to ensure CSRD compliance.
[Add row]

(2.2.7) Are the interconnections between environmental dependencies, impacts, risks and/or opportunities assessed?

(2.2.7.1) Interconnections between environmental dependencies, impacts, risks and/or opportunities assessed

Select from:

☑ Yes

(2.2.7.2) Description of how interconnections are assessed

The stakeholders consulted during this exercise are a fair representation of the affected stakeholders of Michelin, including but not limited to Michelin's own workforce, product users and users of the sustainability statement. The Steering Committee of the project was itself composed of members representing the main internal stakeholders (such as Investor Relations, Finance department, Human Resources, Purchasing, Risk Management, Strategy…), which ensured that all inputs and internal expertise were taken into account in the analysis of the Impacts, Risks and Opportunities.
[Fixed row]

(2.3) Have you identified priority locations across your value chain?

(2.3.1) Identification of priority locations

Select from:

☑ Yes, we have identified priority locations

(2.3.2) Value chain stages where priority locations have been identified

Select all that apply

☑ Direct operations

☑ Upstream value chain

(2.3.3) Types of priority locations identified

Sensitive locations

☑ Areas important for biodiversity

☑ Areas of limited water availability, flooding, and/or poor quality of water

Locations with substantive dependencies, impacts, risks, and/or opportunities

☑ Locations with substantive dependencies, impacts, risks, and/or opportunities relating to forests

☑ Locations with substantive dependencies, impacts, risks, and/or opportunities relating to water

☑ Locations with substantive dependencies, impacts, risks, and/or opportunities relating to biodiversity

(2.3.4) Description of process to identify priority locations

In 2021, Michelin has begun to map material impacts of Michelin's operations on biodiversity and ecosystems across the value chain, including natural rubber. This exercise was part of its engagement in the Natural Capital Lab initiative undertakings, where Michelin, supported by its partner WWF France and an outside consultant began testing the first two stages of the Science Based Targets for Nature method in 2021. In 2022, tests for these first two stages were completed. Based on the results, 3 industrial sites were selected to pilot test the SBTN water use methodology. The pilots in these 3 Group facilities started in 2023. The tools used on the analysis are: Encore, Ecosystems AnalitiQs, LCAs, Biodiversity Risk Filter, Water Risk Filter. Priority locations have been identified because of their proximity to protected areas or key biodiversity areas, and/or water-stressed areas.

(2.3.5) Will you be disclosing a list/spatial map of priority locations?

Select from:

☑ No, we have a list/geospatial map of priority locations, but we will not be disclosing it

[Fixed row]

(2.4) How does your organization define substantive effects on your organization?

Risks

(2.4.1) Type of definition

Select all that apply

☑ Qualitative

☑ Quantitative

(2.4.2) Indicator used to define substantive effect

Select from:

☑ Revenue

(2.4.3) Change to indicator

Select from:

☑ Absolute decrease

(2.4.5) Absolute increase/ decrease figure

450000000

(2.4.6) Metrics considered in definition

Select all that apply

☑ Likelihood of effect occurring

(2.4.7) Application of definition

For Michelin, a risk corresponds to the possibility of an event occurring, whose consequences could affect its objectives, particularly as concerns its financial position, reputation or impact on people or the environment. A substantive financial or strategic impact on business is defined by the Group Management Committee (GMC) as a risk that has an adverse effect on annual operating income (serious risk between 450 M and 900 M, very serious risk more than 900 M) (i) Probability evaluation: It is a combination between the probability of the IRO to present itself and the probability of its consequences to be in the order of magnitude described in the severity evaluation. (ii) Severity evaluation: Financial materiality: In the Financial Materiality Assessment, severity was evaluated according to the criteria for Risks, and for Opportunities. The financial thresholds used reflect those that are currently used in the Group risk management methodology. The damage to the image and reputation of the Group is also considered. (iii) Severity evaluation: Impact materiality: In the Impact Materiality Assessment, the evaluation of severity was divided into three factors: Irremediability and Scale for negative impacts; Extent and Duration for positive impacts; Scope.

Opportunities

(2.4.1) Type of definition

Select all that apply

☑ Qualitative

☑ Quantitative

(2.4.2) Indicator used to define substantive effect

Select from:

☑ Revenue

(2.4.3) Change to indicator

Select from:

☑ Absolute increase

(2.4.5) Absolute increase/ decrease figure

450000000

(2.4.6) Metrics considered in definition

Select all that apply

☑ Likelihood of effect occurring

(2.4.7) Application of definition

For Michelin, a risk corresponds to the possibility of an event occurring, whose consequences could affect its objectives, particularly as concerns its financial position, reputation or impact on people or the environment. A substantive financial or strategic impact on business is defined by the Group Management Committee (GMC) as a risk that has an adverse effect on annual operating income (serious risk between 450 M and 900 M, very serious risk more than 900 M) (i) Probability evaluation: It is a combination between the probability of the IRO to present itself and the probability of its consequences to be in the order of magnitude described in the severity evaluation. (ii) Severity evaluation: Financial materiality: In the Financial Materiality Assessment, severity was evaluated according to the criteria for Risks, and for Opportunities. The financial thresholds used reflect those that are currently used in the Group risk management methodology. The damage to the image and reputation of the Group is also considered. (iii) Severity evaluation: Impact materiality: In the Impact Materiality Assessment, the evaluation of severity was divided into three factors: Irremediability and Scale for negative impacts; Extent and Duration for positive impacts; Scope.
[Add row]

(2.5) Does your organization identify and classify potential water pollutants associated with its activities that could have a detrimental impact on water ecosystems or human health?

(2.5.1) Identification and classification of potential water pollutants

Select from:

☑ Yes, we identify and classify our potential water pollutants

(2.5.2) How potential water pollutants are identified and classified

A global scientific and regulatory monitoring is made on the main raw materials used in tires with an inventory of substances introduced in products as raw materials or impurities, or which can be degraded by them. They are ranked according to 2 axes: • Their danger on human health and on the environment, and how regulations have addressed these • Emissions of the substance, analyzing whether and how a substance can be emitted to the environment and what are its environmental impact(s). Ranking is carried out according to its emission levels The top substances from this ranking lead to specific actions according to the stakes: from increasing measurements and means of control, to reduction of emissions, restriction of use and all the ways to substitution of the substance (research of alternatives and/or short-term phase-out). Michelin is also working to define the right level of ambition regarding the quality of the water discharged, which is intrinsically linked to the local context of each site. In 2023, the group launched a plan to improve knowledge of the potential impact of wastewater on the receiving environment. 2 methodologies are being tested at 3 pilot sites: • One inspired by the SBTN Guide step 3 Fresh water • One inspired by the French Ministry of the Environment on the compatibility of discharged water with the receiving environment Also, LCA enables to look beyond industrial activities, specifically the use phase, in which TRWPs are the main pollutants.
[Fixed row]

(2.5.1) Describe how your organization minimizes the adverse impacts of potential water pollutants on water ecosystems or human health associated with your activities.

Row 1

(2.5.1.1) Water pollutant category

Select from:
☑ Oil

(2.5.1.2) Description of water pollutant and potential impacts

Oil can have acute effects on aquatic life.

(2.5.1.3) Value chain stage

Select all that apply
☑ Direct operations

(2.5.1.4) Actions and procedures to minimize adverse impacts

Select all that apply
☑ Assessment of critical infrastructure and storage condition (leakages, spillages, pipe erosion etc.) and their resilience

☑ Industrial and chemical accidents prevention, preparedness, and response

☑ Discharge treatment using sector-specific processes to ensure compliance with regulatory requirements

(2.5.1.5) Please explain

One of Michelin's core principles stated in its environmental policy is the commitment to control pollution risks. The Group aims to operate sustainably, to preserve the environment at our facilities and their vicinity by identifying and managing environmental risks. The steering of this policy essentially relies on the implementation of environmental management systems in line with the ISO 14001 standard.In the case of preventing oil pollution several procedures minimize adverse impacts: first of all assessing and managing risks such as identifying how and where oil is delivered, stored, used and treated as waste. Each situation delivers an adequate measure of response. For example: installation of retention basins of appropriate volume, assessment of infrastructure included in maintenance plan and / or operator control. Installation of oil / water separators to minimize eventual discharge. Secondly, in case of accidents, the site prepares itself by regular exercises to increase the efficiency of the response. Success is measured by recording and reduction in incidents across the organization. In addition, highly aromatic oils are forbidden in tires since 2010 (Annexe XVII reach)

Row 4

(2.5.1.1) Water pollutant category

Select from:

☑ Microplastics and plastic particles

(2.5.1.2) Description of water pollutant and potential impacts

During the use phase, the contact between the tire and the road causes abrasion, generating microparticles. Tire and road wear particles (TRWP) are considered microplastics according to the definition by the European Chemicals Agency (ECHA). They are also part of discussion on plastic pollution. This generation of TRWP is a universal physical phenomenon linked to safety through the traction of the tire on the road that occurs regardless of the vehicle or brand of tire used. TRWP emissions depend on road topography, surface, driving behavior and tire design. But their characteristics are very different from common microplastics in terms of size, composition and density. Their biodegradation is faster compared to hundreds of years for usual plastic debris. TIP started investigating TRWP in 2007 in scientific research to understand their nature, extent and potential impacts. Potential impacts in water can be split into 2 categories: • Quantity of TRWP reaching water systems • Environmental impact of degradation products The latest study commissioned by the tire industry (Deltares) demonstrated that rapid sedimentation of TRWPs occurs in soil around roads, in rainwater retention basins (80% of TRWPs are captured), and in watercourses (80-90% of TRWPs sediment in one hour). Consequently, it varies according to the distance between emission zones and estuaries. Between 1% and 13% of TRWP emitted in large cities could reach the oceans (https://www.tyreandroadwear.com/).

(2.5.1.3) Value chain stage

Select all that apply

☑ Downstream value chain

(2.5.1.4) Actions and procedures to minimize adverse impacts

Select all that apply

☑ Reduction or phase out of hazardous substances

(2.5.1.5) Please explain

Since 2006, the Group has been working to deepen its understanding of TRWPs, allocating resources to internal and external research programs to collect, characterize, and understand their composition, flow, and potential impact on the environment and human health. Aware that scientific knowledge in this area is currently incomplete, it has set up working groups to track scientific publications that could improve its knowledge. Irrespective of developments in knowledge, enabling the Group to better understand the scope and risks linked to tire abrasion, Michelin has been committed to reducing the phenomenon of abrasion for many years, by leveraging its materials expertise and a design strategy focused on optimizing the use of the material. Between 2015 and 2020, this policy resulted in reducing the TRWP emissions of its products by 5%. Worldwide, it helped to reduce Michelin's TRWP emissions by approximately 100,000 cumulative tons. Today, the Group is committed to further reducing such emissions from new products. Moreover, the Group supports abrasion threshold legislation that would rapidly remove the worst-performing tires from the market and is working with the European Tyre and Rubber Manufacturers' Association (ETRMA) to define a standardized measurement method. Additionally, Michelin has developed the "SAMPLE" analysis system to quantify the proportion of particles that may become airborne (2%).

Row 6

(2.5.1.1) Water pollutant category

Select from:

☑ Other synthetic organic compounds

(2.5.1.2) Description of water pollutant and potential impacts

The generation of TRWP is an universal physical phenomenon that occurs regardless of the vehicle or brand of tire used as explained above. These TRWPs are an issue for the entire industry, as well as for road paving companies. These TRWP contain traces of substances in addition to the rubber matrix, coming from our raw materials and reaction products. Indeed, chemicals play a core role both in our tire manufacturing process and in delivering key performance attributes such as safety, endurance, and a small environmental footprint. They are used in compliance with the European and national regulations intended to safeguard human health and the environment. Potential impacts: to date, the only source of demonstrated environmental impact of TRWP is 6PPD, a chemical used in tire manufacturing, whose degradation product, 6PPD-quinone (6PPD-q), has been shown to have toxic effects on some marine species.

(2.5.1.3) Value chain stage

Select all that apply

☑ Downstream value chain

(2.5.1.4) Actions and procedures to minimize adverse impacts

Select all that apply

☑ Reduction or phase out of hazardous substances

(2.5.1.5) Please explain

Michelin is continuing its research to further reduce its emissions of wear particles and is working to develop new materials that are more respectful of the environment to reduce the impact of its products. • Eliminating Hazardous Substances: Michelin is researching alternatives to 6PPD. Through the Alternative Analysis conducted with USTMA, Michelin participated in an analysis of the various possible substances considered as alternatives to 6PPD. After an initial pre-survey concerning 60 candidate substances, just 7 were retained for carrying out tests on tires. *With the California Department of Toxic Substances Control (DTSC) and with the USTMA (Association of American Tire Manufacturers) The Group has also established a joint research laboratory with CNRS and the University of Clermont Auvergne, BioDLab, to better understand the biodegradation phenomenon of tire wear particles and make them bio-assimilable by the environment. Michelin is also collaborating with other major tiremakers in several research programs overseen by the Tire Industry Project (TIP) (https://tireindustryproject.org/news/new-study-evaluation-of-tire-tread-particle-toxicity-to-fish-using-rainbow-trout-cell-lines-2/). TIP is also sponsoring mitigation initiatives such as stormwater treatment to limit the dissemination of TRWP and research into alternatives to 6PPD, the only source of demonstrated environmental impact of TRWP.*

[Add row]

C3. Disclosure of risks and opportunities

(3.1) Have you identified any environmental risks which have had a substantive effect on your organization in the reporting year, or are anticipated to have a substantive effect on your organization in the future?

Climate change

(3.1.1) Environmental risks identified

Select from:

☑ Yes, both in direct operations and upstream/downstream value chain

Forests

(3.1.1) Environmental risks identified

Select from:

☑ Yes, both in direct operations and upstream/downstream value chain

Water

(3.1.1) Environmental risks identified

Select from:

☑ Yes, only in our upstream/downstream value chain

(3.1.2) Primary reason why your organization does not consider itself to have environmental risks in your direct operations and/or upstream/downstream value chain

Select from:

☑ Environmental risks exist, but none with the potential to have a substantive effect on our organization

(3.1.3) Please explain

Our organization has not experienced any detrimental water-related impact for our direct operations

Plastics

(3.1.1) Environmental risks identified

Select from:

☑ No

(3.1.2) Primary reason why your organization does not consider itself to have environmental risks in your direct operations and/or upstream/downstream value chain

Select from:

☑ Environmental risks exist, but none with the potential to have a substantive effect on our organization

(3.1.3) Please explain

The group uses very low quantity of plastics, so the risks are assessed as non material.
[Fixed row]

(3.1.1) Provide details of the environmental risks identified which have had a substantive effect on your organization in the reporting year, or are anticipated to have a substantive effect on your organization in the future.

Climate change

(3.1.1.1) Risk identifier

Select from:

☑ Risk5

(3.1.1.3) Risk types and primary environmental risk driver

Market

☑ Changing customer behavior

(3.1.1.4) Value chain stage where the risk occurs

Select from:

☑ Direct operations

(3.1.1.6) Country/area where the risk occurs

Select all that apply

☑ China
☑ Italy
☑ Spain
☑ Brazil
☑ Canada
☑ Hungary
☑ Romania
☑ Thailand
☑ United States of America
☑ France
☑ Mexico
☑ Poland
☑ Serbia
☑ Germany

(3.1.1.9) Organization-specific description of risk

RISK DRIVER: The number of questions from shareholders and customers relating to net zero GHG emissions has significantly increased in number and specificity since 2019. Failure to achieve "net zero" could therefore present a risk to our ability to win new contracts and/or retain shareholders. This risk driver is reflected in one of the top 12 risk factors for the Group, specifically including transition risks related to climate change. COMPANY-SPECIFIC CASE STUDY - SHAREHOLDERS: The number of questions Michelin has received from its institutional shareholders on its 1) carbon trajectory being aligned with the Paris Agreement and 2) capex requirements to achieve decarbonization has more than tripled since 2019. COMPANY-SPECIFIC CASE STUDY - CUSTOMERS: In the last years, the Group received specific requests from 8 OEM customers, with worldwide operations, for Michelin to align with their own net-zero objectives by ensuring net-zero emissions in the production of tires (Scopes 1 and 2). Example: In 2020 Mercedes-Benz, a founding member of the Transform to Net Zero initiative, issued a letter of intent to its partners and suppliers, including Michelin, requiring the provision of CO2-neutral products effective 2039. This trend has continued with specific requests from these OEMs with the obligation to guarantee a certain level of decarbonization linked to the products sold, with detailed roadmaps to achieve targets.

(3.1.1.11) Primary financial effect of the risk

Select from:

☑ Decreased revenues due to reduced demand for products and services

(3.1.1.12) Time horizon over which the risk is anticipated to have a substantive effect on the organization

Select all that apply

☑ Medium-term

(3.1.1.13) Likelihood of the risk having an effect within the anticipated time horizon

Select from:

☑ Unlikely

(3.1.1.14) Magnitude

Select from:

☑ High

(3.1.1.16) Anticipated effect of the risk on the financial position, financial performance and cash flows of the organization in the selected future time horizons

Failure to achieve "net zero" could present a risk to our ability to win new contracts and/or retain shareholders.

(3.1.1.17) Are you able to quantify the financial effect of the risk?

Select from:

☑ Yes

(3.1.1.21) Anticipated financial effect figure in the medium-term – minimum (currency)

150000000

(3.1.1.22) Anticipated financial effect figure in the medium-term – maximum (currency)

400000000

(3.1.1.25) Explanation of financial effect figure

The figure reported is the upper threshold for a medium-level Group risk. As such, it is an initial estimation made following a major update of the Group risk map in 2020. It encompasses not only the climate change-related risk factor reported here but also all other environmental risk factors in scenarios involving corporate policy not meeting external stakeholder expectations. It therefore represents their combined impacts on operational results from higher cost of capital, loss of revenues from B2B and B2C customers, and outlays for environmental reparations. Moving forward, this particular risk factor stemming from expectations for net zero emissions will be refined in terms of impact scenarios and their potential financial consequences.

(3.1.1.26) Primary response to risk

Policies and plans

☑ Develop a climate transition plan

(3.1.1.27) Cost of response to risk

98000000

(3.1.1.28) Explanation of cost calculation

Estimated 90 M in average annual capex for energy efficiency projects and coal phase-out from 2024-2030; estimated 5 M in annual Opex overcost for procuring renewable energy; 3 M in full-time equivalent staffing annually

(3.1.1.29) Description of response

1) The risk is mitigated by a CO2 reduction roadmap and oversight. In 2023 the Environmental Governance (EG) approved a new CO2 reduction trajectory for Scopes 1 & 2 and Scope 3 to achieve net zero emissions by 2050, covering the worldwide manufacturing base. It also approved the technical-financial roadmap to achieve the interim target of -47% from 2019 to 2030. The actionable levers for decarbonization are a/ improving energy efficiency (11 distinct energy efficiency initiatives covering insulation, electrification, closed loops, leak prevention, metering, and process efficiency), b/ reducing the CO2 emission factor (renewable energy, both purchased and on-/off-site projects, coal phase-out at 5 plants), c/ scoping out long-term carbon capture and storage opportunities. To support implementation, the EG approved an internal carbon price increase for capex projects from 100 to 200 /tonne in 2023. Roadmap implementation is overseen by a network of on-site energy experts and the corporate Energy and CO2 Mitigation Expert Team (EEECO2) which reports on progress 2-3x/yr to the EG. All key decisions and outstanding issues are reviewed at least 3x/yr between the Group Management Committee and the Group Executive Committee. The Supervisory Board CSR Committee provides an additional high-level review of the CO2 reduction strategy. 2) The risk is controlled by transparently communicating with investors and customers: a/ replies to all investor questions submitted prior to the annual shareholder meeting are published at www.michelin.com, b/ all CO2 targets are communicated to shareholders prior to or during the annual shareholder meeting, c/ a new sustainability web site was launched in 2021 that covers the climate change strategy, d/ the OEM business team increased its staffing to better handle CO2 reduction requests from its customers.

Forests

(3.1.1.1) Risk identifier

Select from:

☑ Risk3

(3.1.1.2) Commodity

Select all that apply

☑ Rubber

(3.1.1.3) Risk types and primary environmental risk driver

Chronic physical

☑ Other chronic physical risk, please specify :Pest and disease/ phytosanitary risks

(3.1.1.4) Value chain stage where the risk occurs

Select from:

☑ Upstream value chain

(3.1.1.6) Country/area where the risk occurs

Select all that apply

☑ Brazil

☑ Côte d'Ivoire

☑ Indonesia

☑ Malaysia

☑ Thailand

(3.1.1.9) Organization-specific description of risk

Ongoing and emerging risks of pest and disease are a notable physical risk driver for natural rubber cultivation and production. One notable example is the Southern American Leaf Blight (SALB) disease, which is endemic to South America and has extensively affected natural rubber cultivation in Central and South America. It presents ongoing phytosanitary challenges within its endemic regions, but also poses a phytosanitary risk to the other major rubber producing regions such as West Africa and South-East Asia which have not yet been affected. Another emerging leaf fall disease is currently affecting limited areas of rubber cultivation in South-East Asia. Where rubber cultivation has been affected by pest and disease, there are knock on effects including reduced production and productivity. This can have economic consequences for operations, and in the case of smallholder production, can impact livelihoods. In the long term, changes in climatic conditions could also have impacts on where specific pests and diseases are able to propagate and affect production areas.

(3.1.1.11) Primary financial effect of the risk

Select from:

☑ Disruption in production capacity

(3.1.1.12) Time horizon over which the risk is anticipated to have a substantive effect on the organization

Select all that apply

☑ Medium-term

(3.1.1.13) Likelihood of the risk having an effect within the anticipated time horizon

Select from:

☑ About as likely as not

(3.1.1.14) Magnitude

Select from:

☑ Medium

(3.1.1.16) Anticipated effect of the risk on the financial position, financial performance and cash flows of the organization in the selected future time horizons

Where rubber cultivation has been affected by pest and disease, there are knock on effects including reduced production and productivity. This can have economic consequences for operations, and in the case of smallholder production, can impact livelihoods.

(3.1.1.17) Are you able to quantify the financial effect of the risk?

Select from:

☑ Yes

(3.1.1.21) Anticipated financial effect figure in the medium-term – minimum (currency)

150000000

(3.1.1.22) Anticipated financial effect figure in the medium-term – maximum (currency)

400000000

(3.1.1.25) Explanation of financial effect figure

The raw material risk screening tool used by Michelin takes into account multiple risks which could lead to business continuity issues. Among those risks is agricultural risks which includes pests, diseases, and phytosanitary risks. Mitigation measures for these risks are taken into account in the Business Continuity Plans.

(3.1.1.26) Primary response to risk

Infrastructure, technology and spending

☑ Other infrastructure, technology and spending, please specify :New product / technology development

(3.1.1.27) Cost of response to risk

1000000

(3.1.1.28) Explanation of cost calculation

The cost of response includes increased monitoring and operating costs relating to phytosanitary measures and natural rubber cultivation related research and development efforts. This figure is an annual cost as our commitment to this important topic remains on-going.

(3.1.1.29) Description of response

In response to the on-going impact of the South American Leaf Disease within South America, as well as risk of cross-border contamination resulting in the rubber tree diseases being transferred and proliferating to other rubber cultivation areas, Michelin works in partnership with research institutes and local authorities to strengthen measures preventing phytosanitary risks, in particular the spread of diseases in areas where they are still absent. Michelin is directly involved in several

research programs aimed at countering the most impactful phytosanitary threats for the sector, in particular through programs for the selection of disease resistant varieties. A large proportion of the remaining active plantation area within Michelin's sole plantation in Bahia, Brazil, is dedicated to research and development programs for disease resistant varieties. In partnership with the French agricultural research institute CIRAD, we have bred in Brazil more than 30,000 varieties resistant to South American Leaf Disease (SALB), of which 68 varieties have currently been selected for further evaluation. Michelin and CIRAD also jointly organize workshops and seminars for the Asia and Pacific Zone for researchers, plant protection and quarantine authorities on the prevention of cross-regional transfer of rubber diseases.

Water

(3.1.1.1) Risk identifier

Select from:

☑ Risk1

(3.1.1.3) Risk types and primary environmental risk driver

Chronic physical

☑ Water stress

(3.1.1.4) Value chain stage where the risk occurs

Select from:

☑ Upstream value chain

(3.1.1.6) Country/area where the risk occurs

Select all that apply

☑ China

(3.1.1.7) River basin where the risk occurs

Select all that apply

☑ Other, please specify :All river basins

(3.1.1.9) Organization-specific description of risk

Risks have been identified in 2022 using WRI Aqueduct tool on 186 raw material supplier sites throughout the world. One criterion to be considered at risk was to have a “high” or "extremely high" rated local baseline water stress. Increased water stress could reduce or disrupt supply to Michelin’s sites and thus impact the Group’s output if disruption is sustained. China concentrated the most supplier sites (17) with high or extremely high water stress.

(3.1.1.11) Primary financial effect of the risk

Select from:

☑ Disruption in upstream value chain

(3.1.1.12) Time horizon over which the risk is anticipated to have a substantive effect on the organization

Select all that apply

☑ Medium-term

(3.1.1.13) Likelihood of the risk having an effect within the anticipated time horizon

Select from:

☑ About as likely as not

(3.1.1.14) Magnitude

Select from:

☑ Low

(3.1.1.16) Anticipated effect of the risk on the financial position, financial performance and cash flows of the organization in the selected future time horizons

Increased water stress could reduce or disrupt supply to Michelin’s sites and thus impact the Group’s output if disruption is sustained.

(3.1.1.17) Are you able to quantify the financial effect of the risk?

Select from:

☑ Yes

(3.1.1.21) Anticipated financial effect figure in the medium-term – minimum (currency)

50000000

(3.1.1.22) Anticipated financial effect figure in the medium-term – maximum (currency)

60000000

(3.1.1.25) Explanation of financial effect figure

Impact quantified as a fraction of the spend of the concerned suppliers.

(3.1.1.26) Primary response to risk

Diversification

☑ Other diversification, please specify :Include in Business Continuity Plan

(3.1.1.27) Cost of response to risk

0

(3.1.1.28) Explanation of cost calculation

Including water-related risk assessment into Business Continuity Plans should not cost the Group anything as the main risk is supply rupture, which is already considered in Business continuity plans as it can be caused by multiple other factors such as for example other natural disasters, geopolitical issues, supplier failure, etc.

(3.1.1.29) Description of response

The raw material risk screening tool used by Michelin takes into account multiple risks which could lead to business continuity issues. Among those risks is natural disaster at supplier sites, which includes water related risks. These risks are taken into account in the Business Continuity Plans. To anticipate this risk, Michelin has set up a specific plan which integrate protection measures such as keeping buffer inventory of replacement parts for critical equipment, performing regular maintenance, multi-sourcing finished-product inputs, developing multi-sourcing among component suppliers, and striking the right balance between insourcing and outsourcing of component production; and a Business Continuity Management process for all production activities that makes it possible to respond swiftly in the event of a crisis, by quickly transferring a production line to another plant and identifying critical products so that strategic decisions can be made ahead of time. This risk management process proved particularly useful and effective during the recent crises.

Climate change

(3.1.1.1) Risk identifier

Select from:

☑ Risk6

(3.1.1.3) Risk types and primary environmental risk driver

Acute physical

☑ Other acute physical risk, please specify :Heat wave, Drought, Flood, Typhoon, Storms

(3.1.1.4) Value chain stage where the risk occurs

Select from:

☑ Direct operations

(3.1.1.6) Country/area where the risk occurs

Select all that apply

☑ China
☑ India
☑ Italy
☑ Spain
☑ Brazil
☑ Germany
☑ Hungary
☑ Romania
☑ Thailand
☑ Indonesia
☑ Canada
☑ France
☑ Mexico
☑ Poland
☑ Serbia
☑ United States of America

(3.1.1.9) Organization-specific description of risk

Michelin has a worldwide customer base and operations that could be significantly impacted by higher frequency of storms, floods, drought and other natural hazards exacerbated by climate change. Failure to adapt to these conditions could cause delays in our supply chain and operations and impact upon our cash flow and revenues. The activities that could be materially impacted by a severe weather event are raw material sourcing, manufacturing and logistics operations. Following an internal audit in 2021, it was recognized as a systemic risk, given 1) wide exposure to a variety of impacts that could severely disrupt supplies, production operations or demand, with major impacts in terms of quantities, diversity of sources and duration and 2) the many interdependent factors necessary for the manufacture of its products (infrastructure, energy, availability of labor, transportation systems, etc.). For these reasons it was placed in Michelin's top 12 risk factors, thus subject to a managed process, Group Executive Committee and Supervisory Board oversight and regulatory reporting. In 2023, a study of the physical risks of climate change in 2030 and 2050 was carried out for around 100 Group facilities, including 90 that have been designated as priority, based on their number of employees and business continuity risks. The study especially underscored the need for a more granular assessment of the actual degree of vulnerability of certain facilities to heat waves and flooding.

(3.1.1.11) Primary financial effect of the risk

Select from:

☑ Decreased revenues due to reduced production capacity

(3.1.1.12) Time horizon over which the risk is anticipated to have a substantive effect on the organization

Select all that apply

☑ Short-term

(3.1.1.13) Likelihood of the risk having an effect within the anticipated time horizon

Select from:

☑ About as likely as not

(3.1.1.14) Magnitude

Select from:

☑ Medium

(3.1.1.16) Anticipated effect of the risk on the financial position, financial performance and cash flows of the organization in the selected future time horizons

Failure to adapt to these conditions could cause delays in our supply chain and operations and impact upon our cash flow and revenues.

(3.1.1.17) Are you able to quantify the financial effect of the risk?

Select from:

☑ Yes

(3.1.1.19) Anticipated financial effect figure in the short-term – minimum (currency)

150000000

(3.1.1.20) Anticipated financial effect figure in the short-term – maximum (currency)

400000000

(3.1.1.25) Explanation of financial effect figure

Applying internal rules for financial impacts of systemic risks, the figures presented here are the lower and upper thresholds for a medium-level Group risk. This level of risk was attributed following a group-wide audit on physical climate risks concluded in 2021 and which confirmed that the risks are systemic: given Michelin's global reach, in terms of both its industrial facilities and supply chain as well as the many interdependent factors necessary for the manufacture of its products (infrastructure, energy, availability of labor, transportation systems, etc.), there is wide exposure to a variety of impacts that could severely disrupt supplies, production operations or demand, with major impacts in terms of quantities, diversity of sources and duration. Acute physical risks are a recognized emerging risk for which a precise financial impact at Group level has not yet been determined. The financial impact in any given year could be significantly lower than the minimum figure provided. Acute physical climate risks are in the process of being iteratively evaluated with state-of-the art modeling combined with priority-based assessments of asset and supply chain vulnerability. The potential financial impacts will be refined over time as physical climate scenarios are evaluated and vulnerability of direct and indirect operations better understood.

(3.1.1.26) Primary response to risk

Policies and plans

☑ Other policies or plans, please specify :Implement policy to climate change adaptation

(3.1.1.27) Cost of response to risk

415000

(3.1.1.28) Explanation of cost calculation

The estimated cost represents 8 FTE required annually (regional and purchasing risk management, site personnel to manage business continuity plans and in-house insurance specialists). The cost of 8 FTE in 2023 was 415 k. Insurance costs: confidential.

(3.1.1.29) Description of response

1) Mitigation and control - The corporate purchasing department maintains business continuity plans which a/ ensure a diversity of suppliers in number and location for each type of raw material; b/ include a regular review of vulnerability to energy supply disruptions. CASE STUDY: Hurricane Harvey in 2017 - Michelin worked with its suppliers in other regions to provide the necessary raw materials with no disruption. 2) Mitigation, control and transfer: With production plants located across 25 countries and 5 continents, extreme weather events patterns have thus far impacted only a few facilities for less than 1 month, with non-material impacts. Back-up supplies of finished products can be delivered from other geographic zones, thus limiting risk of shortages. Residual risks are transferred via insurance policies. Based the hypothesis that past extreme weather events will increase in frequency, duration and force, business continuity plans will be reevaluated periodically. CASE STUDY: To control risks following the 2015 monsoon in India, the Chennai plant reinforced emergency management protocols and revised personnel policies to increase the number of employees hired from neighboring locations that remain accessible during flooding, thereby ensuring production continuity. Nevertheless, the need for a more granular assessment of the actual degree of vulnerability of certain facilities to heat waves and flooding induce new studies to adapt to these climate change risks.

Forests

(3.1.1.1) Risk identifier

Select from:

☑ Risk4

(3.1.1.2) Commodity

Select all that apply

☑ Rubber

(3.1.1.3) Risk types and primary environmental risk driver

Chronic physical

☑ Increased severity of extreme weather events

(3.1.1.4) Value chain stage where the risk occurs

Select from:

☑ Upstream value chain

(3.1.1.6) Country/area where the risk occurs

Select all that apply

☑ Brazil

☑ Côte d'Ivoire

☑ Indonesia

☑ Malaysia

☑ Thailand

(3.1.1.9) Organization-specific description of risk

Concerning both direct operations and supply chain activities, Michelin and its partners have completed the mapping of predictive impacts of climate change on rubber production. Unlike acute physical impacts, chronic physical impacts from climate change are not relevant to Michelin activities in the short and medium-term. The reason is two-fold: (1) impacts have not been observed; and (2) information about future impacts is not specific enough to inform the company about potential risks. Example: as global temperatures rise the geographic distribution of crops and vegetation will shift. This could have an impact on production of natural rubber, a key raw material for making tires. Areas of optimum versus suitable rubber production will surely evolve. Climate change might have four different main impacts, all potentially leading to reduction or disruption in production capacity: (1) potential emergence of pests and diseases in areas currently unaffected by the change in climatic conditions; (2) increased occurrence of atypical climatic events such as flooding, severe drought periods or typhoons; (3) potential yield reduction with the increase of average temperatures (not observed yet); (4) potential for sub-optimal production zones to be affected such that they are not suitable for rubber cultivation at all. Among the four impacts described above, impacts (1) and (2) relate to nearer-term impacts, while (3) and (4) are impacts that may emerge over the long term.

(3.1.1.11) Primary financial effect of the risk

Select from:

☑ Disruption in production capacity

(3.1.1.12) Time horizon over which the risk is anticipated to have a substantive effect on the organization

Select all that apply

☑ Medium-term

(3.1.1.13) Likelihood of the risk having an effect within the anticipated time horizon

Select from:

☑ About as likely as not

(3.1.1.14) Magnitude

Select from:

☑ Medium

(3.1.1.16) Anticipated effect of the risk on the financial position, financial performance and cash flows of the organization in the selected future time horizons

Climate change might have different main impacts, all potentially leading to reduction or disruption in production capacity, and therefore an increase in OPEX to find alternative solutions of supply.

(3.1.1.17) Are you able to quantify the financial effect of the risk?

Select from:

☑ Yes

(3.1.1.21) Anticipated financial effect figure in the medium-term – minimum (currency)

50000000

(3.1.1.22) Anticipated financial effect figure in the medium-term – maximum (currency)

100000000

(3.1.1.25) Explanation of financial effect figure

The raw material risk screening tool used by Michelin takes into account multiple risks which could lead to business continuity issues. Among those is risks caused by natural hazards/ disasters. Mitigation measures for these risks are taken into account in the Business Continuity Plans.

(3.1.1.26) Primary response to risk

Agricultural practices

☑ Other agricultural practice, please specify :Promotion of best practice and awareness

(3.1.1.27) Cost of response to risk

1000000

(3.1.1.28) Explanation of cost calculation

In order to promote a sustainable rubber industry in the long run, Michelin actively participates in Research & Extensions programs for the best agricultural practices, either through direct financial contributions or through technical assistance provided to different value chain actors across the world by its internal teams of natural rubber experts.

(3.1.1.29) Description of response

Current predictions involve long-term hypotheses associated with levels of uncertainty that are too high to support current decision-making on rubber procurement. In the meantime, Michelin's response to this uncertainty about the future is 1) diversification with supplies from different countries in the tropical zone; 2) ensuring the resilience of production in its plantation projects in Indonesia and Africa through a holistic approach to sustainable natural rubber production, 3) promoting sustainable practices in the natural rubber sector as a founding member of the Global Platform for Sustainable Natural Rubber. The raw material risk screening tool used by Michelin takes into account multiple risks which could lead to business continuity issues. Among those risks is agricultural risks, which includes the risk of changes in prevailing climatic conditions as a result of climate change. These risks are taken into account in the Business Continuity Plans. Michelin also engaged in mitigation actions below: diversified sourcing from different production areas and countries; maintaining a strong natural rubber network; pro-active initiatives and breeding programs led in collaboration with R&D partners to develop and disseminate new tolerant high-yielding varieties, promoting sustainable practices in the natural rubber sector, specifically aiming at improving smallholder farmers resilience.

Water

(3.1.1.1) Risk identifier

Select from:

☑ Risk2

(3.1.1.3) Risk types and primary environmental risk driver

Acute physical

☑ Flooding (coastal, fluvial, pluvial, groundwater)

(3.1.1.4) Value chain stage where the risk occurs

Select from:

☑ Upstream value chain

(3.1.1.6) Country/area where the risk occurs

Select all that apply

☑ United States of America

(3.1.1.7) River basin where the risk occurs

Select all that apply

☑ Mississippi River

(3.1.1.9) Organization-specific description of risk

Risks have been identified in 2022 using WRI Aqueduct tool on 186 raw material supplier sites throughout the world. One criterion to be considered at risk was to have a “high” or "extremely high" riverline flooding risk. Flooding could reduce or disrupt supply to Michelin’s sites and thus impact the Group’s output if disruption is sustained. The USA concentrated the most supplier sites (18, of which 10 identified on the Mississippi River basin) with extremely high flood occurrence.

(3.1.1.11) Primary financial effect of the risk

Select from:

☑ Disruption in upstream value chain

(3.1.1.12) Time horizon over which the risk is anticipated to have a substantive effect on the organization

Select all that apply

☑ Medium-term

(3.1.1.13) Likelihood of the risk having an effect within the anticipated time horizon

Select from:

☑ About as likely as not

(3.1.1.14) Magnitude

Select from:

☑ Low

(3.1.1.16) Anticipated effect of the risk on the financial position, financial performance and cash flows of the organization in the selected future time horizons

Flooding could reduce or disrupt supply to Michelin's sites and thus impact the Group's output if disruption is sustained.

(3.1.1.17) Are you able to quantify the financial effect of the risk?

Select from:

☑ Yes

(3.1.1.21) Anticipated financial effect figure in the medium-term – minimum (currency)

50000000

(3.1.1.22) Anticipated financial effect figure in the medium-term – maximum (currency)

100000000

(3.1.1.25) Explanation of financial effect figure

Impact quantified as a fraction of the spend of the concerned suppliers.

(3.1.1.26) Primary response to risk

Diversification

☑ Other diversification, please specify : Include in Business Continuity Plan

(3.1.1.27) Cost of response to risk

0

(3.1.1.28) Explanation of cost calculation

Including water-related risk assessment into Business Continuity Plans should not cost the Group anything as the main risk is supply rupture, which is already considered in Business continuity plans as it can be caused by multiple other factors such as for example other natural disasters, geopolitical issues, supplier failure, etc.

(3.1.1.29) Description of response

The raw material risk screening tool used by Michelin takes into account multiple risks which could lead to business continuity issues. Among those risks is natural disaster at supplier sites, which includes water related risks. These risks are taken into account in the Business Continuity Plans.
[Add row]

(3.1.2) Provide the amount and proportion of your financial metrics from the reporting year that are vulnerable to the substantive effects of environmental risks.

Climate change

(3.1.2.1) Financial metric

Select from:

☑ Revenue

(3.1.2.2) Amount of financial metric vulnerable to transition risks for this environmental issue (unit currency as selected in 1.2)

400000000

(3.1.2.3) % of total financial metric vulnerable to transition risks for this environmental issue

Select from:

☑ 1-10%

(3.1.2.4) Amount of financial metric vulnerable to physical risks for this environmental issue (unit currency as selected in 1.2)

400000000

(3.1.2.5) % of total financial metric vulnerable to physical risks for this environmental issue

Select from:

☑ 1-10%

(3.1.2.7) Explanation of financial figures

Transition risk: The figure reported is the upper threshold for a medium-level Group risk. It encompasses not only the climate change-related risk factor reported here but also all other environmental risk factors in scenarios involving corporate policy not meeting external stakeholder expectations. It therefore represents their combined impacts on operational results from higher cost of capital, loss of revenues from B2B and B2C customers, and outlays for environmental reparations. Moving forward, this particular risk factor stemming from expectations for net zero emissions will be refined in terms of impact scenarios and their potential financial consequences. Physical risk: Applying internal rules for financial impacts of systemic risks, the figure presented is the upper thresholds for a medium-level Group risk. This level of risk was attributed following a group-wide audit on physical climate risks concluded in 2021 and which confirmed that the risks are systemic: given Michelin's global reach, in terms of both its industrial facilities and supply chain as well as the many interdependent factors necessary for the manufacture of its products (infrastructure, energy, availability of labor, transportation systems, etc.), there is wide exposure to a variety of impacts that could severely disrupt supplies, production operations or demand, with major impacts in terms of quantities, diversity of sources and duration. Acute physical risks are a recognized emerging risk for which a precise financial impact at Group level has not yet been determined. The financial impact in any given year could be significantly lower than the minimum figure provided. Acute physical climate risks are in the process of being iteratively evaluated with state-of-the art modeling combined with priority-based assessments of asset and supply chain vulnerability. The potential financial impacts will be refined over time as physical climate scenarios are evaluated and vulnerability of direct and indirect operations better understood.

Forests

(3.1.2.1) Financial metric

Select from:

☑ OPEX

(3.1.2.2) Amount of financial metric vulnerable to transition risks for this environmental issue (unit currency as selected in 1.2)

0

(3.1.2.3) % of total financial metric vulnerable to transition risks for this environmental issue

Select from:

☑ Less than 1%

(3.1.2.4) Amount of financial metric vulnerable to physical risks for this environmental issue (unit currency as selected in 1.2)

500000000

(3.1.2.5) % of total financial metric vulnerable to physical risks for this environmental issue

Select from:

☑ 1-10%

(3.1.2.7) Explanation of financial figures

The raw material risk screening tool used by Michelin takes into account multiple risks which could lead to business continuity issues. Among those is risks caused by natural hazards/ disasters. Mitigation measures for these risks are taken into account in the Business Continuity Plans.

Water

(3.1.2.1) Financial metric

Select from:

☑ OPEX

(3.1.2.2) Amount of financial metric vulnerable to transition risks for this environmental issue (unit currency as selected in 1.2)

0

(3.1.2.3) % of total financial metric vulnerable to transition risks for this environmental issue

Select from:

☑ Less than 1%

(3.1.2.4) Amount of financial metric vulnerable to physical risks for this environmental issue (unit currency as selected in 1.2)

160000000

(3.1.2.5) % of total financial metric vulnerable to physical risks for this environmental issue

Select from:

☑ Less than 1%

(3.1.2.7) Explanation of financial figures

The water-stress risk in China added to flooding risk in Mississipi bassin (that are the two material risks concerning water for the Group) are estimated at the amount of 160 M, considering that each risk would induce a loss of a fraction of our suppliers spend.
[Add row]

(3.2) Within each river basin, how many facilities are exposed to substantive effects of water-related risks, and what percentage of your total number of facilities does this represent?

Row 1

(3.2.1) Country/Area & River basin

India

☑ Other, please specify :Our value chain is global. Country selection is for illustrative purposes only.

(3.2.2) Value chain stages where facilities at risk have been identified in this river basin

Select all that apply

☑ Direct operations

(3.2.3) Number of facilities within direct operations exposed to water-related risk in this river basin

0

(3.2.4) % of your organization's total facilities within direct operations exposed to water-related risk in this river basin

Select from:

☑ Less than 1%

(3.2.10) % organization's total global revenue that could be affected

Select from:

☑ Less than 1%

(3.2.11) Please explain

Risks are assessed at site, entity, region and Group level. While some water risks exist and have been identified, they are not considered substantive for the Group as their potential final impact does not exceed the threshold defined in question W4.1.a (adverse effect on annual operating income: low risk less than 150 M, medium risk between 150 M and 400 M, high risk more than 400 M)
[Add row]

(3.3) In the reporting year, was your organization subject to any fines, enforcement orders, and/or other penalties for water-related regulatory violations?

(3.3.1) Water-related regulatory violations

Select from:

☑ No

(3.3.3) Comment

We did not pay any water-related regulatory violations fines. We only had two operation sites with penalties from WWTP, but it is not a regulatory fine.
[Fixed row]

(3.5) Are any of your operations or activities regulated by a carbon pricing system (i.e. ETS, Cap & Trade or Carbon Tax)?

Select from:

☑ Yes

(3.5.1) Select the carbon pricing regulation(s) which impact your operations.

Select all that apply

☑ EU ETS

☑ France carbon tax

☑ Queretaro carbon tax

☑ Shanghai pilot ETS

☑ Other ETS, please specify :Nova Scotia OBPS Program

(3.5.2) Provide details of each Emissions Trading Scheme (ETS) your organization is regulated by.

EU ETS

(3.5.2.1) % of Scope 1 emissions covered by the ETS

36.2

(3.5.2.2) % of Scope 2 emissions covered by the ETS

5.3

(3.5.2.3) Period start date

12/31/2022

(3.5.2.4) Period end date

12/30/2023

(3.5.2.5) Allowances allocated

150297

(3.5.2.6) Allowances purchased

396178

(3.5.2.7) Verified Scope 1 emissions in metric tons CO2e

378611

(3.5.2.8) Verified Scope 2 emissions in metric tons CO2e

66540

(3.5.2.9) Details of ownership

Select from:
☑ Facilities we own and operate

(3.5.2.10) Comment

None

Shanghai pilot ETS

(3.5.2.1) % of Scope 1 emissions covered by the ETS

0.11

(3.5.2.2) % of Scope 2 emissions covered by the ETS

3.99

(3.5.2.3) Period start date

12/31/2022

(3.5.2.4) Period end date

12/30/2023

(3.5.2.5) Allowances allocated

58882

(3.5.2.6) Allowances purchased

0

(3.5.2.7) Verified Scope 1 emissions in metric tons CO2e

1193

(3.5.2.8) Verified Scope 2 emissions in metric tons CO2e

50454

(3.5.2.9) Details of ownership

Select from:

☑ Other, please specify :Heat purchased from an ETS supplier

(3.5.2.10) Comment

The site involved uses mainly purchased heat (Scope 2) but also has a small back-up boiler (Scope 1)

Other ETS, please specify

(3.5.2.1) % of Scope 1 emissions covered by the ETS

5.56

(3.5.2.2) % of Scope 2 emissions covered by the ETS

0

(3.5.2.3) Period start date

12/31/2022

(3.5.2.4) Period end date

12/30/2023

(3.5.2.5) Allowances allocated

0

(3.5.2.6) Allowances purchased

0

(3.5.2.7) Verified Scope 1 emissions in metric tons CO2e

58173

(3.5.2.8) Verified Scope 2 emissions in metric tons CO2e

0

(3.5.2.9) Details of ownership

Select from:

☑ Facilities we own and operate

(3.5.2.10) Comment

-Michelin Nova Scotia officially registered into the Nova Scotia OBPS program on April 6, 2023 - As part of the Nova Scotia OBPS program, there are no allowances "allocated" or "purchased" per se. Each of our three Michelin Nova Scotia facilities have a yearly target (measured in tonne CO2e emitted / tonne of production). The target is reduced by 1% per year (using the average of our 2020-2022 results as a baseline). This indicator is used to determine our financial obligation, or credit under the Nova Scotia OBPS program. It does get reverted back to tonnes of CO2e, and the cost of carbon is set for each year, up to 2030 (ie: cost of carbon for 2023 is 65/tonne – CDN). - The Nova Scotia OBPS program only tracks and measures scope 1 emissions. - Since the Nova Scotia OBPS program is still relatively new, our 2023 reports have yet to be validated by the Nova Scotia government. The reports/results, however, have already been verified by a third party auditor (Price Waterhouse Cooper).
[Fixed row]

(3.5.3) Complete the following table for each of the tax systems you are regulated by.

France carbon tax

(3.5.3.1) Period start date

12/31/2022

(3.5.3.2) Period end date

12/30/2023

(3.5.3.3) % of total Scope 1 emissions covered by tax

28

(3.5.3.4) Total cost of tax paid

426465

(3.5.3.5) Comment

The French carbon tax covers the Group’s natural gas and coal purchases in France during the reporting year. Percentage of coverage is computed on the basis of the French perimeter.

Queretaro carbon tax

(3.5.3.1) Period start date

12/31/2022

(3.5.3.2) Period end date

12/30/2023

(3.5.3.3) % of total Scope 1 emissions covered by tax

100

(3.5.3.4) Total cost of tax paid

135214

(3.5.3.5) Comment

Queretaro carbon tax covers direct natural gas and diesel CO2, CH4 and N2O emissions.
[Fixed row]

(3.5.4) What is your strategy for complying with the systems you are regulated by or anticipate being regulated by?

Our strategy is 1/ To anticipate system we are/can be regulated by, we monitor the emergence of new system ETS/taxes through periodic reviews between the public affairs department and the corporate CO2 Allowances Work Group.   2/ To make sure there is a balance between allowances and emissions, including forward purchases of allowances, to smooth the cost impact on production facilities: A corporate CO2 Allowances Work Group is in charge of monitoring the trading scheme and making sure the balance between allowances and emissions is reached. The work group makes decisions on necessary banking, pooling, and

purchases. It comprises team members from EHS, energy purchasing, industrial operations, finance, accounting, and norms and regulations departments. It reports to the Environment Governance of the Group Executive Committee's (board-level) Sustainable Development and Mobility Committee. The work group is supported by two local "mirror" work groups: one in Europe (since 2005) and one in China (created in 2013). Example of action: The Committee has validated the decision to buy allowances on the market in advance of our needs by one year, so as to smooth the cost impact on our production facilities.   3/ We deliver ambitions to reduce energy consumption and CO2 emissions: a multi-disciplinary team focused on energy efficiency of industrial processes and on the energy mix of industrial sites continues its work. Specialists of all the fields involved in the Group are represented. In order to implement energy-efficiency programs, each plant has an appointed energy specialist. To support the very ambitious 2030 roadmap, the Energy competency network has been expanded with the creation of Energy Expert positions per zone and a post dedicated to leading the Energy Efficiency Roadmap deployment program.   4/ we apply an internal price on CO2.

(3.6) Have you identified any environmental opportunities which have had a substantive effect on your organization in the reporting year, or are anticipated to have a substantive effect on your organization in the future?

	Environmental opportunities identified
Climate change	*Select from:* ☑ Yes, we have identified opportunities, and some/all are being realized
Forests	*Select from:* ☑ Yes, we have identified opportunities, and some/all are being realized
Water	*Select from:* ☑ Yes, we have identified opportunities, and some/all are being realized

[Fixed row]

(3.6.1) Provide details of the environmental opportunities identified which have had a substantive effect on your organization in the reporting year, or are anticipated to have a substantive effect on your organization in the future.

Climate change

(3.6.1.1) Opportunity identifier

Select from:

☑ Opp6

(3.6.1.3) Opportunity type and primary environmental opportunity driver

Products and services

☑ Shift in consumer preferences

(3.6.1.4) Value chain stage where the opportunity occurs

Select from:

☑ Downstream value chain

(3.6.1.5) Country/area where the opportunity occurs

Select all that apply

☑ Chad
☑ Cuba
☑ Fiji
☑ Guam
☑ Iraq
☑ Chile
☑ China
☑ Congo
☑ Egypt
☑ Gabon
☑ Kenya
☑ Libya
☑ Malta
☑ Nauru
☑ Nepal
☑ Mali
☑ Oman
☑ Peru
☑ Togo
☑ Benin
☑ Ghana
☑ Haiti
☑ India
☑ Italy
☑ Japan
☑ Niger
☑ Qatar
☑ Samoa
☑ Spain
☑ Sudan

☑ Tonga
☑ Yemen
☑ Angola
☑ Belize
☑ Bhutan
☑ Greece
☑ Guinea
☑ Guyana
☑ Israel
☑ Jordan
☑ Norway
☑ Panama
☑ Poland
☑ Rwanda
☑ Serbia
☑ Albania
☑ Algeria
☑ Andorra
☑ Armenia
☑ Austria
☑ Burundi
☑ Comoros
☑ Croatia
☑ Czechia
☑ Denmark
☑ Germany
☑ Grenada
☑ Hungary
☑ Iceland
☑ Ireland
☑ Brazil
☑ Canada
☑ Cyprus
☑ France
☑ Gambia
☑ Kuwait
☑ Latvia
☑ Malawi
☑ Mexico
☑ Monaco
☑ Sweden
☑ Turkey
☑ Tuvalu
☑ Uganda
☑ Zambia
☑ Bahamas
☑ Bahrain
☑ Belarus
☑ Belgium
☑ Bermuda
☑ Ecuador
☑ Eritrea
☑ Estonia
☑ Finland
☑ Georgia
☑ Jamaica
☑ Lebanon
☑ Lesotho
☑ Liberia
☑ Mayotte

☑ Morocco
☑ Myanmar
☑ Namibia
☑ Nigeria
☑ Réunion
☑ Uruguay
☑ Vanuatu
☑ Barbados
☑ Botswana
☑ Bulgaria
☑ Eswatini
☑ Ethiopia
☑ Honduras
☑ Kiribati
☑ Malaysia
☑ Slovakia
☑ Slovenia
☑ Suriname
☑ Thailand
☑ Viet Nam
☑ Guatemala
☑ Indonesia
☑ Lithuania
☑ Mauritius
☑ Nicaragua
☑ Costa Rica
☑ Guadeloupe
☑ Kazakhstan
☑ Kyrgyzstan
☑ Luxembourg
☑ Romania
☑ Senegal
☑ Somalia
☑ Tunisia
☑ Ukraine
☑ Cambodia
☑ Cameroon
☑ Colombia
☑ Djibouti
☑ Dominica
☑ Maldives
☑ Mongolia
☑ Pakistan
☑ Paraguay
☑ Portugal
☑ Zimbabwe
☑ Argentina
☑ Australia
☑ Gibraltar
☑ Greenland
☑ Singapore
☑ Sri Lanka
☑ Azerbaijan
☑ Bangladesh
☑ Cabo Verde
☑ Madagascar
☑ Martinique
☑ Mauritania
☑ Montenegro
☑ Mozambique

- ☑ San Marino
- ☑ Seychelles
- ☑ Tajikistan
- ☑ Uzbekistan
- ☑ Afghanistan
- ☑ Saint Lucia
- ☑ South Sudan
- ☑ Switzerland
- ☑ Timor-Leste
- ☑ Burkina Faso
- ☑ French Guiana
- ☑ Guinea-Bissau
- ☑ Liechtenstein
- ☑ New Caledonia
- ☑ Taiwan, China
- ☑ Saint Barthélemy
- ☑ Brunei Darussalam
- ☑ Equatorial Guinea
- ☑ Republic of Korea
- ☑ Dominican Republic
- ☑ Hong Kong SAR, China
- ☑ Syrian Arab Republic
- ☑ United Arab Emirates
- ☑ Saint Kitts and Nevis
- ☑ Sao Tome and Principe
- ☑ Iran (Islamic Republic of)
- ☑ United Republic of Tanzania
- ☑ United States Virgin Islands
- ☑ Bolivia (Plurinational State of)
- ☑ Democratic Republic of the Congo
- ☑ El Salvador
- ☑ Netherlands
- ☑ New Zealand
- ☑ Philippines
- ☑ Puerto Rico
- ☑ Saudi Arabia
- ☑ Sierra Leone
- ☑ South Africa
- ☑ Turkmenistan
- ☑ Côte d'Ivoire
- ☑ American Samoa
- ☑ Solomon Islands
- ☑ French Polynesia
- ☑ Marshall Islands
- ☑ Papua New Guinea
- ☑ State of Palestine
- ☑ Antigua and Barbuda
- ☑ Republic of Moldova
- ☑ Trinidad and Tobago
- ☑ Bosnia & Herzegovina
- ☑ British Virgin Islands
- ☑ Central African Republic
- ☑ United States of America
- ☑ Saint Pierre and Miquelon
- ☑ Wallis and Futuna Islands
- ☑ Lao People's Democratic Republic
- ☑ Micronesia (Federated States of)
- ☑ Saint Vincent and the Grenadines
- ☑ Venezuela (Bolivarian Republic of)
- ☑ China, Macao Special Administrative Region

☑ United Kingdom of Great Britain and Northern Ireland

(3.6.1.8) Organization specific description

Climate change, air pollution, massive urbanization and traffic congestion are leading to strong governmental regulations and to increasing pressure to reduce the environmental impact of mobility. As a result, the needs of our customers around the world are changing at an accelerated pace: the Green Deal in Europe, China's plan for net zero emissions in 2060 and a renewed focus in North America are some examples of the drivers of the change that is impacting the mobility landscape. To comply with increasingly demanding regulations on CO2 emissions, car manufacturers are accelerating the electrification of their vehicles. In 2027, nearly 40% of newly registered vehicles will be electric, tripling their share of the market compared to 2022. The growth in EV demand represents a real opportunity for the Group. To get the most out of an EV's unique features, such as heavy batteries, high engine torque, regenerative braking, limited range and silent running, you need higher-performance tires that are longer lasting and more energy efficient, with a higher load capacity and more comfortable ride. These, of course, are areas where Michelin excels. EVs are also much more connected, an aspect where Michelin has also demonstrated its leadership with predictive maintenance solutions using onboard algorithms. In 2021, Michelin was the first tiremaker to market a connected tire with an integrated sensor.

(3.6.1.9) Primary financial effect of the opportunity

Select from:

☑ Increased revenues resulting from increased demand for products and services

(3.6.1.10) Time horizon over which the opportunity is anticipated to have a substantive effect on the organization

Select all that apply

☑ Short-term

(3.6.1.11) Likelihood of the opportunity having an effect within the anticipated time horizon

Select from:

☑ Very likely (90–100%)

(3.6.1.12) Magnitude

Select from:

☑ Medium

(3.6.1.14) Anticipated effect of the opportunity on the financial position, financial performance and cash flows of the organization in the selected future time horizons

The opportunity would result in an increase of revenues.

(3.6.1.15) Are you able to quantify the financial effects of the opportunity?

Select from:

☑ Yes

(3.6.1.17) Anticipated financial effect figure in the short-term - minimum (currency)

550000000

(3.6.1.18) Anticipated financial effect figure in the short-term – maximum (currency)

1100000000

(3.6.1.23) Explanation of financial effect figures

According to Tire Business, the global tire market was estimated at US 180 billion in 2021, with light-vehicle tires accounting for 60% for a total market segment worth US108 billion. Michelin's market share was 14.6% in 2021; We estimate that electrified vehicles will account for approximately 45% of the global passenger cars sales worldwide in 2030 (source: Michelin estimation, 2021 full-year results publication). On this segment, Michelin currently has a market share in original equipment that is 1.5 times higher than our total original equipment market share. We estimate that the loyalty to the Michelin brand for further tire purchases will be higher in electrified vehicles that for ICE vehicles as consumers will perceive the benefits brought by their tires on their driving experience in EV. We take the hypothesis that Michelin's market share on the electrified-cars market could reach from 17,5% (minimum hypothesis) to 22% (maximum hypothesis) on this segment. This could lead to an increase in earnings from US 550 million (minimum hypothesis) to US 1.1 billion (maximum hypothesis)

(3.6.1.24) Cost to realize opportunity

756000000

(3.6.1.25) Explanation of cost calculation

The cost to realize opportunity in 2022 corresponds to R&D expenses that stood at 756 million.

(3.6.1.26) Strategy to realize opportunity

Environmental concerns are of critical importance to all Michelin's customers and they are at the core of Michelin's strategy, as expressed in its vision that "Tomorrow, at Michelin, everything will be sustainable". The rapid electrification of the vehicle parc brings with it a demanding balance of performance for tires: rolling resistance to improve battery range, increased wear life to meet higher torque levels, higher load capacity and/or seat sizes to support battery weight/size, solutions to improve interior noise, while reducing environmental impact.

Forests

(3.6.1.1) Opportunity identifier

Select from:

☑ Opp3

(3.6.1.2) Commodity

Select all that apply

☑ Rubber

(3.6.1.3) Opportunity type and primary environmental opportunity driver

Resource efficiency

☑ Increased efficiency of production and/or distribution processes

(3.6.1.4) Value chain stage where the opportunity occurs

Select from:

☑ Upstream value chain

(3.6.1.5) Country/area where the opportunity occurs

Select all that apply

☑ Brazil

☑ Côte d'Ivoire

☑ Indonesia

☑ Malaysia

☑ Thailand

(3.6.1.8) Organization specific description

Increasing yield per hectare provides a means of keeping up with the global demand for natural rubber without increasing the surface area of cultivated land, thereby reducing land pressure on forested areas and/or land that would otherwise support food production. Yield improvement is key to minimize land use impacts of natural rubber cultivation. Good agricultural practices, sustainable tapping practices and improving rubber quality enable farmers, particularly smallholders, to cut production costs, improve working conditions, diversify livelihoods, enhance climate resilience and increase revenues over the long term. With 85% of rubber production originating from smallholder farmers, it is vital to empower them to apply the best agricultural, environmental, and social practices to achieve sustainable production more broadly. Michelin aims to do this through action on a number of fronts including: research programs focusing on the most efficient rubber tree varieties, pest management and agricultural technique optimization; technological transfer and promotion of good agricultural practices (planting density, tapping techniques, intercropping, agroforestry, minimizing the use of agrochemical inputs, quality etc.); support for training bodies intended to increase the level of expertise and skills of growers and rubber tappers; practical training sessions on good rubber cultivation, sustainable tapping practices, rubber quality and livelihood improvement and farmers empowerment

(3.6.1.9) Primary financial effect of the opportunity

Select from:

☑ Other, please specify :increase brand value

(3.6.1.10) Time horizon over which the opportunity is anticipated to have a substantive effect on the organization

Select all that apply

☑ Medium-term

(3.6.1.11) Likelihood of the opportunity having an effect within the anticipated time horizon

Select from:

☑ Likely (66–100%)

(3.6.1.12) Magnitude

Select from:

☑ High

(3.6.1.14) Anticipated effect of the opportunity on the financial position, financial performance and cash flows of the organization in the selected future time horizons

None

(3.6.1.15) Are you able to quantify the financial effects of the opportunity?

Select from:

☑ Yes

(3.6.1.19) Anticipated financial effect figure in the medium-term - minimum (currency)

50000000

(3.6.1.20) Anticipated financial effect figure in the medium-term - maximum (currency)

100000000

(3.6.1.23) Explanation of financial effect figures

These actions directly help the local smallholder farmers and their communities and increase external stakeholder confidence in Michelin which influences the status of the Michelin brand. In 2022, the Group's brand was valued at US7.9 billion. A 1% increase could add 79 M to the brand value.

(3.6.1.24) Cost to realize opportunity

1400000

(3.6.1.25) Explanation of cost calculation

1.4 M is the annual cost of our CASCADE promgram deployment.

(3.6.1.26) Strategy to realize opportunity

Michelin has launched five targeted capacity building projects for smallholder farmers across four countries. These projects aim to address livelihood, environmental and social risks through in-person and digital farmer training programs. In Sumatra, Indonesia, The Committed Actions for Smallholder CApacity DEvelopment (CASCADE) project involves actors all along the natural rubber value chain and is targeting a minimum of 1000 rubber households by 2024. The Mahakam Project,

which was developed based on learnings from CASCADE, was launched in late 2022 in East Kalimantan, Indonesia, targeting to train 2000 village farmers and their families by 2025. For both projects, there is the option to further scale-up the outreach after the initial target is met. In Sri Lanka, the RIVER project aims to develop the skills of 6000 rubber households by 2025 where rubber farming plays an important role in their local livelihoods. The GPSNR Agroforestry Project in southern Thailand, led by GPSNR and funded by Michelin and a car manufacturer, is targeting 1000 village smallholders to develop rubber agroforestry by 2025. Finally, in the Brazilian Amazon, the Michelin Foundation, in collaboration with WWF Brazil, is supporting a project that aims to benefit 3800 families by 2023. This project aims to preserve, improve, and commercialise the way local communities extract rubber from wild rubber trees to sustain employment for local communities, mitigate negative health impacts while promoting forest conservation. As of year-end 2022, the projects described above have trained 780 village smallholders and local producers. In addition, in collaboration with our rubber-industry joint ventures in the region of West Africa, we are supporting smallholder farmers through technical assistance, extension services and capacity building events, while disseminating technical training material and high-yielding agricultural inputs.

Water

(3.6.1.1) Opportunity identifier

Select from:

☑ Opp1

(3.6.1.2) Commodity

Select all that apply

☑ Not applicable

(3.6.1.3) Opportunity type and primary environmental opportunity driver

Resource efficiency

☑ Reduced water usage and consumption

(3.6.1.4) Value chain stage where the opportunity occurs

Select from:

☑ Direct operations

(3.6.1.5) Country/area where the opportunity occurs

Select all that apply

☑ China
☑ India
☑ Italy
☑ Spain
☑ Brazil
☑ Hungary
☑ Romania
☑ Thailand
☑ Indonesia
☑ Sri Lanka
☑ Canada
☑ France
☑ Poland
☑ Serbia
☑ Germany
☑ United States of America

(3.6.1.6) River basin where the opportunity occurs

Select all that apply

☑ Other, please specify :All river basins

(3.6.1.8) Organization specific description

Respect of the environment is one of our core values. Michelin committed to reduce by half the environmental impact of its industrial sites between 2005 and 2020. Michelin's new commitment is to reduce by a third the environmental impact of industrial sites between 2019 and 2030. Michelin has integrated in its sites' environmental indicator the reduction of water withdrawals since 2005. Since 2021 the water withdrawals indicator has been modified to take into account sites' water stress. Numerous actions have been put in place to reduce water consumption leading to a 44% reduction in absolute value in 2022 compared to 2005. Furthermore, the water risk/opportunity and impact assessment method validated in 2016 includes a review of local stakeholders and user relations within the watershed in order to identify opportunities to improve our stewardship, particularly in regions subject to water stress. It is recommended to apply it across all facilities worldwide.

(3.6.1.9) Primary financial effect of the opportunity

Select from:

☑ Reduced direct costs

(3.6.1.10) Time horizon over which the opportunity is anticipated to have a substantive effect on the organization

Select all that apply

☑ Short-term

(3.6.1.11) Likelihood of the opportunity having an effect within the anticipated time horizon

Select from:

☑ Likely (66–100%)

(3.6.1.12) Magnitude

Select from:

☑ Medium-low

(3.6.1.14) Anticipated effect of the opportunity on the financial position, financial performance and cash flows of the organization in the selected future time horizons

None

(3.6.1.15) Are you able to quantify the financial effects of the opportunity?

Select from:

☑ Yes

(3.6.1.17) Anticipated financial effect figure in the short-term - minimum (currency)

100000000

(3.6.1.18) Anticipated financial effect figure in the short-term – maximum (currency)

150000000

(3.6.1.23) Explanation of financial effect figures

It is estimated that from 2005 to 2022, 195M were saved as a result of measures identified during the implementation of the Group's environmental indicator with a focus on water reduction, the site-based water risk/opportunity and impact assessments. This figure is based on actual operating and capital expenses reported for sustainably managing water resources.

(3.6.1.24) Cost to realize opportunity

6000000

(3.6.1.25) Explanation of cost calculation

6 M is the annual cost of investments we pay in 2023 to reduce our water consumption in our production sites.

(3.6.1.26) Strategy to realize opportunity

Respect of the environment is one of our core values. Michelin committed to reduce by half the environmental impact of its industrial sites between 2005 and 2020. Michelin's new commitment is to reduce by a third the environmental impact of industrial sites between 2019 and 2030. Michelin has integrated in its sites' environmental indicator the reduction of water withdrawals since 2005. Since 2021 the water withdrawals indicator has been modified to take into account sites' water stress. Numerous actions have been put in place to reduce water consumption leading to a 44% reduction in absolute value in 2022 compared to 2005. Furthermore, the water risk/opportunity and impact assessment method validated in 2016 includes a review of local stakeholders and user relations within the watershed in order to identify opportunities to improve our stewardship, particularly in regions subject to water stress. It is recommended to apply it across all facilities worldwide.

Water

(3.6.1.1) Opportunity identifier

Select from:

☑ Opp2

(3.6.1.3) Opportunity type and primary environmental opportunity driver

Reputational capital

☑ Improved community relations

(3.6.1.4) Value chain stage where the opportunity occurs

Select from:

☑ Direct operations

(3.6.1.5) Country/area where the opportunity occurs

Select all that apply

☑ China
☑ India
☑ Italy
☑ Spain
☑ Brazil
☑ Hungary
☑ Romania
☑ Thailand
☑ Indonesia
☑ Sri Lanka
☑ Canada
☑ France
☑ Poland
☑ Serbia
☑ Germany
☑ United States of America

(3.6.1.6) River basin where the opportunity occurs

Select all that apply

☑ Other, please specify :All river basins

(3.6.1.8) Organization specific description

This is strategic, as improving community relations increases external stakeholder confidence in Michelin, which influences that status of the Michelin brand. As part of a project to build a new manufacturing facility in the Indian state of Tamil Nadu, Michelin India worked with an NGO to assess socioeconomic needs in the communities around the new plant in Chennai. A major need identified was better access to water supply. Since then, Michelin has been providing extensive assistance towards meeting local communities' water needs. This engagement pursues a triple strategic objective: ensure sustainability of agriculture and animal husbandry, health improvements, and create public awareness on the importance of water availability and quality. These actions directly helped the local communities, and improved relationships.

(3.6.1.9) Primary financial effect of the opportunity

Select from:

☑ Other, please specify :Increase brand value

(3.6.1.10) Time horizon over which the opportunity is anticipated to have a substantive effect on the organization

Select all that apply

☑ Long-term

(3.6.1.11) Likelihood of the opportunity having an effect within the anticipated time horizon

Select from:

☑ About as likely as not (33–66%)

(3.6.1.12) Magnitude

Select from:

☑ Medium-low

(3.6.1.14) Anticipated effect of the opportunity on the financial position, financial performance and cash flows of the organization in the selected future time horizons

None

(3.6.1.15) Are you able to quantify the financial effects of the opportunity?

Select from:

☑ Yes

(3.6.1.21) Anticipated financial effect figure in the long-term - minimum (currency)

50000000

(3.6.1.22) Anticipated financial effect figure in the long-term – maximum (currency)

100000000

(3.6.1.23) Explanation of financial effect figures

These actions directly help the local communities and increase external stakeholder confidence in Michelin which influences that status of the Michelin brand. According to Brand Finance, in 2022, Michelin's brand was valued at US7.9 billion. A 1% increase could add 79 M to the brand value.

(3.6.1.24) Cost to realize opportunity

0

(3.6.1.25) Explanation of cost calculation

These actions do not have any financial cost.

(3.6.1.26) Strategy to realize opportunity

This is strategic, as improving community relations increases external stakeholder confidence in Michelin, which influences that status of the Michelin brand. As part of a project to build a new manufacturing facility in the Indian state of Tamil Nadu, Michelin India worked with an NGO to assess socioeconomic needs in the communities around the new plant in Chennai. A major need identified was better access to water supply. Since then, Michelin has been providing extensive assistance towards meeting local communities' water needs. This engagement pursues a triple strategic objective: ensure sustainability of agriculture and animal husbandry, health improvements, and create public awareness on the importance of water availability and quality. These actions directly helped the local communities, and improved relationships.

Forests

(3.6.1.1) Opportunity identifier

Select from:

☑ Opp4

(3.6.1.2) Commodity

Select all that apply

☑ Rubber

(3.6.1.3) Opportunity type and primary environmental opportunity driver

Resilience

☑ Increased upstream value chain resilience

(3.6.1.4) Value chain stage where the opportunity occurs

Select from:

☑ Upstream value chain

(3.6.1.5) Country/area where the opportunity occurs

Select all that apply

☑ Brazil

☑ Côte d'Ivoire

☑ Indonesia

☑ Malaysia

☑ Thailand

(3.6.1.6) River basin where the opportunity occurs

Select all that apply

☑ Unknown

(3.6.1.8) Organization specific description

Michelin believes that change needs to happen throughout the whole natural rubber industry and is therefore working through a sector approach. To engage the whole industry and stakeholders along the value chain towards better practices, Michelin was one of the founding members of the Global Platform for Sustainable Natural Rubber (GPSNR), a truly multi-stakeholder platform that includes tire manufacturers, rubber suppliers and processors, vehicle makers, smallholders and NGOs. Its vision is 'For a fair, equitable and environmentally sound natural rubber value chain'. The GPSNR offers a platform to bring together various stakeholders to a common ground and will facilitate improved supply chain engagement throughout the supply chain.

(3.6.1.9) Primary financial effect of the opportunity

Select from:

☑ Other, please specify :No direct financial effect

(3.6.1.10) Time horizon over which the opportunity is anticipated to have a substantive effect on the organization

Select all that apply

☑ Medium-term

(3.6.1.11) Likelihood of the opportunity having an effect within the anticipated time horizon

Select from:

☑ Likely (66–100%)

(3.6.1.12) Magnitude

Select from:

☑ High

(3.6.1.14) Anticipated effect of the opportunity on the financial position, financial performance and cash flows of the organization in the selected future time horizons

None

(3.6.1.15) Are you able to quantify the financial effects of the opportunity?

Select from:

☑ No

(3.6.1.24) Cost to realize opportunity

0

(3.6.1.25) Explanation of cost calculation

No financial cost

(3.6.1.26) Strategy to realize opportunity

Michelin has played a vital role in the GPSNR which brings together different players throughout the entire natural rubber supply chain – from smallholder farmers, processors and traders, tiremakers and automakers, as well as civil society and NGOs. Michelin chaired the GPSNR Executive Committee until the end of 2021 and remains one of the organization's most active members. In 2022, the Group participated in the six GPSNR working groups: Policy Toolbox – Transparent Reporting Task Force, Strategy and Objectives, Smallholder Representation, Capacity Building, Shared Responsibility, and Traceability and Transparency. Advocating for more sustainable practices on a shared platform enables us to actively engage these different stakeholders from all parts of the supply chain.

Forests

(3.6.1.1) Opportunity identifier

Select from:

☑ Opp5

(3.6.1.2) Commodity

Select all that apply

☑ Rubber

(3.6.1.3) Opportunity type and primary environmental opportunity driver

Products and services

☑ Increased value chain transparency

(3.6.1.4) Value chain stage where the opportunity occurs

Select from:

☑ Upstream value chain

(3.6.1.5) Country/area where the opportunity occurs

Select all that apply

☑ Brazil

☑ Côte d'Ivoire

☑ Indonesia

☑ Malaysia

☑ Thailand

(3.6.1.8) Organization specific description

One of the biggest challenges facing the natural rubber industry on its journey toward sustainability is the highly fragmented natural rubber supply chain. The challenge arises not only in that fact that 85% of the global natural rubber supply originates from smallholder farms, but also through the multiple tiers of intermediates

that buy and sell natural rubber. This results in a very complex supply chain, with a single natural rubber processing factory having thousands (and sometime tens of thousands) of smallholder farmers in their supply shed, most of whom they have little to no direct interaction with. Developed to help tackle this challenge, Michelin developed Rubberway, a digital solution to assess and map social and environmental risks throughout the natural rubber supply chain.

(3.6.1.9) Primary financial effect of the opportunity

Select from:

☑ Other, please specify :Increase brand value

(3.6.1.10) Time horizon over which the opportunity is anticipated to have a substantive effect on the organization

Select all that apply

☑ Short-term

(3.6.1.11) Likelihood of the opportunity having an effect within the anticipated time horizon

Select from:

☑ Very likely (90–100%)

(3.6.1.12) Magnitude

Select from:

☑ High

(3.6.1.14) Anticipated effect of the opportunity on the financial position, financial performance and cash flows of the organization in the selected future time horizons

None

(3.6.1.15) Are you able to quantify the financial effects of the opportunity?

Select from:

☑ Yes

(3.6.1.17) Anticipated financial effect figure in the short-term - minimum (currency)

50000000

(3.6.1.18) Anticipated financial effect figure in the short-term – maximum (currency)

100000000

(3.6.1.23) Explanation of financial effect figures

These actions help to increase the transparency and risk management of the complex natural rubber supply chain transparency and increase external stakeholder confidence in Michelin which influences that status of the Michelin brand. In 2022, the Group's brand was valued at US7.9 billion. A 1% increase could add 79 M to the brand value.

(3.6.1.24) Cost to realize opportunity

0

(3.6.1.25) Explanation of cost calculation

No financial cost

(3.6.1.26) Strategy to realize opportunity

In 2017, Michelin developed Rubberway, a digital solution to assess and map social and environmental risks throughout the natural rubber supply chain. Using any webcapable mobile device, rubber suppliers and farmers can answer a structured questionnaire that surveys them on environmental, social and agricultural practices. From there, data points are then aggregated on a web-based dashboard, which generates risk scores from groups of data for statistical analysis. Data can be visualized at multiple scales, from a single factory's supply shed, to an interactive world map that can identify risks at jurisdictional levels. This data can be used by individual natural rubber processing factories, or downstream actors like tire makers to better understand risks within their supply chain. The outcome is that stakeholders (tire makers, natural rubber processors, etc.) are equipped with the information they need to identify and mitigate risks with specific interventions. In 2022, we have deployed the tool with suppliers representing 80% of our volumes and have reached 136,778 smallholder farmers in seven countries, allowing us to prioritize support and develop mitigation projects for smallholders in higher-risk areas using a jurisdictional approach. In 2019, amidst an industry-wider push for greater transparency in the natural rubber supply chain, Michelin, Continental AG, and Smag (a leading software developer for agriculture), created a joint venture to further develop this solution. This aims to create an independent solution that can be widely applied across the natural rubber supply chain and hopes to engage more actors to participate in the platform. Currently, Rubberway fosters collaboration toward supply chain action through its network of over 20 companies, ranging from tire manufacturers, natural rubber processors and plantations, as well as national rubber agencies.

Climate change

(3.6.1.1) Opportunity identifier

Select from:

☑ Opp7

(3.6.1.3) Opportunity type and primary environmental opportunity driver

Products and services

☑ Other products and services opportunity, please specify :Development of low emission goods and services

(3.6.1.4) Value chain stage where the opportunity occurs

Select from:

☑ Downstream value chain

(3.6.1.5) Country/area where the opportunity occurs

Select all that apply

☑ Chad
☑ Cuba
☑ Fiji
☑ Guam
☑ Iraq
☑ Aruba
☑ Benin
☑ Chile
☑ China
☑ Congo
☑ Italy
☑ Japan
☑ Kenya
☑ Libya
☑ Mali
☑ Niue
☑ Oman
☑ Peru
☑ Togo
☑ Egypt
☑ Gabon
☑ Ghana
☑ Haiti
☑ India
☑ Nauru
☑ Nepal
☑ Niger
☑ Palau

☑ Malta
☑ Samoa
☑ Spain
☑ Sudan
☑ Tonga
☑ Yemen
☑ Cyprus
☑ France
☑ Gambia
☑ Greece
☑ Guinea
☑ Latvia
☑ Malawi
☑ Mexico
☑ Monaco
☑ Norway
☑ Turkey
☑ Tuvalu
☑ Uganda
☑ Zambia
☑ Albania
☑ Bahrain
☑ Belarus
☑ Belgium
☑ Bermuda
☑ Burundi
☑ Ecuador
☑ Eritrea
☑ Estonia
☑ Finland
☑ Qatar
☑ Angola
☑ Belize
☑ Bhutan
☑ Brazil
☑ Canada
☑ Guyana
☑ Israel
☑ Jersey
☑ Jordan
☑ Kuwait
☑ Panama
☑ Poland
☑ Rwanda
☑ Serbia
☑ Sweden
☑ Algeria
☑ Andorra
☑ Armenia
☑ Austria
☑ Bahamas
☑ Comoros
☑ Croatia
☑ Curaçao
☑ Czechia
☑ Denmark
☑ Germany
☑ Grenada
☑ Hungary
☑ Iceland

☑ Georgia
☑ Jamaica
☑ Lebanon
☑ Liberia
☑ Mayotte
☑ Morocco
☑ Senegal
☑ Somalia
☑ Tokelau
☑ Tunisia
☑ Ukraine
☑ Bulgaria
☑ Cambodia
☑ Cameroon
☑ Colombia
☑ Djibouti
☑ Honduras
☑ Kiribati
☑ Malaysia
☑ Maldives
☑ Mongolia
☑ Slovenia
☑ Suriname
☑ Thailand
☑ Viet Nam
☑ Zimbabwe
☑ Indonesia
☑ Lithuania
☑ Mauritius
☑ Nicaragua
☑ Ireland
☑ Myanmar
☑ Namibia
☑ Nigeria
☑ Réunion
☑ Romania
☑ Uruguay
☑ Vanuatu
☑ Anguilla
☑ Barbados
☑ Botswana
☑ Dominica
☑ Eswatini
☑ Ethiopia
☑ Guernsey
☑ Holy See
☑ Pakistan
☑ Paraguay
☑ Pitcairn
☑ Portugal
☑ Slovakia
☑ Argentina
☑ Australia
☑ Gibraltar
☑ Greenland
☑ Guatemala
☑ Sri Lanka
☑ Azerbaijan
☑ Bangladesh
☑ Cabo Verde

☑ Singapore
☑ Guadeloupe
☑ Kazakhstan
☑ Kyrgyzstan
☑ Luxembourg
☑ Madagascar
☑ San Marino
☑ Seychelles
☑ Tajikistan
☑ Uzbekistan
☑ Afghanistan
☑ Puerto Rico
☑ Saint Lucia
☑ South Sudan
☑ Switzerland
☑ Timor-Leste
☑ South Africa
☑ Turkmenistan
☑ Åland Islands
☑ Bouvet Island
☑ Côte d'Ivoire
☑ Taiwan, China
☑ American Samoa
☑ Cayman Islands
☑ Norfolk Island
☑ Western Sahara
☑ Papua New Guinea
☑ Saint Barthélemy
☑ Brunei Darussalam
☑ Equatorial Guinea
☑ Costa Rica
☑ Martinique
☑ Mauritania
☑ Montenegro
☑ Montserrat
☑ Mozambique
☑ El Salvador
☑ Isle of Man
☑ Netherlands
☑ New Zealand
☑ Philippines
☑ Burkina Faso
☑ Cook Islands
☑ Saint Helena
☑ Saudi Arabia
☑ Sierra Leone
☑ Faroe Islands
☑ French Guiana
☑ Guinea-Bissau
☑ Liechtenstein
☑ New Caledonia
☑ North Macedonia
☑ Solomon Islands
☑ Christmas Island
☑ French Polynesia
☑ Marshall Islands
☑ Dominican Republic
☑ State of Palestine
☑ Antigua and Barbuda
☑ Republic of Moldova

☑ Republic of Korea
☑ Bosnia & Herzegovina
☑ Hong Kong SAR, China
☑ Syrian Arab Republic
☑ United Arab Emirates
☑ Saint Kitts and Nevis
☑ Turks and Caicos Islands
☑ United States of America
☑ Sint Maarten (Dutch part)
☑ Wallis and Futuna Islands
☑ Iran (Islamic Republic of)
☑ British Indian Ocean Territory
☑ Svalbard and Jan Mayen Islands
☑ Bolivia (Plurinational State of)
☑ Bonaire, Sint Eustatius and Saba
☑ Democratic Republic of the Congo
☑ United States Minor Outlying Islands
☑ China, Macao Special Administrative Region
☑ South Georgia and the South Sandwich Islands
☑ United Kingdom of Great Britain and Northern Ireland
☑ Trinidad and Tobago
☑ Sao Tome and Principe
☑ British Virgin Islands
☑ Cocos (Keeling) Islands
☑ Central African Republic
☑ Northern Mariana Islands
☑ Saint Martin (French part)
☑ Falkland Islands (Malvinas)
☑ French Southern Territories
☑ United Republic of Tanzania
☑ United States Virgin Islands
☑ Lao People's Democratic Republic
☑ Micronesia (Federated States of)
☑ Saint Vincent and the Grenadines
☑ Heard Island and McDonald Islands
☑ Venezuela (Bolivarian Republic of)

(3.6.1.8) Organization specific description

In a climate scenario, where global warming is limited to 1.5 degrees, it is expected that there will be a significant shift away from high carbon vehicles and toward green technology such as electric cars and hydrogen-powered cars. Hydrogen is key to achieving Paris Agreement objectives. It's appropriate for all uses and eliminates CO2 emissions, improves air quality and furthers the energy transition. Michelin has been working on this technology for more than 15 years.

(3.6.1.9) Primary financial effect of the opportunity

Select from:
☑ Increased revenues resulting from increased demand for products and services

(3.6.1.10) Time horizon over which the opportunity is anticipated to have a substantive effect on the organization

Select all that apply

☑ Medium-term

(3.6.1.11) Likelihood of the opportunity having an effect within the anticipated time horizon

Select from:

☑ Very likely (90–100%)

(3.6.1.12) Magnitude

Select from:

☑ High

(3.6.1.14) Anticipated effect of the opportunity on the financial position, financial performance and cash flows of the organization in the selected future time horizons

The opportunity would result in an increase of revenues.

(3.6.1.15) Are you able to quantify the financial effects of the opportunity?

Select from:

☑ Yes

(3.6.1.19) Anticipated financial effect figure in the medium-term - minimum (currency)

1000000000

(3.6.1.20) Anticipated financial effect figure in the medium-term - maximum (currency)

1500000000

(3.6.1.23) Explanation of financial effect figures

Electric mobility demand is expected to increase significantly between now and 2030, with hydrogen powered vehicles accounting for 2 million vehicles of which 350,000 trucks. As the only zero emission solution that complements battery-powered electric cars, hydrogen technology is essential in accelerating the deployment of electromobility and addressing its three major challenges: improving air quality, reducing CO2 emissions and the energy transition. Mass production is expected in Europe, China, and the United States. SYMBIO, A FAURECIA STELLANTIS MICHELIN HYDROGEN COMPANY aims to capture 25% market share and achieve a turnover of around 1.5 billion by 2030.

(3.6.1.24) Cost to realize opportunity

140000000

(3.6.1.25) Explanation of cost calculation

The cost to realize this opportunity is 140 million. It corresponds to the initial investment from Michelin and Faurecia in the venture to speed up the development of nextgeneration fuel cells, start-up mass production and grow the business in Europe, China and the United States.

(3.6.1.26) Strategy to realize opportunity

To realize this opportunity, SYMBIO targets vehicle segments where hydrogen creates the most value, such as trucks, buses, and light commercial vehicles. CASE STUDY: The roadmap is on track with the deal announced in 2021 by Symbio and Safran to build as many as 1,500 buses to be fitted with an optimized hydrogen system or the Stellantis, Faurecia, and SYMBIO partnership to develop hydrogen fuel cell light commercial vehicles. In 2021, it will be the laying of the foundation stone of one of the largest fuel cell factories in Europe, stating its production in 2023. The objective: Divide the fuel cell cost by a factor of 10. To develop hydrogen mobility, it is necessary to develop both hydrogen vehicles and hydrogen refueling infrastructure. Michelin is participating in the development of hydrogen mobility at a regional level, by deploying refueling stations in association with other stakeholders, so as to make this mobility more accessible and usable by many modes of transportation. The "Zero Emission Valley" (ZEV) project clearly illustrates Michelin's deep commitment to the hydrogen sector. Set up by the Auvergne-Rhône-Alpes regional authority in France, and the Engie group, ZEV is a clean mobility solution deployed on a regional scale to make the area the first European hydrogen-powered mobility zone. This will involve installing 20 stations powered by green hydrogen and deploying 1,200 hydrogenpowered vehicles for businesses to use. [Add row]

(3.6.2) Provide the amount and proportion of your financial metrics in the reporting year that are aligned with the substantive effects of environmental opportunities.

Climate change

(3.6.2.1) Financial metric

Select from:

☑ Revenue

(3.6.2.2) Amount of financial metric aligned with opportunities for this environmental issue (unit currency as selected in 1.2)

2600000000

(3.6.2.3) % of total financial metric aligned with opportunities for this environmental issue

Select from:

☑ 1-10%

(3.6.2.4) Explanation of financial figures

According to Tire Business, the global tire market was estimated at US 180 billion in 2021, with light-vehicle tires accounting for 60% for a total market segment worth US108 billion. Michelin's market share was 14.6% in 2021; We estimate that electrified vehicles will account for approximately 45% of the global passenger cars sales worldwide in 2030 (source: Michelin estimation, 2021 full-year results publication). On this segment, Michelin currently has a market share in original equipment that is 1.5 times higher than our total original equipment market share. We estimate that the loyalty to the Michelin brand for further tire purchases will be higher in electrified vehicles that for ICE vehicles as consumers will perceive the benefits brought by their tires on their driving experience in EV. We take the hypothesis that Michelin's market share on the electrified-cars market could reach from 17,5% (minimum hypothesis) to 22% (maximum hypothesis) on this segment. This could lead to an increase in earnings from US 550 million (minimum hypothesis) to US 1.1 billion (maximum hypothesis) Electric mobility demand is expected to increase significantly between now and 2030, with hydrogen powered vehicles accounting for 2 million vehicles of which 350,000 trucks. As the only zero emission solution that complements battery-powered electric cars, hydrogen technology is essential in accelerating the deployment of electromobility and addressing its three major challenges: improving air quality, reducing CO2 emissions and the energy transition. Mass production is expected in Europe, China, and the United States. SYMBIO, A FAURECIA STELLANTIS MICHELIN HYDROGEN COMPANY aims to capture 25% market share and achieve a turnover of around 1.5 billion by 2030.

Forests

(3.6.2.1) Financial metric

Select from:

☑ Other, please specify :Increase brand value

(3.6.2.2) Amount of financial metric aligned with opportunities for this environmental issue (unit currency as selected in 1.2)

200000000

(3.6.2.3) % of total financial metric aligned with opportunities for this environmental issue

Select from:

☑ 1-10%

(3.6.2.4) Explanation of financial figures

We estimate that the 2 opportunities about Forests that we have mentioned in question 3.6.1 will increase the value of our brand by 1% for each opportunity.

Water

(3.6.2.1) Financial metric

Select from:

☑ OPEX

(3.6.2.2) Amount of financial metric aligned with opportunities for this environmental issue (unit currency as selected in 1.2)

195000000

(3.6.2.3) % of total financial metric aligned with opportunities for this environmental issue

Select from:

☑ Less than 1%

(3.6.2.4) Explanation of financial figures

It is estimated that from 2005 to 2022, 195M were saved as a result of measures identified during the implementation of the Group's environmental indicator with a focus on water reduction, the site-based water risk/opportunity and impact assessments. This figure is based on actual operating and capital expenses reported for sustainably managing water resources.
[Add row]

C4. Governance

(4.1) Does your organization have a board of directors or an equivalent governing body?

(4.1.1) Board of directors or equivalent governing body

Select from:

☑ Yes

(4.1.2) Frequency with which the board or equivalent meets

Select from:

☑ Half-yearly

(4.1.3) Types of directors your board or equivalent is comprised of

Select all that apply

☑ Executive directors or equivalent

☑ Non-executive directors or equivalent

☑ Independent non-executive directors or equivalent

(4.1.4) Board diversity and inclusion policy

Select from:

☑ Yes, and it is publicly available

(4.1.5) Briefly describe what the policy covers

In line with the values of the Group and of its regions, the Supervisory Board consistently endeavors to propose candidates from diverse backgrounds and cultures and with diverse experiences, so that its membership is balanced and aligned with its role and responsibilities. The main terms of the diversity policy are the following: Supervisory Board gender equality, Availability/attendance, Qualifications/professional skills and expertise/ international outlook/ adherence to the Group's values, Size of the Supervisory Board, Independence, and Employee representation on the Supervisory Board.

(4.1.6) Attach the policy (optional)

Diversity policy for supervisory board.pdf
[Fixed row]

(4.1.1) Is there board-level oversight of environmental issues within your organization?

	Board-level oversight of this environmental issue
Climate change	*Select from:* ☑ Yes
Forests	*Select from:* ☑ Yes
Water	*Select from:* ☑ Yes
Biodiversity	*Select from:* ☑ Yes

[Fixed row]

(4.1.2) Identify the positions (do not include any names) of the individuals or committees on the board with accountability for environmental issues and provide details of the board's oversight of environmental issues.

Climate change

(4.1.2.1) Positions of individuals or committees with accountability for this environmental issue

Select all that apply

☑ Board-level committee

(4.1.2.2) Positions' accountability for this environmental issue is outlined in policies applicable to the board

Select from:

☑ Yes

(4.1.2.3) Policies which outline the positions' accountability for this environmental issue

Select all that apply

☑ Board Terms of Reference

(4.1.2.4) Frequency with which this environmental issue is a scheduled agenda item

Select from:

☑ Scheduled agenda item in every board meeting (standing agenda item)

(4.1.2.5) Governance mechanisms into which this environmental issue is integrated

Select all that apply

☑ Monitoring progress towards corporate targets

☑ Approving and/or overseeing employee incentives

☑ Overseeing and guiding major capital expenditures

☑ Overseeing and guiding the development of a business strategy

☑ Overseeing and guiding acquisitions, mergers, and divestitures

☑ Overseeing and guiding the development of a climate transition plan

☑ Reviewing and guiding the assessment process for dependencies, impacts, risks, and opportunities

(4.1.2.7) Please explain

The Group Executive Committee (GEC), Group Management Committee (GMC) and the Supervisory Board are the 3 board-level committees responsible for climate-related issues. The GEC -- the managing chairman, general manager and executive VPs -- focuses on strategic decisions: corporate transformations, business models, acquisitions, performance, brand strategy, and sustainable growth. It oversees the enterprise risk management system including climate-related risks. 2 members – executive VPs of manufacturing and R&D, respectively – have delegated responsibility to make decisions on climate-related risks and opportunities

regarding operations through the Environmental Governance (EG). The GEC oversees climate-related risks and opportunities regarding business strategy through the annual strategic planning process for business units. The GMC is comprised of the GEC plus the heads of Strategy, Purchasing, Corporate & Business Services, Finance, Legal Affairs, Quality, Audit, Internal Control and Risk Management, Supply Chain, Information Systems, and the China and North America Regions. It transversaly manages transformations, competitiveness, diversity and integration of acquisitions, internal control, quality and risks management. It oversees progress against climate-related targets, managed through a transformation process "All in Action for the Environment", and external engagement on decarbonization of transport and mobility systems. It is briefed twice a year by the Chief Sustainability Officer to ensure that all climate-change related issues overseen by the EG are reviewed at the highest level of the company. The GEC and GMC are therefore responsible for overseeing assessment and management of risks and opportunities related to climate change for Michelin and its subsidiaries. The Supervisory Board's role is to exercise permanent oversight of the Group's management and assess its quality for the benefit of the shareholders. Its 4-member CSR Committee examines the Group's strategy, objectives, policies and commitments regarding climate change and makes recommendations in this regard; ensures the integrity, completeness and exemplary nature of the climate change transition plan (decarbonization plan and business strategy transition) and initiatives; reviews strategic roadmaps and their implementation.

Forests

(4.1.2.1) Positions of individuals or committees with accountability for this environmental issue

Select all that apply

☑ Board-level committee

(4.1.2.2) Positions' accountability for this environmental issue is outlined in policies applicable to the board

Select from:

☑ Yes

(4.1.2.3) Policies which outline the positions' accountability for this environmental issue

Select all that apply

☑ Board Terms of Reference

(4.1.2.4) Frequency with which this environmental issue is a scheduled agenda item

Select from:

☑ Scheduled agenda item in every board meeting (standing agenda item)

(4.1.2.5) Governance mechanisms into which this environmental issue is integrated

Select all that apply

☑ Reviewing and guiding the assessment process for dependencies, impacts, risks, and opportunities

☑ Monitoring progress towards corporate targets

☑ Monitoring the implementation of the business strategy

☑ Overseeing and guiding acquisitions, mergers, and divestitures

(4.1.2.7) Please explain

The Group Executive Committee (GEC), Group Management Committee (GMC) and the Supervisory Board are the 3 board-level committees responsible for environmental-related issues including forests. The GEC –the managing chairman, general manager and the executive VPs– focuses on strategic decisions, such as corporate transformations, business models, acquisitions, performance, brand strategy, and sustainable growth. The GMC (comprising of the Group Executive Committee and 13 functional heads) cross-functionally manages transformation, competitiveness, integration of acquisitions and the internal control, quality and risk management processes. It oversees forests-related risks and tracks forest-related progress in operations, particularly relating to sustainable sourcing and biodiversity supported by the Environment Governance (EG) and Human Rights Governance (HRG) bodies. The EG oversees forest-related issues including biodiversity and environmental aspects of sustainable sourcing, while the HRG body overseas social aspects of sustainable sourcing. An example of a decision made with the advice of the HRG was the launch of a smallholder capacity building project spanning 2020-2024 to mitigate risks identified through the Rubberway risk mapping tool. The role of the Supervisory Board is to exercise permanent oversight of the Group's management and to assess its quality for the benefit of the shareholders. Its 4-member CSR Committee examines the Group's strategy, objectives, policies and commitments regarding environmental and social impacts, and makes recommendations in this regard, reviews roadmaps and their implementation.

Water

(4.1.2.1) Positions of individuals or committees with accountability for this environmental issue

Select all that apply

☑ Board-level committee

(4.1.2.2) Positions' accountability for this environmental issue is outlined in policies applicable to the board

Select from:

☑ Yes

(4.1.2.3) Policies which outline the positions' accountability for this environmental issue

Select all that apply

☑ Board Terms of Reference

(4.1.2.4) Frequency with which this environmental issue is a scheduled agenda item

Select from:

☑ Scheduled agenda item in every board meeting (standing agenda item)

(4.1.2.5) Governance mechanisms into which this environmental issue is integrated

Select all that apply

☑ Monitoring progress towards corporate targets

☑ Approving and/or overseeing employee incentives

☑ Overseeing and guiding major capital expenditures

☑ Overseeing and guiding the development of a business strategy

☑ Overseeing and guiding acquisitions, mergers, and divestitures

☑ Reviewing and guiding the assessment process for dependencies, impacts, risks, and opportunities

(4.1.2.7) Please explain

The Group Executive Committee (GEC), Group Management Committee (GMC) and the Supervisory Board are the 3 board-level committees responsible for environmental-related issues including water. The GEC –the managing chairman, general manager and the executive VPs– focuses on strategic decisions, such as corporate transformations, business models, acquisitions, performance, brand strategy, and sustainable growth. Two members –executive VPs of manufacturing and R&D, respectively –have delegated responsibility to make decisions on water related issues regarding operations through the Environmental Governance (EG) body which represents all operational departments. The GEC as a whole oversees climate-related risks and opportunities regarding business strategy through the annual strategic planning process for business units. The GMC is comprised of the GEC plus the heads of Strategy, Purchasing, Corporate Business Services, Finance, Legal Affairs, Quality, Audit, Internal Control and Risk Management, Supply Chain, Information Systems, and the China and North America Regions. The GMC manages transformation, competitiveness, integration of acquisitions and the internal control, quality and risk management processes. It oversees water-related risks and tracks water-related progress in operations supported by the Environment Governance (EG) body. The EG body oversees all water-related issues impacting operations. An example of a water-related decision made by this committee is the establishment of our 2050 water ambition which is to have zero impact on water availability for local communities. The role of Supervisory Board is to exercise permanent oversight of the Group's management and to assess its quality for the benefit of the shareholders. Its 4-member CSR Committee examines examines the Group's strategy, objectives, policies and commitments regarding environmental impacts, and makes recommendations in this regard; reviews the roadmaps and their implementation.

Biodiversity

(4.1.2.1) Positions of individuals or committees with accountability for this environmental issue

Select all that apply

☑ Board-level committee

(4.1.2.2) Positions' accountability for this environmental issue is outlined in policies applicable to the board

Select from:

☑ Yes

(4.1.2.3) Policies which outline the positions' accountability for this environmental issue

Select all that apply

☑ Board Terms of Reference

(4.1.2.4) Frequency with which this environmental issue is a scheduled agenda item

Select from:

☑ Scheduled agenda item in every board meeting (standing agenda item)

(4.1.2.5) Governance mechanisms into which this environmental issue is integrated

Select all that apply

☑ Reviewing and guiding the assessment process for dependencies, impacts, risks, and opportunities

☑ Monitoring progress towards corporate targets

☑ Overseeing and guiding the development of a business strategy

☑ Overseeing and guiding acquisitions, mergers, and divestitures

(4.1.2.7) Please explain

The Group Executive Committee (GEC), Group Management Committee (GMC) and the Supervisory Board are the 3 board-level committees responsible for biodiversity-related issues. The GEC -- the managing chairman, general manager and executive VPs -- focuses on strategic decisions: corporate transformations, business models, acquisitions, performance, brand strategy, and sustainable growth. It oversees the enterprise risk management system including biodiversity-related risks. 2 members – executive VPs of manufacturing and R&D, respectively – have delegated responsibility to make decisions on biodiversity-related risks and opportunities regarding operations through the Environmental Governance (EG). The GEC oversees biodiversity-related risks and opportunities regarding business

strategy through the annual strategic planning process for business units. The GMC is comprised of the GEC plus the heads of Strategy, Purchasing, Corporate & Business Services, Finance, Legal Affairs, Quality, Audit, Internal Control and Risk Management, Supply Chain, Information Systems, and the China and North America Regions. It transversaly manages transformations, competitiveness, diversity and integration of acquisitions, internal control, quality and risks management. It oversees progress for biodiversity-related targets, managed through a transformation process "All in Action for the Environment". It is briefed twice a year by the Chief Sustainability Officer to ensure that all climate-change related issues overseen by the EG are reviewed at the highest level of the company. The GEC and GMC are therefore responsible for overseeing assessment and management of risks and opportunities related to biodiversity for Michelin and its subsidiaries. The Supervisory Board's role is to exercise permanent oversight of the Group's management and assess its quality for the benefit of the shareholders. Its 4-member CSR Committee examines the Group's strategy, objectives, policies and commitments regarding climate change and makes recommendations in this regard; ensures the integrity, reviews strategic roadmaps and their implementation.
[Fixed row]

(4.2) Does your organization's board have competency on environmental issues?

Climate change

(4.2.1) Board-level competency on this environmental issue

Select from:

☑ Yes

(4.2.2) Mechanisms to maintain an environmentally competent board

Select all that apply

☑ Consulting regularly with an internal, permanent, subject-expert working group

☑ Engaging regularly with external stakeholders and experts on environmental issues

☑ Regular training for directors on environmental issues, industry best practice, and standards (e.g., TCFD, SBTi)

☑ Having at least one board member with expertise on this environmental issue

(4.2.3) Environmental expertise of the board member

Experience

☑ Active member of an environmental committee or organization

Forests

(4.2.1) Board-level competency on this environmental issue

Select from:

☑ No, and we do not plan to within the next two years

(4.2.4) Primary reason for no board-level competency on this environmental issue

Select from:

☑ Other, please specify :Competences for forest-related issues embedded in dedicated sustainability department

(4.2.5) Explain why your organization does not have a board with competence on this environmental issue

Forest-risks are an important priority for the Group. Responsibility for forest-related issues is embedded in board level management committees. At the operational level, the Group has a dedicated natural rubber sustainability team, and a natural rubber sustainability manager, with technical competence on forest-related issues including expertise in smallholder engagement and sustainable agriculture.

Water

(4.2.1) Board-level competency on this environmental issue

Select from:

☑ Yes

(4.2.2) Mechanisms to maintain an environmentally competent board

Select all that apply

☑ Consulting regularly with an internal, permanent, subject-expert working group

☑ Engaging regularly with external stakeholders and experts on environmental issues

☑ Regular training for directors on environmental issues, industry best practice, and standards (e.g., TCFD, SBTi)

☑ Having at least one board member with expertise on this environmental issue

(4.2.3) Environmental expertise of the board member

Experience

☑ Active member of an environmental committee or organization

[Fixed row]

(4.3) Is there management-level responsibility for environmental issues within your organization?

	Management-level responsibility for this environmental issue
Climate change	*Select from:* ☑ Yes
Forests	*Select from:* ☑ Yes
Water	*Select from:* ☑ Yes
Biodiversity	*Select from:* ☑ Yes

[Fixed row]

(4.3.1) Provide the highest senior management-level positions or committees with responsibility for environmental issues (do not include the names of individuals).

Climate change

(4.3.1.1) Position of individual or committee with responsibility

Executive level

☑ Chief Executive Officer (CEO)

(4.3.1.2) Environmental responsibilities of this position

Dependencies, impacts, risks and opportunities

☑ Assessing environmental dependencies, impacts, risks, and opportunities

Policies, commitments, and targets

☑ Measuring progress towards environmental corporate targets

☑ Measuring progress towards environmental science-based targets

Strategy and financial planning

☑ Developing a climate transition plan

☑ Managing annual budgets related to environmental issues

☑ Developing a business strategy which considers environmental issues

☑ Managing acquisitions, mergers, and divestitures related to environmental issues

☑ Managing major capital and/or operational expenditures relating to environmental issues

☑ Managing priorities related to innovation/low-environmental impact products or services (including R&D)

Other

☑ Providing employee incentives related to environmental performance

(4.3.1.4) Reporting line

Select from:

☑ Reports to the board directly

(4.3.1.5) Frequency of reporting to the board on environmental issues

Select from:

☑ Half-yearly

(4.3.1.6) Please explain

The CEO oversees the strategy for external engagement on sustainable mobility and decarbonizing transport. The latter is the most material climate change issue for Michelin. The CEO is assisted by the Chief Sustainability Officer to monitor climate-related issues with a focus on identifying and developing opportunities for external partnerships and relations covering a diverse set of mobility ecosystems that are working on 2 fronts: 1) accelerating the systemic transformation of mobility into a "net zero emissions" system before 2050; and 2) actively putting in place new approaches to low-carbon and lower impact mobility. They are supported by internal experts representing Michelin in public-private sustainable mobility initiatives (Sustainable Mobility for All, Transport Decarbonization Alliance, International Transport Forum, among others) and internal and external experts involved in Michelin-developed ecosystems for sustainable mobility (Movin'On, the world's leading ecosystem of strategic anticipation and co-innovation for sustainable mobility). These same experts identify and manage risks regarding corporate engagement and reputation, in consultation with the Chief Sustainability Officer and the CEO.

Forests

(4.3.1.1) Position of individual or committee with responsibility

Executive level

☑ Chief Operating Officer (COO)

(4.3.1.2) Environmental responsibilities of this position

Dependencies, impacts, risks and opportunities

☑ Assessing environmental dependencies, impacts, risks, and opportunities

☑ Managing environmental dependencies, impacts, risks, and opportunities

Policies, commitments, and targets

☑ Measuring progress towards environmental corporate targets

(4.3.1.4) Reporting line

Select from:

☑ Reports to the Chief Executive Officer (CEO)

(4.3.1.5) Frequency of reporting to the board on environmental issues

Select from:

☑ Quarterly

(4.3.1.6) Please explain

Forests-related issues are overseen by the Environment Governance and Human Rights Governance bodies. The Environmental Governance body is chaired by 2 members of the Group Executive Committee (GEC): the COO executive vice president of manufacturing (lead chair) and executive vice president of R&D. They represent the full GEC so they are vested with decision-making power. The governance body also includes eight other standing members representing the following departments: Standards and Regulations, Sustainable Development and Mobility, Materials Research, Risk Management, Purchasing, B2B On-Road section of the Research and Development Department, Information Systems Security, Security, Health & Safety and Environment, and the High-Tech Materials Business Line. The Human Rights Governance body is chaired by the Executive Vice President & Chief Personnel Officer, who is a member of the GEC. All major decisions on forestrelated risks, opportunities and investments impacting operations that are not made by the GEC (board level) are made at these governance levels depending on the topic. The nature of the report includes reviewing of progress, monitoring of emerging issues, risks and opportunities, the building of the 10 year plus roadmap, the main levers to be put in place, their level of gain and the associated capex and opex. The Environmental Governance body meets four times a year, and the Human Rights Governance body two times a year, to discuss such topics.

Water

(4.3.1.1) Position of individual or committee with responsibility

Executive level

☑ Chief Operating Officer (COO)

(4.3.1.2) Environmental responsibilities of this position

Dependencies, impacts, risks and opportunities

☑ Assessing environmental dependencies, impacts, risks, and opportunities

Policies, commitments, and targets

☑ Measuring progress towards environmental corporate targets

Strategy and financial planning

☑ Developing a business strategy which considers environmental issues

☑ Managing acquisitions, mergers, and divestitures related to environmental issues

☑ Managing annual budgets related to environmental issues

☑ Managing major capital and/or operational expenditures relating to environmental issues

☑ Managing priorities related to innovation/low-environmental impact products or services (including R&D)

Other

☑ Providing employee incentives related to environmental performance

(4.3.1.4) Reporting line

Select from:

☑ Reports to the Chief Executive Officer (CEO)

(4.3.1.5) Frequency of reporting to the board on environmental issues

Select from:

☑ Quarterly

(4.3.1.6) Please explain

Water-related issues are overseen by the Environment Governance. The Environmental Governance body is chaired by 2 members of the Group Executive Committee (GEC): the COO executive vice president of manufacturing (lead chair) and executive vice president of R&D. They represent the full GEC so they are vested with decision-making power. The governance body also includes eight other standing members representing the following departments: Standards and Regulations, Sustainable Development and Mobility, Materials Research, Risk Management, Purchasing, B2B On-Road section of the Research and Development Department, Information Systems Security, Security, Health & Safety and Environment, and the High-Tech Materials Business Line. All major decisions on water-related risks, opportunities and investments impacting operations that are not made by the GEC (board level) are made at this governance level. The nature of the report includes reviewing of progress, monitoring of emerging issues, risks and opportunities, the building of the 10 year plus roadmap, the main levers to be put in place, their level of gain and the associated capex and opex. The Environmental Governance body meets four times a year to discuss such topics.

Biodiversity

(4.3.1.1) Position of individual or committee with responsibility

Executive level

☑ Chief Operating Officer (COO)

(4.3.1.2) Environmental responsibilities of this position

Dependencies, impacts, risks and opportunities

☑ Assessing environmental dependencies, impacts, risks, and opportunities

☑ Managing environmental dependencies, impacts, risks, and opportunities

Policies, commitments, and targets

☑ Measuring progress towards environmental corporate targets

(4.3.1.4) Reporting line

Select from:

☑ Reports to the Chief Executive Officer (CEO)

(4.3.1.5) Frequency of reporting to the board on environmental issues

Select from:

☑ Quarterly

(4.3.1.6) Please explain

Biodiversity-related issues are overseen by the Environment Governance. The Environmental Governance body is chaired by 2 members of the Group Executive Committee (GEC): the COO executive vice president of manufacturing (lead chair) and executive vice president of R&D. They represent the full GEC so they are vested with decision-making power. The governance body also includes eight other standing members representing the following departments: Standards and Regulations, Sustainable Development and Mobility, Materials Research, Risk Management, Purchasing, B2B On-Road section of the Research and Development Department, Information Systems Security, Security, Health & Safety and Environment, and the High-Tech Materials Business Line. All major decisions on biodiversity-related risks, opportunities and investments impacting operations that are not made by the GEC (board level) are made at this governance level. The nature of the report includes reviewing of progress, monitoring of emerging issues, risks and opportunities, the building of the 10 year plus roadmap, the main levers to be put in place, their level of gain and the associated capex and opex. The Environmental Governance body meets four times a year to discuss such topics.

Climate change

(4.3.1.1) Position of individual or committee with responsibility

Other

☑ Other, please specify :General manager

(4.3.1.2) Environmental responsibilities of this position

Dependencies, impacts, risks and opportunities

☑ Assessing environmental dependencies, impacts, risks, and opportunities

☑ Managing environmental dependencies, impacts, risks, and opportunities

(4.3.1.4) Reporting line

Select from:

☑ Reports to the Chief Executive Officer (CEO)

(4.3.1.5) Frequency of reporting to the board on environmental issues

Select from:

☑ Half-yearly

(4.3.1.6) Please explain

The General Manager has 2 main functions: 1) to oversee all issues related to sustainable finance, including implementation of the recommendations of the Task Force on Climate-related Financial Disclosure and the EU Sustainable Finance regulation; 2) to ensure that the management systems in place for climate-related risks and opportunities are reviewed by the Supervisory Board's CSR Committee. These functions are supported by the Chief Sustainability Officer.

Climate change

(4.3.1.1) Position of individual or committee with responsibility

Executive level

☑ Chief Operating Officer (COO)

(4.3.1.2) Environmental responsibilities of this position

Dependencies, impacts, risks and opportunities

☑ Assessing environmental dependencies, impacts, risks, and opportunities

☑ Managing environmental dependencies, impacts, risks, and opportunities

Policies, commitments, and targets

☑ Measuring progress towards environmental corporate targets

(4.3.1.4) Reporting line

Select from:

☑ Reports to the Chief Executive Officer (CEO)

(4.3.1.5) Frequency of reporting to the board on environmental issues

Select from:

☑ Quarterly

(4.3.1.6) Please explain

The positions of executive VP of manufacturing operations and executive VP of research and development, both members of the Group Executive Committee (GEC or management board), serve as co-chairs of the Environmental Governance, which operates under auspices the Group Management Committee (GMC), and as such they are empowered to make decisions for the GMC as a whole. Meeting twice a year at a minimum, the Environmental Governance oversees all climate-related issues impacting operations. They are assisted by the members of the Environmental Governance: chief procurement officer, chief risk officer, corporate EHS/Security manager, chief sustainability officer, 2 vice-presidents of research and development, vice president of the advanced materials division, and norms and regulations manager. The 2 executive vice president chairs, supported by the transverse expertise of the members, jointly monitor climate-related issues with a focus on assessing their potential impacts to internal operations – manufacturing, logistics and purchasing – and strategy for research and development. They are supported by several standing work groups that analyze and make recommendations on strategic issues related to energy use, carbon pricing, mitigation, adaptation, and current and future objectives, among others. Lastly, the Environmental Governance is particularly suited to bottom-up identification of emerging risk factors and analyzing their impacts over the short-, medium- and long-term. All major decisions on climate-related risks, opportunities and investments impacting operations that are not made by the GMC are made by the Environmental Governance. This approach ensures that major decisions are made at the highest level of the company with the relevant divisions and activities of the Group represented.

Climate change

(4.3.1.1) Position of individual or committee with responsibility

Other

☑ Other, please specify :Executive vice president of Research and Development

(4.3.1.2) Environmental responsibilities of this position

Dependencies, impacts, risks and opportunities

☑ Assessing environmental dependencies, impacts, risks, and opportunities

☑ Managing environmental dependencies, impacts, risks, and opportunities

Policies, commitments, and targets

☑ Measuring progress towards environmental corporate targets

(4.3.1.4) Reporting line

Select from:

☑ Reports to the Chief Executive Officer (CEO)

(4.3.1.5) Frequency of reporting to the board on environmental issues

Select from:

☑ Quarterly

(4.3.1.6) Please explain

The positions of executive VP of manufacturing operations and executive VP of research and development, both members of the Group Executive Committee (GEC or management board), serve as co-chairs of the Environmental Governance, which operates under auspices the Group Management Committee (GMC), and as such they are empowered to make decisions for the GMC as a whole. Meeting twice a year at a minimum, the Environmental Governance oversees all climate-related issues impacting operations. They are assisted by the members of the Environmental Governance: chief procurement officer, chief risk officer, corporate EHS/Security manager, chief sustainability officer, 2 vice-presidents of research and development, vice president of the advanced materials division, and norms and regulations manager. The 2 executive vice president chairs, supported by the transverse expertise of the members, jointly monitor climate-related issues with a focus on assessing their potential impacts to internal operations – manufacturing, logistics and purchasing – and strategy for research and development. They are supported by several standing work groups that analyze and make recommendations on strategic issues related to energy use, carbon pricing, mitigation, adaptation,

and current and future objectives, among others. Lastly, the Environmental Governance is particularly suited to bottom-up identification of emerging risk factors and analyzing their impacts over the short-, medium- and long-term. All major decisions on climate-related risks, opportunities and investments impacting operations that are not made by the GMC are made by the Environmental Governance. This approach ensures that major decisions are made at the highest level of the company with the relevant divisions and activities of the Group represented.

Climate change

(4.3.1.1) Position of individual or committee with responsibility

Executive level

☑ Chief Risks Officer (CRO)

(4.3.1.2) Environmental responsibilities of this position

Dependencies, impacts, risks and opportunities

☑ Assessing environmental dependencies, impacts, risks, and opportunities

(4.3.1.4) Reporting line

Select from:

☑ Reports to the Chief Executive Officer (CEO)

(4.3.1.5) Frequency of reporting to the board on environmental issues

Select from:

☑ Quarterly

(4.3.1.6) Please explain

The Chief Risk Officer reports to the GMC on climate-related risks in coordination with the Environmental Governance, which itself oversees climate-related audits and internal control.

Climate change

(4.3.1.1) Position of individual or committee with responsibility

Executive level

☑ Chief Sustainability Officer (CSO)

(4.3.1.2) Environmental responsibilities of this position

Dependencies, impacts, risks and opportunities

☑ Assessing environmental dependencies, impacts, risks, and opportunities

☑ Managing environmental dependencies, impacts, risks, and opportunities

(4.3.1.4) Reporting line

Select from:

☑ Reports to the Chief Executive Officer (CEO)

(4.3.1.5) Frequency of reporting to the board on environmental issues

Select from:

☑ Quarterly

(4.3.1.6) Please explain

The Chief Sustainability Officer assists the CEO to monitor climate-related issues with a focus on identifying and developing opportunities for external partnerships and relations covering a diverse set of mobility ecosystems that are working on 2 fronts: 1) accelerating the systemic transformation of mobility into a "net zero emissions" system before 2050; and 2) actively putting in place new approaches to low-carbon and lower impact mobility. They are supported by internal experts representing Michelin in public-private sustainable mobility initiatives (Sustainable Mobility for All, Transport Decarbonization Alliance, International Transport Forum, among others) and internal and external experts involved in Michelin-developed ecosystems for sustainable mobility (Movin'On, the world's leading ecosystem of strategic anticipation and co-innovation for sustainable mobility). These same experts identify and manage risks regarding corporate engagement and reputation, in consultation with the Chief Sustainability Officer and the CEO.

Climate change

(4.3.1.1) Position of individual or committee with responsibility

Executive level

☑ Other C-Suite Officer, please specify :Chief Strategy Officer

(4.3.1.2) Environmental responsibilities of this position

Dependencies, impacts, risks and opportunities

☑ Assessing environmental dependencies, impacts, risks, and opportunities

☑ Managing environmental dependencies, impacts, risks, and opportunities

(4.3.1.4) Reporting line

Select from:

☑ Reports to the Chief Executive Officer (CEO)

(4.3.1.5) Frequency of reporting to the board on environmental issues

Select from:

☑ Annually

(4.3.1.6) Please explain

The Chief Strategy Officer ensures that the annual strategic planning process overseen by the GEC incorporates the key inputs and outputs so that climate-related risks and opportunities are taken into account in the 5-year strategic plans of business units, operating/support departments and regions. In addition, provides ad hoc support to the CEG on strategic questions relating to climate change. The Chief Sustainability Officer and Chief Financial Officer and their team supports this process. [Add row]

(4.5) Do you provide monetary incentives for the management of environmental issues, including the attainment of targets?

Climate change

(4.5.1) Provision of monetary incentives related to this environmental issue

Select from:

☑ Yes

(4.5.2) % of total C-suite and board-level monetary incentives linked to the management of this environmental issue

20

(4.5.3) Please explain

A portion (20%) of the CEO's long-term deferred incentive bonus is indexed to the reduction of the industrial Michelin Environmental Performance indicator, including a sub-indicator for reducing Scopes 1 & 2 CO2 emissions

Forests

(4.5.1) Provision of monetary incentives related to this environmental issue

Select from:

☑ No, and we do not plan to introduce them in the next two years

(4.5.3) Please explain

Forests is not part of the monetary incentives.

Water

(4.5.1) Provision of monetary incentives related to this environmental issue

Select from:

☑ Yes

(4.5.2) % of total C-suite and board-level monetary incentives linked to the management of this environmental issue

20

(4.5.3) Please explain

A portion (20%) of the CEO's long-term deferred incentive bonus is indexed to the reduction of the industrial Michelin Environmental Performance indicator, including a sub-indicator for reducing water withdrawal in direct operations.
[Fixed row]

(4.5.1) Provide further details on the monetary incentives provided for the management of environmental issues (do not include the names of individuals).

Climate change

(4.5.1.1) Position entitled to monetary incentive

Board or executive level
☑ Chief Executive Officer (CEO)

(4.5.1.2) Incentives

Select all that apply
☑ Bonus - % of salary

(4.5.1.3) Performance metrics

Targets
☑ Reduction in absolute emissions in line with net-zero target

(4.5.1.4) Incentive plan the incentives are linked to

Select from:
☑ Short-Term Incentive Plan, or equivalent, only (e.g. contractual annual bonus)

(4.5.1.5) Further details of incentives

A portion (10%) of the CEO's annual incentive bonus is indexed to the reduction in absolute value of Scope 1&2 CO2 emissions.

(4.5.1.6) How the position's incentives contribute to the achievement of your environmental commitments and/or climate transition plan

The reduction in absolute value of Scope 1&2 CO2 emissions is in direct line with our Net Zero Ambition.

Water

(4.5.1.1) Position entitled to monetary incentive

Board or executive level

☑ Chief Executive Officer (CEO)

(4.5.1.2) Incentives

Select all that apply

☑ Shares

(4.5.1.3) Performance metrics

Resource use and efficiency

☑ Reduction of water withdrawals – direct operations

(4.5.1.4) Incentive plan the incentives are linked to

Select from:

☑ Long-Term Incentive Plan, or equivalent, only (e.g. contractual multi-year bonus)

(4.5.1.5) Further details of incentives

A portion (20%) of the CEO's long-term deferred incentive bonus is indexed to the reduction of the industrial Michelin Environmental Performance indicator, including a sub-indicator for reducing water withdrawal in direct operations.

(4.5.1.6) How the position’s incentives contribute to the achievement of your environmental commitments and/or climate transition plan

The reduction of our water withdrawal is in direct line with our 2030 objective to reduce these withdrawals, weighted for each facility’s specific water stress coefficient, by 33%compared to 2019 (indicator: water stress x cu.m per tonne of semi-finished and finished product). The Michelin Group is committed to eliminating all of its impact on water availability in local communities by 2050.

Climate change

(4.5.1.1) Position entitled to monetary incentive

Board or executive level

☑ Chief Executive Officer (CEO)

(4.5.1.2) Incentives

Select all that apply

☑ Shares

(4.5.1.3) Performance metrics

Emission reduction

☑ Reduction in emissions intensity

(4.5.1.4) Incentive plan the incentives are linked to

Select from:

☑ Long-Term Incentive Plan, or equivalent, only (e.g. contractual multi-year bonus)

(4.5.1.5) Further details of incentives

A portion (20%) of the CEO’s long-term deferred incentive bonus is indexed to the reduction of the industrial Michelin Environmental Performance indicator, including a sub-indicator for reducing Scopes 1 & 2 CO2 emissions.

(4.5.1.6) How the position's incentives contribute to the achievement of your environmental commitments and/or climate transition plan

The reduction in absolute value of Scope 1&2 CO2 emissions is in direct line with our Net Zero Ambition.

Climate change

(4.5.1.1) Position entitled to monetary incentive

Board or executive level

☑ Other C-Suite Officer, please specify :General Manager

(4.5.1.2) Incentives

Select all that apply

☑ Bonus - % of salary

(4.5.1.3) Performance metrics

Emission reduction

☑ Reduction in absolute emissions

(4.5.1.4) Incentive plan the incentives are linked to

Select from:

☑ Short-Term Incentive Plan, or equivalent, only (e.g. contractual annual bonus)

(4.5.1.5) Further details of incentives

A portion (10%) of the General Manager's annual incentive bonus is indexed to the reduction in absolute value of Scope 1&2 CO2 emissions.

(4.5.1.6) How the position’s incentives contribute to the achievement of your environmental commitments and/or climate transition plan

The reduction in absolute value of Scope 1&2 CO2 emissions is in direct line with our Net Zero Ambition.

Climate change

(4.5.1.1) Position entitled to monetary incentive

Board or executive level

☑ Other C-Suite Officer, please specify :General Manager

(4.5.1.2) Incentives

Select all that apply

☑ Shares

(4.5.1.3) Performance metrics

Emission reduction

☑ Reduction in emissions intensity

(4.5.1.4) Incentive plan the incentives are linked to

Select from:

☑ Long-Term Incentive Plan, or equivalent, only (e.g. contractual multi-year bonus)

(4.5.1.5) Further details of incentives

A portion (20%) of the General Managers’s long-term deferred incentive bonus is indexed to the reduction of the industrial Michelin Environmental Performance indicator, including a sub-indicator for reducing Scopes 1 & 2 CO2 emissions.

(4.5.1.6) How the position’s incentives contribute to the achievement of your environmental commitments and/or climate transition plan

The reduction in absolute value of Scope 1&2 CO2 emissions is in direct line with our Net Zero Ambition.

Water

(4.5.1.1) Position entitled to monetary incentive

Board or executive level

☑ Other C-Suite Officer, please specify :General Manager

(4.5.1.2) Incentives

Select all that apply

☑ Shares

(4.5.1.3) Performance metrics

Resource use and efficiency

☑ Reduction of water withdrawals – direct operations

(4.5.1.4) Incentive plan the incentives are linked to

Select from:

☑ Long-Term Incentive Plan, or equivalent, only (e.g. contractual multi-year bonus)

(4.5.1.5) Further details of incentives

A portion (20%) of the General Manager’s long-term deferred incentive bonus is indexed to the reduction of the industrial Michelin Environmental Performance indicator, including a sub-indicator for reducing water withdrawal in direct operations.

(4.5.1.6) How the position’s incentives contribute to the achievement of your environmental commitments and/or climate transition plan

The reduction of our water withdrawal is in direct line with our 2030 objective to reduce these withdrawals, weighted for each facility’s specific water stress coefficient, by 33%compared to 2019 (indicator: water stress x cu.m per tonne of semi-finished and finished product). The Michelin Group is committed to eliminating all of its impact on water availability in local communities by 2050.

Climate change

(4.5.1.1) Position entitled to monetary incentive

Senior-mid management

☑ Other senior-mid manager, please specify :All employees

(4.5.1.2) Incentives

Select all that apply

☑ Bonus - % of salary

(4.5.1.3) Performance metrics

Emission reduction

☑ Reduction in absolute emissions

(4.5.1.4) Incentive plan the incentives are linked to

Select from:

☑ Short-Term Incentive Plan, or equivalent, only (e.g. contractual annual bonus)

(4.5.1.5) Further details of incentives

A portion (10%) of all employees's annual incentive bonus is indexed to the reduction in absolute value of Scope 1&2 CO2 emissions.

(4.5.1.6) How the position’s incentives contribute to the achievement of your environmental commitments and/or climate transition plan

The reduction in absolute value of Scope 1&2 CO2 emissions is in direct line with our Net Zero Ambition.
[Add row]

(4.6) Does your organization have an environmental policy that addresses environmental issues?

	Does your organization have any environmental policies?
	Select from: ☑ Yes

[Fixed row]

(4.6.1) Provide details of your environmental policies.

Row 1

(4.6.1.1) Environmental issues covered

Select all that apply
☑ Climate change
☑ Forests
☑ Water
☑ Biodiversity

(4.6.1.2) Level of coverage

Select from:

☑ Organization-wide

(4.6.1.3) Value chain stages covered

Select all that apply

☑ Direct operations

☑ Upstream value chain

☑ Downstream value chain

(4.6.1.4) Explain the coverage

Respect for the environment is one of Michelin's five core values, as expressed in 2002 in the Michelin Performance and Responsibility Charter and reaffirmed in 2012. In 2013, Michelin defined its 2020 environmental objective: reduce the Michelin Environmental Footprint (MEF) by 50% by 2020 (2005 baseline year). This composite indicator includes water withdrawal intensity, and performance levers have been defined for each type of manufacturing process for internal benchmarking purposes. In 2020 Michelin's environmental policy has been updated. It aims at controlling pollution risks and reducing the Group's environmental footprint towards impact neutrality. The environmental issues are considered over the whole life cycle of products. Objectives and action plans are prioritized in proportion to the issues at stake. The prioritization is based on our ambitions, our commitments and our perception of our stakeholders' expectation, as well as on the mid-term action feasibility. It is subject to validation by the Environmental Governance. The policy is detailed in different chapters, in a life-cycle-based approach. Every chapter is an integral part of the « Group Environmental Policy ». A complementary document has been formalized to detail the 'Production facilities and other sites' chapter of the Group's Environmental Policy, by spelling out the principles, ambitions and obligations applicable to the Group's facilities. The aim is to reduce the impact of our activities in absolut

(4.6.1.5) Environmental policy content

Environmental commitments

☑ Commitment to No Net Loss

☑ Commitment to a circular economy strategy

☑ Commitment to comply with regulations and mandatory standards

☑ Commitment to take environmental action beyond regulatory compliance

☑ Commitment to avoidance of negative impacts on threatened and protected species

☑ Commitment to stakeholder engagement and capacity building on environmental issues

☑ Commitment to implementation of nature-based solutions that support landscape restoration and long-term protection of natural ecosystems

Climate-specific commitments

☑ Commitment to net-zero emissions

☑ Commitment to not funding climate-denial or lobbying against climate regulations

Water-specific commitments

☑ Commitment to reduce or phase out hazardous substances

☑ Commitment to control/reduce/eliminate water pollution

☑ Commitment to reduce water withdrawal volumes

(4.6.1.6) Indicate whether your environmental policy is in line with global environmental treaties or policy goals

Select all that apply

☑ Yes, in line with the Paris Agreement

☑ Yes, in line with the Kunming-Montreal Global Biodiversity Framework

☑ Yes, in line with Sustainable Development Goal 6 on Clean Water and Sanitation

(4.6.1.7) Public availability

Select from:

☑ Publicly available

(4.6.1.8) Attach the policy

environmental-policy-general-chapter.pdf
[Add row]

(4.10) Are you a signatory or member of any environmental collaborative frameworks or initiatives?

(4.10.1) Are you a signatory or member of any environmental collaborative frameworks or initiatives?

Select from:

☑ Yes

(4.10.2) Collaborative framework or initiative

Select all that apply

☑ UN Global Compact
☑ We Mean Business
☑ Race to Zero Campaign
☑ Science-Based Targets for Nature (SBTN)
☑ Science-Based Targets Initiative (SBTi)
☑ Global Platform on Sustainable Natural Rubber (GPSNR)
☑ Task Force on Climate-related Financial Disclosures (TCFD)
☑ World Business Council for Sustainable Development (WBCSD)

(4.10.3) Describe your organization's role within each framework or initiative

Race to Zero Campaign and Business Ambition for 1.5C: In July 2021, Michelin joined the "Race To Zero" campaign, answering the call to action led by the SBTi, the UN Global Compact and We Mean Business. Under this commitment, it has defined short-term (2024–2034) milestones and long-term (2035–2050) targets for reduction in all three scopes (excluding the in-use phase) and will neutralize any residual emissions every year to reach net zero by 2050. The Michelin's CEO is signatory for this Ambition. TCFD: Since 2018, the Michelin Group has been gradually applying the recommended guidelines issued on June 29, 2017 by the TCFD and, in 2020, demonstrated its support for the task force as a signatory. UN Global Compact: Michelin has been a signatory of the UN Global Compact since 2010. Member of the French commitee. Member of the Global Compact Working Group on promoting and protecting Human rights. We mean Business: as part as of WBCSD member, we take part in We Mean Business WBCSD: Member of the coalition. Michelin chaired the GPSNR Executive Committee until the end of 2021 and remains one of the organization's most active members. In 2023, it participated in six GPSNR working groups: Transparent Reporting Task Force, Assurance Model, Strategy and Objectives, Smallholder Representation, Capacity Building, Shared Responsibility and Risk Assessment. To test the Science-Based Targets for Nature (SBTN) methodology, which enables companies to identify biodiversity issues and prioritize their initiatives, Michelin joined the Natural Capital Lab initiative founded by WWF France and the Environmental Accounting Chair at AgroParisTech in 2020.
[Fixed row]

(4.11) In the reporting year, did your organization engage in activities that could directly or indirectly influence policy, law, or regulation that may (positively or negatively) impact the environment?

(4.11.1) External engagement activities that could directly or indirectly influence policy, law, or regulation that may impact the environment

Select all that apply

☑ Yes, we engaged directly with policy makers
☑ Yes, we engaged indirectly through, and/or provided financial or in-kind support to a trade association or other intermediary organization or individual whose activities could influence policy, law, or regulation

(4.11.2) Indicate whether your organization has a public commitment or position statement to conduct your engagement activities in line with global environmental treaties or policy goals

Select from:

☑ Yes, we have a public commitment or position statement in line with global environmental treaties or policy goals

(4.11.3) Global environmental treaties or policy goals in line with public commitment or position statement

Select all that apply

☑ Paris Agreement

☑ Kunming-Montreal Global Biodiversity Framework

(4.11.4) Attach commitment or position statement

Paris agreement and Kunming Montreal.pdf

(4.11.5) Indicate whether your organization is registered on a transparency register

Select from:

☑ Yes

(4.11.6) Types of transparency register your organization is registered on

Select all that apply

☑ Mandatory government register

(4.11.7) Disclose the transparency registers on which your organization is registered & the relevant ID numbers for your organization

France: O3W8Y4OV European Union: EU transparency register: Michelin ID: 1413466815-09 Ireland: Michelin ID: Michelin Tyre United States: Lobbying Disclosure Act Online Reporting Michelin ID: 25124 Germany: Deutscher Bundestag; ID: Michelin Reifenwerke Canada: Office of the Commissioner of Lobbying of Canada - Michelin ID: 953657-15058. Nova Scotia Registry of Lobbyists - Michelin ID: 2937 and 3098402

(4.11.8) Describe the process your organization has in place to ensure that your external engagement activities are consistent with your environmental commitments and/or transition plan

The EVP Engagement, Brands, Comms, who is responsible for Public Affairs department is also member of the Group Executive Committee. The Public Affair strategy for environment is therefore directly linked to the Planet strategy elaborated at a corporate level. The Public Affairs Corporate Director is responsible for coherence and alignment of priorities of Central and Local teams.
[Fixed row]

(4.11.1) On what policies, laws, or regulations that may (positively or negatively) impact the environment has your organization been engaging directly with policy makers in the reporting year?

Row 1

(4.11.1.1) Specify the policy, law, or regulation on which your organization is engaging with policy makers

EU Taxonomy regulation

(4.11.1.2) Environmental issues the policy, law, or regulation relates to

Select all that apply
☑ Climate change

(4.11.1.3) Focus area of policy, law, or regulation that may impact the environment

Environmental impacts and pressures
☑ Emissions – CO2

(4.11.1.4) Geographic coverage of policy, law, or regulation

Select from:
☑ Global

(4.11.1.6) Your organization’s position on the policy, law, or regulation

Select from:

☑ Support with major exceptions

(4.11.1.7) Details of any exceptions and your organization's proposed alternative approach to the policy, law, or regulation

While Michelin has been reporting for the 3rd year on EU taxonomy and Michelin supports the ambition of the taxonomy as a means of accelerating the transition to a sustainable economy (by directing financial flows while gradually increasing the conditions for free and healthy competition (level platying field)), Michelin regrets the complexity of the current text, which does not have a specific criterion for tires not allowing any comparability between companies and which does not recognize the investments made by the Group in the decarbonization of its process (via the electrification of curing presses).

(4.11.1.8) Type of direct engagement with policy makers on this policy, law, or regulation

Select all that apply

☑ Ad-hoc meetings

☑ Discussion in public forums

☑ Participation in working groups organized by policy makers

☑ Responding to consultations

(4.11.1.9) Funding figure your organization provided to policy makers in the reporting year relevant to this policy, law, or regulation (currency)

0

(4.11.1.10) Explain the relevance of this policy, law, or regulation to the achievement of your environmental commitments and/or transition plan, how this has informed your engagement, and how you measure the success of your engagement

Taxonomy can be an enabler to the achievements of Michelin environmental commitments by (1) increasing the uptake of low-rolling resistance products, (2) helping the support to innovation, (3) increasing engagement of internal stakeholders.

(4.11.1.11) Indicate if you have evaluated whether your organization's engagement on this policy, law, or regulation is aligned with global environmental treaties or policy goals

Select from:

☑ Yes, we have evaluated, and it is aligned

(4.11.1.12) Global environmental treaties or policy goals aligned with your organization's engagement on this policy, law or regulation

Select all that apply

☑ Paris Agreement

Row 2

(4.11.1.1) Specify the policy, law, or regulation on which your organization is engaging with policy makers

California Energy Commission proposal on tire rolling resistance thresholds

(4.11.1.2) Environmental issues the policy, law, or regulation relates to

Select all that apply

☑ Climate change

(4.11.1.3) Focus area of policy, law, or regulation that may impact the environment

Environmental impacts and pressures

☑ Emissions – CO2

(4.11.1.4) Geographic coverage of policy, law, or regulation

Select from:

☑ Regional

(4.11.1.5) Country/area/region the policy, law, or regulation applies to

Select all that apply

☑ United States of America

(4.11.1.6) Your organization’s position on the policy, law, or regulation

Select from:

☑ Support with minor exceptions

(4.11.1.7) Details of any exceptions and your organization’s proposed alternative approach to the policy, law, or regulation

Proposal still in discussion

(4.11.1.8) Type of direct engagement with policy makers on this policy, law, or regulation

Select all that apply

☑ Regular meetings

☑ Responding to consultations

(4.11.1.9) Funding figure your organization provided to policy makers in the reporting year relevant to this policy, law, or regulation (currency)

0

(4.11.1.10) Explain the relevance of this policy, law, or regulation to the achievement of your environmental commitments and/or transition plan, how this has informed your engagement, and how you measure the success of your engagement

Reducing a tire’s rolling resistance helps to improve a vehicle’s fuel efficiency, which in turn reduces both CO2 emissions during use and ambient air pollutants, such as NOx and SOx. Lower rolling resistance also increases the range of electric vehicles. Regulations implementing thresholds on rolling resistance are a Public Affairs priority.

(4.11.1.11) Indicate if you have evaluated whether your organization’s engagement on this policy, law, or regulation is aligned with global environmental treaties or policy goals

Select from:

☑ Yes, we have evaluated, and it is aligned

(4.11.1.12) Global environmental treaties or policy goals aligned with your organization's engagement on this policy, law or regulation

Select all that apply

☑ Paris Agreement

Row 3

(4.11.1.1) Specify the policy, law, or regulation on which your organization is engaging with policy makers

European regulation on deforestation-free products (EUDR)

(4.11.1.2) Environmental issues the policy, law, or regulation relates to

Select all that apply

☑ Forests

(4.11.1.3) Focus area of policy, law, or regulation that may impact the environment

Environmental impacts and pressures

☑ Other environmental impacts and pressures, please specify :Zero deforestation

(4.11.1.4) Geographic coverage of policy, law, or regulation

Select from:

☑ Global

(4.11.1.6) Your organization’s position on the policy, law, or regulation

Select from:

☑ Support with minor exceptions

(4.11.1.7) Details of any exceptions and your organization’s proposed alternative approach to the policy, law, or regulation

Michelin considers that this regulation is an important step forward in the fight against de-forestation, warning however of the difficulties to collect all the data (geolocation and proof of legality) in a very short period of time due to a complex and fragmented value chain, compared to other commodities that are often much more concentrated.

(4.11.1.8) Type of direct engagement with policy makers on this policy, law, or regulation

Select all that apply

☑ Ad-hoc meetings

☑ Discussion in public forums

☑ Participation in working groups organized by policy makers

(4.11.1.9) Funding figure your organization provided to policy makers in the reporting year relevant to this policy, law, or regulation (currency)

0

(4.11.1.10) Explain the relevance of this policy, law, or regulation to the achievement of your environmental commitments and/or transition plan, how this has informed your engagement, and how you measure the success of your engagement

Michelin reaffirms its longstanding commitment to responsible land management across all its operations and is in favor of any actions and regulations for a sustainable natural rubber industry, including the EU regulation on deforestation-free products (EUDR). Sustainability is embedded in the Group's strategy and operations for many years. The com-pany was the first tire manufacturer to publicly commit to zero deforestation in 2015 and to support the inclusion of natural rubber in the EUDR in 2022.

(4.11.1.11) Indicate if you have evaluated whether your organization’s engagement on this policy, law, or regulation is aligned with global environmental treaties or policy goals

Select from:

☑ Yes, we have evaluated, and it is aligned

(4.11.1.12) Global environmental treaties or policy goals aligned with your organization's engagement on this policy, law or regulation

Select all that apply

☑ Another global environmental treaty or policy goal, please specify :Paris Agreement

Row 4

(4.11.1.1) Specify the policy, law, or regulation on which your organization is engaging with policy makers

Vehicle fuel consumption and tire life cycle assessment standards in China

(4.11.1.2) Environmental issues the policy, law, or regulation relates to

Select all that apply

☑ Climate change

(4.11.1.3) Focus area of policy, law, or regulation that may impact the environment

Environmental impacts and pressures

☑ Emissions – CO2

(4.11.1.4) Geographic coverage of policy, law, or regulation

Select from:

☑ Regional

(4.11.1.5) Country/area/region the policy, law, or regulation applies to

Select all that apply

☑ China

(4.11.1.6) Your organization’s position on the policy, law, or regulation

Select from:

☑ Support with minor exceptions

(4.11.1.7) Details of any exceptions and your organization’s proposed alternative approach to the policy, law, or regulation

Standards on vehicle energy consumption and tire carbon footprint are both on discussion

(4.11.1.8) Type of direct engagement with policy makers on this policy, law, or regulation

Select all that apply

☑ Regular meetings

(4.11.1.9) Funding figure your organization provided to policy makers in the reporting year relevant to this policy, law, or regulation (currency)

0

(4.11.1.10) Explain the relevance of this policy, law, or regulation to the achievement of your environmental commitments and/or transition plan, how this has informed your engagement, and how you measure the success of your engagement

Reducing a tire's rolling resistance helps to improve a vehicle's fuel efficiency. In average tires represent about 20% of fuel consumption for passenger cars. This performance is a relevant criteria for CO2 vehicule standard. In response to environmental challenges, Michelin stands apart through a holistic approach that aims to reduce the impact of its tires at every stage of their life cycle. A sustainable tire is a tire that is eco-designed using the Life Cycle Analysis (LCA) method.

(4.11.1.11) Indicate if you have evaluated whether your organization's engagement on this policy, law, or regulation is aligned with global environmental treaties or policy goals

Select from:

☑ Yes, we have evaluated, and it is aligned

(4.11.1.12) Global environmental treaties or policy goals aligned with your organization's engagement on this policy, law or regulation

Select all that apply

☑ Paris Agreement

Row 5

(4.11.1.1) Specify the policy, law, or regulation on which your organization is engaging with policy makers

AIS 142: standard for tire market on rolling resistance

(4.11.1.2) Environmental issues the policy, law, or regulation relates to

Select all that apply

☑ Climate change

(4.11.1.3) Focus area of policy, law, or regulation that may impact the environment

Environmental impacts and pressures

☑ Emissions – CO2

(4.11.1.4) Geographic coverage of policy, law, or regulation

Select from:

☑ Regional

(4.11.1.5) Country/area/region the policy, law, or regulation applies to

Select all that apply

☑ India

(4.11.1.6) Your organization’s position on the policy, law, or regulation

Select from:

☑ Support with minor exceptions

(4.11.1.7) Details of any exceptions and your organization’s proposed alternative approach to the policy, law, or regulation

Technical questions

(4.11.1.8) Type of direct engagement with policy makers on this policy, law, or regulation

Select all that apply

☑ Regular meetings

(4.11.1.9) Funding figure your organization provided to policy makers in the reporting year relevant to this policy, law, or regulation (currency)

0

(4.11.1.10) Explain the relevance of this policy, law, or regulation to the achievement of your environmental commitments and/or transition plan, how this has informed your engagement, and how you measure the success of your engagement

Reducing a tire's rolling resistance helps to improve a vehicle's fuel efficiency, which in turn reduces both CO2 emissions during use and ambient air pollutants, such as NOx and SOx. It would also be aligned with the Government's emphasis on decarbonization including the vision to be net zero on energy by 2070.

(4.11.1.11) Indicate if you have evaluated whether your organization's engagement on this policy, law, or regulation is aligned with global environmental treaties or policy goals

Select from:

☑ Yes, we have evaluated, and it is aligned

(4.11.1.12) Global environmental treaties or policy goals aligned with your organization's engagement on this policy, law or regulation

Select all that apply

☑ Paris Agreement

Row 6

(4.11.1.1) Specify the policy, law, or regulation on which your organization is engaging with policy makers

Ecodesign for sustainable product regulation (European regulation)

(4.11.1.2) Environmental issues the policy, law, or regulation relates to

Select all that apply

☑ Climate change

(4.11.1.3) Focus area of policy, law, or regulation that may impact the environment

Environmental impacts and pressures

☑ Emissions – CO2

(4.11.1.4) Geographic coverage of policy, law, or regulation

Select from:

☑ Regional

(4.11.1.5) Country/area/region the policy, law, or regulation applies to

Select all that apply

☑ Europe

(4.11.1.6) Your organization’s position on the policy, law, or regulation

Select from:

☑ Support with minor exceptions

(4.11.1.7) Details of any exceptions and your organization’s proposed alternative approach to the policy, law, or regulation

Support having tyres under the scope of the ESPR regulation. Discussion with legislator on the "how" (definition of ecodesign criteria).

(4.11.1.8) Type of direct engagement with policy makers on this policy, law, or regulation

Select all that apply

☑ Ad-hoc meetings

☑ Responding to consultations

☑ Submitting written proposals/inquiries

(4.11.1.9) Funding figure your organization provided to policy makers in the reporting year relevant to this policy, law, or regulation (currency)

0

(4.11.1.10) Explain the relevance of this policy, law, or regulation to the achievement of your environmental commitments and/or transition plan, how this has informed your engagement, and how you measure the success of your engagement

The ESPR Framework: _Supports the efforts to move towards the setting of (ecodesign) criteria to have more sustainable products – including tyres – in the EU. _Would allow an holistic vision on tyres, aimed at improving the overall environmental footprint and support the deployment of renewable and recycled material (alignment with the Group's ambition on renewable and recycled materials in tyres by 2050; the company All Sustainable approach and climate targets).

(4.11.1.11) Indicate if you have evaluated whether your organization's engagement on this policy, law, or regulation is aligned with global environmental treaties or policy goals

Select from:

☑ Yes, we have evaluated, and it is aligned

(4.11.1.12) Global environmental treaties or policy goals aligned with your organization's engagement on this policy, law or regulation

Select all that apply

☑ Paris Agreement

[Add row]

(4.11.2) Provide details of your indirect engagement on policy, law, or regulation that may (positively or negatively) impact the environment through trade associations or other intermediary organizations or individuals in the reporting year.

Row 1

(4.11.2.1) Type of indirect engagement

Select from:

☑ Indirect engagement via a trade association

(4.11.2.4) Trade association

Europe

☑ Other trade association in Europe, please specify :European Tyre & Rubber Manufacturers Association (ETRMA)

(4.11.2.5) Environmental issues relevant to the policies, laws, or regulations on which the organization or individual has taken a position

Select all that apply

☑ Climate change

☑ Forests

☑ Water

(4.11.2.6) Indicate whether your organization's position is consistent with the organization or individual you engage with

Select from:

☑ Consistent

(4.11.2.7) Indicate whether your organization attempted to influence the organization or individual's position in the reporting year

Select from:

☑ No, we did not attempt to influence their position

(4.11.2.8) Describe how your organization's position is consistent with or differs from the organization or individual's position, and any actions taken to influence their position

As tyres play a role in CO2 emissions from vehicles, ETRMA contributes to a regulatory framework setting minimum performance regulations based on international standards, and informing users. As a key player within ETRMA, Michelin always pushes to make sure that industry position is ambitious when it comes to climate objectives

(4.11.2.9) Funding figure your organization provided to this organization or individual in the reporting year (currency)

232150

(4.11.2.10) Describe the aim of this funding and how it could influence policy, law or regulation that may impact the environment

As the leading global tire manufacturer, we aim at ensuring that the European tire sector contribute to the Greendeal including but not limited to climate

(4.11.2.11) Indicate if you have evaluated whether your organization’s engagement is aligned with global environmental treaties or policy goals

Select from:

☑ Yes, we have evaluated, and it is aligned

(4.11.2.12) Global environmental treaties or policy goals aligned with your organization’s engagement on policy, law or regulation

Select all that apply

☑ Paris Agreement

Row 2

(4.11.2.1) Type of indirect engagement

Select from:

☑ Indirect engagement via a trade association

(4.11.2.4) Trade association

North America

☑ Other trade association in North America, please specify :US Tire Manufacture Association (USTMA)

(4.11.2.5) Environmental issues relevant to the policies, laws, or regulations on which the organization or individual has taken a position

Select all that apply

☑ Climate change
☑ Forests
☑ Water

(4.11.2.6) Indicate whether your organization’s position is consistent with the organization or individual you engage with

Select from:
☑ Consistent

(4.11.2.7) Indicate whether your organization attempted to influence the organization or individual’s position in the reporting year

Select from:
☑ No, we did not attempt to influence their position

(4.11.2.8) Describe how your organization’s position is consistent with or differs from the organization or individual’s position, and any actions taken to influence their position

As tyres play a role in CO2 emissions from vehicles, USTMA contributes to a regulatory framework setting minimum performance regulations based on international standards, and informing users. As a key player within USTMA, Michelin always pushes to make sure that industry position is ambitious when it comes to climate objectives

(4.11.2.9) Funding figure your organization provided to this organization or individual in the reporting year (currency)

8120320

(4.11.2.10) Describe the aim of this funding and how it could influence policy, law or regulation that may impact the environment

As the leading global tire manufacturer, we aim at ensuring that tire sector contribute to multinational fair trade and sustainable development

(4.11.2.11) Indicate if you have evaluated whether your organization’s engagement is aligned with global environmental treaties or policy goals

Select from:

☑ Yes, we have evaluated, and it is aligned

(4.11.2.12) Global environmental treaties or policy goals aligned with your organization's engagement on policy, law or regulation

Select all that apply

☑ Paris Agreement

Row 3

(4.11.2.1) Type of indirect engagement

Select from:

☑ Indirect engagement via a trade association

(4.11.2.4) Trade association

North America

☑ Other trade association in North America, please specify :Tire and Rubber Association of Canada (TRAC)

(4.11.2.5) Environmental issues relevant to the policies, laws, or regulations on which the organization or individual has taken a position

Select all that apply

☑ Climate change

☑ Forests

☑ Water

(4.11.2.6) Indicate whether your organization's position is consistent with the organization or individual you engage with

Select from:

☑ Consistent

(4.11.2.7) Indicate whether your organization attempted to influence the organization or individual's position in the reporting year

Select from:

☑ No, we did not attempt to influence their position

(4.11.2.8) Describe how your organization's position is consistent with or differs from the organization or individual's position, and any actions taken to influence their position

As tyres play a role in CO2 emissions from vehicles, TRAC contributes to a regulatory framework setting minimum performance regulations based on international standards, and informing users. As a key player within TRAC, Michelin always pushes to make sure that industry position is ambitious when it comes to climate objectives

(4.11.2.9) Funding figure your organization provided to this organization or individual in the reporting year (currency)

131000

(4.11.2.10) Describe the aim of this funding and how it could influence policy, law or regulation that may impact the environment

As the leading global tire manufacturer, we aim at ensuring that tire sector contribute to multinational fair trade and sustainable development

(4.11.2.11) Indicate if you have evaluated whether your organization's engagement is aligned with global environmental treaties or policy goals

Select from:

☑ Yes, we have evaluated, and it is aligned

(4.11.2.12) Global environmental treaties or policy goals aligned with your organization's engagement on policy, law or regulation

Select all that apply

☑ Paris Agreement

Row 4

(4.11.2.1) Type of indirect engagement

Select from:

☑ Indirect engagement via a trade association

(4.11.2.4) Trade association

Asia and Pacific

☑ Other trade association in Asia and Pacific, please specify :China Rubber Industry Association (CRIA)

(4.11.2.5) Environmental issues relevant to the policies, laws, or regulations on which the organization or individual has taken a position

Select all that apply

☑ Climate change

☑ Forests

☑ Water

(4.11.2.6) Indicate whether your organization's position is consistent with the organization or individual you engage with

Select from:

☑ Consistent

(4.11.2.7) Indicate whether your organization attempted to influence the organization or individual's position in the reporting year

Select from:

☑ No, we did not attempt to influence their position

(4.11.2.8) Describe how your organization’s position is consistent with or differs from the organization or individual’s position, and any actions taken to influence their position

As tyres play a role in CO2 emissions from vehicles, CRIA contributes to a regulatory framework setting minimum performance regulations based on international standards, and informing users. As a key player within CRIA, Michelin always pushes to make sure that industry position is ambitious when it comes to climate objectives

(4.11.2.9) Funding figure your organization provided to this organization or individual in the reporting year (currency)

6880

(4.11.2.10) Describe the aim of this funding and how it could influence policy, law or regulation that may impact the environment

As the leading global tire manufacturer, we aim at ensuring that tire sector contribute to multinational fair trade and sustainable development

(4.11.2.11) Indicate if you have evaluated whether your organization’s engagement is aligned with global environmental treaties or policy goals

Select from:

☑ Yes, we have evaluated, and it is aligned

(4.11.2.12) Global environmental treaties or policy goals aligned with your organization’s engagement on policy, law or regulation

Select all that apply

☑ Paris Agreement

Row 5

(4.11.2.1) Type of indirect engagement

Select from:

☑ Indirect engagement via a trade association

(4.11.2.4) Trade association

Asia and Pacific

☑ Other trade association in Asia and Pacific, please specify :Thai Automobile Tyre Manufacturers Association (TATMA)

(4.11.2.5) Environmental issues relevant to the policies, laws, or regulations on which the organization or individual has taken a position

Select all that apply

☑ Climate change

☑ Forests

☑ Water

(4.11.2.6) Indicate whether your organization's position is consistent with the organization or individual you engage with

Select from:

☑ Consistent

(4.11.2.7) Indicate whether your organization attempted to influence the organization or individual's position in the reporting year

Select from:

☑ No, we did not attempt to influence their position

(4.11.2.8) Describe how your organization's position is consistent with or differs from the organization or individual's position, and any actions taken to influence their position

As tyres play a role in CO2 emissions from vehicles, TATMA contributes to a regulatory framework setting minimum performance regulations based on international standards, and informing users. As a key player within TATMA, Michelin always pushes to make sure that industry position is ambitious when it comes to climate objectives

(4.11.2.9) Funding figure your organization provided to this organization or individual in the reporting year (currency)

6920

(4.11.2.10) Describe the aim of this funding and how it could influence policy, law or regulation that may impact the environment

As the leading global tire manufacturer, we aim at ensuring that tire sector contribute to multinational fair trade and sustainable development

(4.11.2.11) Indicate if you have evaluated whether your organization’s engagement is aligned with global environmental treaties or policy goals

Select from:

☑ Yes, we have evaluated, and it is aligned

(4.11.2.12) Global environmental treaties or policy goals aligned with your organization’s engagement on policy, law or regulation

Select all that apply

☑ Paris Agreement

Row 6

(4.11.2.1) Type of indirect engagement

Select from:

☑ Indirect engagement via a trade association

(4.11.2.4) Trade association

South America

☑ Other trade association in South America, please specify :Associação Nacional da Indústria de Pneumáticos (ANIP)

(4.11.2.5) Environmental issues relevant to the policies, laws, or regulations on which the organization or individual has taken a position

Select all that apply

☑ Climate change

☑ Forests

☑ Water

(4.11.2.6) Indicate whether your organization's position is consistent with the organization or individual you engage with

Select from:

☑ Consistent

(4.11.2.7) Indicate whether your organization attempted to influence the organization or individual's position in the reporting year

Select from:

☑ No, we did not attempt to influence their position

(4.11.2.8) Describe how your organization's position is consistent with or differs from the organization or individual's position, and any actions taken to influence their position

As tyres play a role in CO2 emissions from vehicles, ANIP contributes to a regulatory framework setting minimum performance regulations based on international standards, and informing users. As a key player within ANIP, Michelin always pushes to make sure that industry position is ambitious when it comes to climate objectives

(4.11.2.9) Funding figure your organization provided to this organization or individual in the reporting year (currency)

71584

(4.11.2.10) Describe the aim of this funding and how it could influence policy, law or regulation that may impact the environment

As the leading global tire manufacturer, we aim at ensuring that tire sector contribute to multinational fair trade and sustainable development

(4.11.2.11) Indicate if you have evaluated whether your organization's engagement is aligned with global environmental treaties or policy goals

Select from:

☑ Yes, we have evaluated, and it is aligned

(4.11.2.12) Global environmental treaties or policy goals aligned with your organization's engagement on policy, law or regulation

Select all that apply

☑ Paris Agreement

Row 7

(4.11.2.1) Type of indirect engagement

Select from:

☑ Indirect engagement via a trade association

(4.11.2.4) Trade association

North America

☑ Other trade association in North America, please specify :Canadian Manufacturers & Exporters

(4.11.2.5) Environmental issues relevant to the policies, laws, or regulations on which the organization or individual has taken a position

Select all that apply

☑ Climate change

☑ Forests

☑ Water

(4.11.2.6) Indicate whether your organization's position is consistent with the organization or individual you engage with

Select from:

☑ Consistent

(4.11.2.7) Indicate whether your organization attempted to influence the organization or individual's position in the reporting year

Select from:

☑ No, we did not attempt to influence their position

(4.11.2.8) Describe how your organization's position is consistent with or differs from the organization or individual's position, and any actions taken to influence their position

Michelin is not involved in all files that the organisation deals with. However, when we are involved in specific topics, we always make sure that the position of CME is aligned with Paris Agreement objectives.

(4.11.2.9) Funding figure your organization provided to this organization or individual in the reporting year (currency)

19700

(4.11.2.10) Describe the aim of this funding and how it could influence policy, law or regulation that may impact the environment

Watch and alert on a wide variety of topics including international relations and sustainable development

(4.11.2.11) Indicate if you have evaluated whether your organization's engagement is aligned with global environmental treaties or policy goals

Select from:

☑ Yes, we have evaluated, and it is aligned

(4.11.2.12) Global environmental treaties or policy goals aligned with your organization's engagement on policy, law or regulation

Select all that apply

☑ Paris Agreement

Row 8

(4.11.2.1) Type of indirect engagement

Select from:

☑ Indirect engagement via a trade association

(4.11.2.4) Trade association

North America

☑ Other trade association in North America, please specify :Tire and Rubber Association (Mexico)

(4.11.2.5) Environmental issues relevant to the policies, laws, or regulations on which the organization or individual has taken a position

Select all that apply

☑ Climate change

☑ Forests

☑ Water

(4.11.2.6) Indicate whether your organization's position is consistent with the organization or individual you engage with

Select from:

☑ Consistent

(4.11.2.7) Indicate whether your organization attempted to influence the organization or individual's position in the reporting year

Select from:

☑ No, we did not attempt to influence their position

(4.11.2.8) Describe how your organization's position is consistent with or differs from the organization or individual's position, and any actions taken to influence their position

As tyres play a role in CO2 emissions from vehicles, TRIA contributes to a regulatory framework setting minimum performance regulations based on international standards, and informing users. As a key player within TRIA, Michelin always pushes to make sure that industry position is ambitious when it comes to climate objectives

(4.11.2.9) Funding figure your organization provided to this organization or individual in the reporting year (currency)

8800

(4.11.2.10) Describe the aim of this funding and how it could influence policy, law or regulation that may impact the environment

As the leading global tire manufacturer, we aim at ensuring that tire sector contribute to multinational fair trade and sustainable development

(4.11.2.11) Indicate if you have evaluated whether your organization's engagement is aligned with global environmental treaties or policy goals

Select from:

☑ Yes, we have evaluated, and it is aligned

(4.11.2.12) Global environmental treaties or policy goals aligned with your organization's engagement on policy, law or regulation

Select all that apply

☑ Paris Agreement

Row 9

(4.11.2.1) Type of indirect engagement

Select from:

☑ Indirect engagement via a trade association

(4.11.2.4) Trade association

Europe

☑ Other trade association in Europe, please specify :AFEP

(4.11.2.5) Environmental issues relevant to the policies, laws, or regulations on which the organization or individual has taken a position

Select all that apply

☑ Climate change

☑ Forests

☑ Water

(4.11.2.6) Indicate whether your organization's position is consistent with the organization or individual you engage with

Select from:

☑ Consistent

(4.11.2.7) Indicate whether your organization attempted to influence the organization or individual's position in the reporting year

Select from:

☑ No, we did not attempt to influence their position

(4.11.2.8) Describe how your organization's position is consistent with or differs from the organization or individual's position, and any actions taken to influence their position

AFEP is a very large transectorial association that aims at ensuring the transition to carbon neutrality of the EU. Michelin is not involved in all files that the organisation deals with. However, when we are involved in specific topics, we always make sure that the position of AFEP is aligned with Paris Agreement objectives.

(4.11.2.9) Funding figure your organization provided to this organization or individual in the reporting year (currency)

82000

(4.11.2.10) Describe the aim of this funding and how it could influence policy, law or regulation that may impact the environment

As an associatyion representing the 120 largest french companies, AFEP is a key and respected stakeholder in the dialogue with french and european authorities.

(4.11.2.11) Indicate if you have evaluated whether your organization’s engagement is aligned with global environmental treaties or policy goals

Select from:

☑ Yes, we have evaluated, and it is aligned

(4.11.2.12) Global environmental treaties or policy goals aligned with your organization’s engagement on policy, law or regulation

Select all that apply

☑ Paris Agreement

Row 10

(4.11.2.1) Type of indirect engagement

Select from:

☑ Indirect engagement via a trade association

(4.11.2.4) Trade association

Europe

☑ Mouvement des Entreprises de France (MEDEF)

(4.11.2.5) Environmental issues relevant to the policies, laws, or regulations on which the organization or individual has taken a position

Select all that apply

☑ Climate change
☑ Forests
☑ Water

(4.11.2.6) Indicate whether your organization's position is consistent with the organization or individual you engage with

Select from:
☑ Mixed

(4.11.2.7) Indicate whether your organization attempted to influence the organization or individual's position in the reporting year

Select from:
☑ Yes, we attempted to influence them but they did not change their position

(4.11.2.8) Describe how your organization's position is consistent with or differs from the organization or individual's position, and any actions taken to influence their position

MEDEF is a very large transectorial association. Michelin is not involved in all files that the organisation deals with. However, when we are involved in specific topics, we always make sure that the position of MEDEF is aligned with Paris Agreement objectives.

(4.11.2.9) Funding figure your organization provided to this organization or individual in the reporting year (currency)

36000

(4.11.2.10) Describe the aim of this funding and how it could influence policy, law or regulation that may impact the environment

As an association representing the largest french economic sectors, MEDEF is a key and respected stakeholder in the dialogue with french authorities.

(4.11.2.11) Indicate if you have evaluated whether your organization's engagement is aligned with global environmental treaties or policy goals

Select from:

☑ Yes, we have evaluated, and it is aligned

(4.11.2.12) Global environmental treaties or policy goals aligned with your organization's engagement on policy, law or regulation

Select all that apply

☑ Paris Agreement

Row 11

(4.11.2.1) Type of indirect engagement

Select from:

☑ Indirect engagement via a trade association

(4.11.2.4) Trade association

Europe

☑ European Roundtable for Industry (ERT)

(4.11.2.5) Environmental issues relevant to the policies, laws, or regulations on which the organization or individual has taken a position

Select all that apply

☑ Climate change

☑ Forests

☑ Water

(4.11.2.6) Indicate whether your organization's position is consistent with the organization or individual you engage with

Select from:

☑ Consistent

(4.11.2.7) Indicate whether your organization attempted to influence the organization or individual's position in the reporting year

Select from:

☑ No, we did not attempt to influence their position

(4.11.2.8) Describe how your organization's position is consistent with or differs from the organization or individual's position, and any actions taken to influence their position

We contribute to ERT by promoting elements and best practices which provide concrete input for policy makers.

(4.11.2.9) Funding figure your organization provided to this organization or individual in the reporting year (currency)

57000

(4.11.2.10) Describe the aim of this funding and how it could influence policy, law or regulation that may impact the environment

ERT ensure that the deployment of Greendeal policies can be done whilst preserving and developing a strong industry in Europe

(4.11.2.11) Indicate if you have evaluated whether your organization's engagement is aligned with global environmental treaties or policy goals

Select from:

☑ Yes, we have evaluated, and it is aligned

(4.11.2.12) Global environmental treaties or policy goals aligned with your organization's engagement on policy, law or regulation

Select all that apply

☑ Paris Agreement

Row 12

(4.11.2.1) Type of indirect engagement

Select from:

☑ Indirect engagement via a trade association

(4.11.2.4) Trade association

Europe

☑ BusinessEurope

(4.11.2.5) Environmental issues relevant to the policies, laws, or regulations on which the organization or individual has taken a position

Select all that apply

☑ Climate change

☑ Forests

☑ Water

(4.11.2.6) Indicate whether your organization's position is consistent with the organization or individual you engage with

Select from:

☑ Consistent

(4.11.2.7) Indicate whether your organization attempted to influence the organization or individual's position in the reporting year

Select from:

☑ No, we did not attempt to influence their position

(4.11.2.8) Describe how your organization's position is consistent with or differs from the organization or individual's position, and any actions taken to influence their position

Business Europe is a very large transectorial association. Michelin is not involved in all files that the organisation deals with. However, when we are involved in specific topics, we always make sure that the position of AFEP is aligned with Paris Agreement objectives.

(4.11.2.9) Funding figure your organization provided to this organization or individual in the reporting year (currency)

30000

(4.11.2.10) Describe the aim of this funding and how it could influence policy, law or regulation that may impact the environment

Watch and alert on a wide variety of topics including international relations and sustainable finance

(4.11.2.11) Indicate if you have evaluated whether your organization's engagement is aligned with global environmental treaties or policy goals

Select from:

☑ Yes, we have evaluated, and it is aligned

(4.11.2.12) Global environmental treaties or policy goals aligned with your organization's engagement on policy, law or regulation

Select all that apply

☑ Paris Agreement

Row 13

(4.11.2.1) Type of indirect engagement

Select from:

☑ Indirect engagement via a trade association

(4.11.2.4) Trade association

Europe

☑ Hydrogen Europe

(4.11.2.5) Environmental issues relevant to the policies, laws, or regulations on which the organization or individual has taken a position

Select all that apply

☑ Climate change

☑ Forests

☑ Water

(4.11.2.6) Indicate whether your organization's position is consistent with the organization or individual you engage with

Select from:

☑ Consistent

(4.11.2.7) Indicate whether your organization attempted to influence the organization or individual's position in the reporting year

Select from:

☑ No, we did not attempt to influence their position

(4.11.2.8) Describe how your organization's position is consistent with or differs from the organization or individual's position, and any actions taken to influence their position

Hydrogen Europe is the leading organisation in Europe representing all the industries of the H2 value chain from production to end uses, promoting the production and use of low carbon H2. Hydrogen Europe is also the industry pillar of the Clean Hydrogen Partnership, the public private Joint Undertaking. Michelin believes that H2 is one of the solutions to decarbonisation of mobility, and thus contributes to accelerate the development of ad hoc technologies and relevant ecosytems to accelerta the pace of deployment

(4.11.2.9) Funding figure your organization provided to this organization or individual in the reporting year (currency)

25000

(4.11.2.10) Describe the aim of this funding and how it could influence policy, law or regulation that may impact the environment

Promote public policies that can have an impact on the effectvie deployment of hydrogen mobility

(4.11.2.11) Indicate if you have evaluated whether your organization’s engagement is aligned with global environmental treaties or policy goals

Select from:

☑ Yes, we have evaluated, and it is aligned

(4.11.2.12) Global environmental treaties or policy goals aligned with your organization’s engagement on policy, law or regulation

Select all that apply

☑ Paris Agreement

Row 14

(4.11.2.1) Type of indirect engagement

Select from:

☑ Indirect engagement via a trade association

(4.11.2.4) Trade association

Europe

☑ Other trade association in Europe, please specify :CEFIC

(4.11.2.5) Environmental issues relevant to the policies, laws, or regulations on which the organization or individual has taken a position

Select all that apply

☑ Climate change
☑ Forests
☑ Water

(4.11.2.6) Indicate whether your organization’s position is consistent with the organization or individual you engage with

Select from:
☑ Consistent

(4.11.2.7) Indicate whether your organization attempted to influence the organization or individual’s position in the reporting year

Select from:
☑ No, we did not attempt to influence their position

(4.11.2.8) Describe how your organization’s position is consistent with or differs from the organization or individual’s position, and any actions taken to influence their position

CEFIC is the main EU trade association for the chemical industry. Michelin participates to some working groups, only as a downstream users (no Board/Executive Committee's). Therefore, our contribution is limited.

(4.11.2.9) Funding figure your organization provided to this organization or individual in the reporting year (currency)

22400

(4.11.2.10) Describe the aim of this funding and how it could influence policy, law or regulation that may impact the environment

Get a an accurate monitoring of chemicals policies that may affect us, and provide the perspectives of the downstream users.

(4.11.2.11) Indicate if you have evaluated whether your organization’s engagement is aligned with global environmental treaties or policy goals

Select from:

☑ Yes, we have evaluated, and it is aligned

(4.11.2.12) Global environmental treaties or policy goals aligned with your organization's engagement on policy, law or regulation

Select all that apply

☑ Paris Agreement

Row 15

(4.11.2.1) Type of indirect engagement

Select from:

☑ Indirect engagement via a trade association

(4.11.2.4) Trade association

North America

☑ Other trade association in North America, please specify :MEMA Original Equipment Suppliers

(4.11.2.5) Environmental issues relevant to the policies, laws, or regulations on which the organization or individual has taken a position

Select all that apply

☑ Climate change

☑ Forests

☑ Water

(4.11.2.6) Indicate whether your organization's position is consistent with the organization or individual you engage with

Select from:

☑ Consistent

(4.11.2.7) Indicate whether your organization attempted to influence the organization or individual's position in the reporting year

Select from:

☑ No, we did not attempt to influence their position

(4.11.2.8) Describe how your organization's position is consistent with or differs from the organization or individual's position, and any actions taken to influence their position

Michelin is not involved in all files that the organisation deals with. However, when we are involved in specific topics, we always make sure that the position of MEMA is aligned with Paris Agreement objectives.

(4.11.2.9) Funding figure your organization provided to this organization or individual in the reporting year (currency)

34900

(4.11.2.10) Describe the aim of this funding and how it could influence policy, law or regulation that may impact the environment

Watch and alert on a wide variety of topics including international relations and sustainable development

(4.11.2.11) Indicate if you have evaluated whether your organization's engagement is aligned with global environmental treaties or policy goals

Select from:

☑ Yes, we have evaluated, and it is aligned

(4.11.2.12) Global environmental treaties or policy goals aligned with your organization's engagement on policy, law or regulation

Select all that apply

☑ Paris Agreement

Row 16

(4.11.2.1) Type of indirect engagement

Select from:

☑ Indirect engagement via a trade association

(4.11.2.4) Trade association

North America

☑ Other trade association in North America, please specify :Global Business Alliance

(4.11.2.5) Environmental issues relevant to the policies, laws, or regulations on which the organization or individual has taken a position

Select all that apply

☑ Climate change

☑ Forests

☑ Water

(4.11.2.6) Indicate whether your organization's position is consistent with the organization or individual you engage with

Select from:

☑ Consistent

(4.11.2.7) Indicate whether your organization attempted to influence the organization or individual's position in the reporting year

Select from:

☑ No, we did not attempt to influence their position

(4.11.2.8) Describe how your organization's position is consistent with or differs from the organization or individual's position, and any actions taken to influence their position

Michelin is not involved in all files that the organisation deals with. However, when we are involved in specific topics, we always make sure that the position of Global Business Alliance is aligned with Paris Agreement objectives.

(4.11.2.9) Funding figure your organization provided to this organization or individual in the reporting year (currency)

42000

(4.11.2.10) Describe the aim of this funding and how it could influence policy, law or regulation that may impact the environment

Watch and alert on a wide variety of topics including international relations and sustainable development

(4.11.2.11) Indicate if you have evaluated whether your organization's engagement is aligned with global environmental treaties or policy goals

Select from:

☑ Yes, we have evaluated, and it is aligned

(4.11.2.12) Global environmental treaties or policy goals aligned with your organization's engagement on policy, law or regulation

Select all that apply

☑ Paris Agreement

Row 17

(4.11.2.1) Type of indirect engagement

Select from:

☑ Indirect engagement via a trade association

(4.11.2.4) Trade association

North America

☑ Other trade association in North America, please specify :French Chamber of Commerce (MEXICO)

(4.11.2.5) Environmental issues relevant to the policies, laws, or regulations on which the organization or individual has taken a position

Select all that apply

☑ Climate change

☑ Forests

☑ Water

(4.11.2.6) Indicate whether your organization's position is consistent with the organization or individual you engage with

Select from:

☑ Consistent

(4.11.2.7) Indicate whether your organization attempted to influence the organization or individual's position in the reporting year

Select from:

☑ No, we did not attempt to influence their position

(4.11.2.8) Describe how your organization's position is consistent with or differs from the organization or individual's position, and any actions taken to influence their position

Michelin is not involved in all files that the organisation deals with. However, when we are involved in specific topics, we always make sure that the position of French Chamber of Commerce is aligned with Paris Agreement objectives.

(4.11.2.9) Funding figure your organization provided to this organization or individual in the reporting year (currency)

5000

(4.11.2.10) Describe the aim of this funding and how it could influence policy, law or regulation that may impact the environment

Watch and alert on a wide variety of topics including international relations and sustainable development

(4.11.2.11) Indicate if you have evaluated whether your organization’s engagement is aligned with global environmental treaties or policy goals

Select from:

☑ Yes, we have evaluated, and it is aligned

(4.11.2.12) Global environmental treaties or policy goals aligned with your organization’s engagement on policy, law or regulation

Select all that apply

☑ Paris Agreement

Row 18

(4.11.2.1) Type of indirect engagement

Select from:

☑ Indirect engagement via a trade association

(4.11.2.4) Trade association

Africa

☑ Other trade association in Africa, please specify :Multinational Companies Business Group (Dubai)

(4.11.2.5) Environmental issues relevant to the policies, laws, or regulations on which the organization or individual has taken a position

Select all that apply

☑ Climate change
☑ Forests
☑ Water

(4.11.2.6) Indicate whether your organization’s position is consistent with the organization or individual you engage with

Select from:
☑ Consistent

(4.11.2.7) Indicate whether your organization attempted to influence the organization or individual’s position in the reporting year

Select from:
☑ No, we did not attempt to influence their position

(4.11.2.8) Describe how your organization’s position is consistent with or differs from the organization or individual’s position, and any actions taken to influence their position

Michelin is not involved in all files that the organisation deals with. However, when we are involved in specific topics, we always make sure that the position of MCBG is aligned with Paris Agreement objectives.

(4.11.2.9) Funding figure your organization provided to this organization or individual in the reporting year (currency)

3125

(4.11.2.10) Describe the aim of this funding and how it could influence policy, law or regulation that may impact the environment

Watch and alert on a wide variety of topics including international relations and sustainable development

(4.11.2.11) Indicate if you have evaluated whether your organization’s engagement is aligned with global environmental treaties or policy goals

Select from:

☑ Yes, we have evaluated, and it is aligned

(4.11.2.12) Global environmental treaties or policy goals aligned with your organization's engagement on policy, law or regulation

Select all that apply

☑ Paris Agreement

Row 19

(4.11.2.1) Type of indirect engagement

Select from:

☑ Indirect engagement via a trade association

(4.11.2.4) Trade association

Europe

☑ Other trade association in Europe, please specify :European Union Chamber of Commerce

(4.11.2.5) Environmental issues relevant to the policies, laws, or regulations on which the organization or individual has taken a position

Select all that apply

☑ Climate change

☑ Forests

☑ Water

(4.11.2.6) Indicate whether your organization's position is consistent with the organization or individual you engage with

Select from:

☑ Mixed

(4.11.2.7) Indicate whether your organization attempted to influence the organization or individual's position in the reporting year

Select from:

☑ No, we did not attempt to influence their position

(4.11.2.8) Describe how your organization's position is consistent with or differs from the organization or individual's position, and any actions taken to influence their position

Michelin is not involved in all files that the organisation deals with. However, when we are involved in specific topics, we always make sure that the position of European Union Chamber of Commerce is aligned with Paris Agreement objectives.

(4.11.2.9) Funding figure your organization provided to this organization or individual in the reporting year (currency)

22760

(4.11.2.10) Describe the aim of this funding and how it could influence policy, law or regulation that may impact the environment

Watch and alert on a wide variety of topics including international relations and sustainable development

(4.11.2.11) Indicate if you have evaluated whether your organization's engagement is aligned with global environmental treaties or policy goals

Select from:

☑ Yes, we have evaluated, and it is aligned

(4.11.2.12) Global environmental treaties or policy goals aligned with your organization's engagement on policy, law or regulation

Select all that apply

☑ Paris Agreement

Row 20

(4.11.2.1) Type of indirect engagement

Select from:

☑ Indirect engagement via a trade association

(4.11.2.4) Trade association

Asia and Pacific

☑ Other trade association in Asia and Pacific, please specify :Indo French Chamber of Commerce & India (IFCCI)

(4.11.2.5) Environmental issues relevant to the policies, laws, or regulations on which the organization or individual has taken a position

Select all that apply

☑ Climate change

☑ Forests

☑ Water

(4.11.2.6) Indicate whether your organization's position is consistent with the organization or individual you engage with

Select from:

☑ Consistent

(4.11.2.7) Indicate whether your organization attempted to influence the organization or individual's position in the reporting year

Select from:

☑ No, we did not attempt to influence their position

(4.11.2.8) Describe how your organization's position is consistent with or differs from the organization or individual's position, and any actions taken to influence their position

Michelin is not involved in all files that the organisation deals with. However, when we are involved in specific topics, we always make sure that the position of IFCCI is aligned with Paris Agreement objectives.

(4.11.2.9) Funding figure your organization provided to this organization or individual in the reporting year (currency)

1800

(4.11.2.10) Describe the aim of this funding and how it could influence policy, law or regulation that may impact the environment

Watch and alert on a wide variety of topics including international relations and sustainable development

(4.11.2.11) Indicate if you have evaluated whether your organization’s engagement is aligned with global environmental treaties or policy goals

Select from:

☑ Yes, we have evaluated, and it is aligned

(4.11.2.12) Global environmental treaties or policy goals aligned with your organization’s engagement on policy, law or regulation

Select all that apply

☑ Paris Agreement

Row 21

(4.11.2.1) Type of indirect engagement

Select from:

☑ Indirect engagement via a trade association

(4.11.2.4) Trade association

Asia and Pacific

☑ Other trade association in Asia and Pacific, please specify :EU ASEAN Business Council (Singapore)

(4.11.2.5) Environmental issues relevant to the policies, laws, or regulations on which the organization or individual has taken a position

Select all that apply

☑ Climate change

☑ Forests

☑ Water

(4.11.2.6) Indicate whether your organization's position is consistent with the organization or individual you engage with

Select from:

☑ Consistent

(4.11.2.7) Indicate whether your organization attempted to influence the organization or individual's position in the reporting year

Select from:

☑ No, we did not attempt to influence their position

(4.11.2.8) Describe how your organization's position is consistent with or differs from the organization or individual's position, and any actions taken to influence their position

Michelin is not involved in all files that the organisation deals with. However, when we are involved in specific topics, we always make sure that the position of EU ASEAN Business Council is aligned with Paris Agreement objectives.

(4.11.2.9) Funding figure your organization provided to this organization or individual in the reporting year (currency)

12441

(4.11.2.10) Describe the aim of this funding and how it could influence policy, law or regulation that may impact the environment

Watch and alert on a wide variety of topics including international relations and sustainable development

(4.11.2.11) Indicate if you have evaluated whether your organization's engagement is aligned with global environmental treaties or policy goals

Select from:

☑ Yes, we have evaluated, and it is aligned

(4.11.2.12) Global environmental treaties or policy goals aligned with your organization's engagement on policy, law or regulation

Select all that apply

☑ Paris Agreement

[Add row]

(4.12) Have you published information about your organization's response to environmental issues for this reporting year in places other than your CDP response?

Select from:

☑ Yes

(4.12.1) Provide details on the information published about your organization's response to environmental issues for this reporting year in places other than your CDP response. Please attach the publication.

Row 1

(4.12.1.1) Publication

Select from:

☑ In mainstream reports, in line with environmental disclosure standards or frameworks

(4.12.1.2) Standard or framework the report is in line with

Select all that apply

☑ GRI

☑ IFRS

☑ TCFD

(4.12.1.3) Environmental issues covered in publication

Select all that apply

☑ Climate change

☑ Forests

☑ Water

☑ Biodiversity

(4.12.1.4) Status of the publication

Select from:

☑ Complete

(4.12.1.5) Content elements

Select all that apply

☑ Content of environmental policies

☑ Governance

☑ Public policy engagement

☑ Dependencies & Impacts

(4.12.1.6) Page/section reference

URD Chapter 4, page 160 to 319

(4.12.1.7) Attach the relevant publication

Michelin DEU 2023 US.pdf

(4.12.1.8) Comment

helin URD 2023 discloses all the required informations.
[Add row]

C5. Business strategy

(5.1) Does your organization use scenario analysis to identify environmental outcomes?

Climate change

(5.1.1) Use of scenario analysis

Select from:

☑ Yes

(5.1.2) Frequency of analysis

Select from:

☑ Every three years or less frequently

Forests

(5.1.1) Use of scenario analysis

Select from:

☑ No, and we do not plan to within the next two years

(5.1.3) Primary reason why your organization has not used scenario analysis

Select from:

☑ No standardized procedure

(5.1.4) Explain why your organization has not used scenario analysis

The impact on heveaculture are already been considered with the climate change scenarios. The methodolgies with scenario analysis on forests are not relevant for heveaculture.

Water

(5.1.1) Use of scenario analysis

Select from:

☑ Yes

(5.1.2) Frequency of analysis

Select from:

☑ Not defined

[Fixed row]

(5.1.1) Provide details of the scenarios used in your organization’s scenario analysis.

Climate change

(5.1.1.1) Scenario used

Physical climate scenarios

☑ RCP 2.6

(5.1.1.2) Scenario used SSPs used in conjunction with scenario

Select from:

☑ No SSP used

(5.1.1.3) Approach to scenario

Select from:

☑ Qualitative and quantitative

(5.1.1.4) Scenario coverage

Select from:

☑ Organization-wide

(5.1.1.5) Risk types considered in scenario

Select all that apply

☑ Policy

☑ Reputation

☑ Technology

☑ Liability

(5.1.1.6) Temperature alignment of scenario

Select from:

☑ 1.5°C or lower

(5.1.1.7) Reference year

2021

(5.1.1.8) Timeframes covered

Select all that apply

☑ 2030

(5.1.1.9) Driving forces in scenario

Regulators, legal and policy regimes

☑ Methodologies and expectations for science-based targets

(5.1.1.10) Assumptions, uncertainties and constraints in scenario

The modelling under this scenario is both linear and non-linear, the former allowing implementation of known technologies to be planned over time, and the latter for anticipating technological/market/socio-economic conditions, particularly in the area of renewable energy availability. The actionable levers for decarbonization are a/

improving energy efficiency (11 distinct energy efficiency initiatives covering insulation, electrification, closed loops, leak prevention, metering, and process efficiency), b/ reducing the CO2 emission factor (renewable energy, both purchased and on-/off-site projects, coal phase-out at 5 plants), c/ scoping out CCS opportunities.

(5.1.1.11) Rationale for choice of scenario

To accelerate the Scope 1&2 CO2 reduction roadmap, Michelin chose the IPCC AR5 RCP 2.6 climate scenario's middle range pathway which corresponds to a goal of net zero emissions by 2050.

Water

(5.1.1.1) Scenario used

Water scenarios

☑ WRI Aqueduct

(5.1.1.3) Approach to scenario

Select from:

☑ Qualitative and quantitative

(5.1.1.4) Scenario coverage

Select from:

☑ Organization-wide

(5.1.1.5) Risk types considered in scenario

Select all that apply

☑ Chronic physical

(5.1.1.7) Reference year

2003

(5.1.1.8) Timeframes covered

Select all that apply

☑ 2030

☑ 2040

(5.1.1.9) Driving forces in scenario

Local ecosystem asset interactions, dependencies and impacts

☑ Changes in ecosystem services provision

☑ Climate change (one of five drivers of nature change)

(5.1.1.10) Assumptions, uncertainties and constraints in scenario

Water risk is a local problem, that's why the situation of the country that each supplier is located in were studied to better understand their intrinsic risks. The parameters are: • The dependency ratio (total water renewable resources originating from outside the country), • industrial water withdrawal, • total water withdrawal • and industrial water withdrawal as a % of total withdrawals over three periods of time. Countries were selected based on where the various supplier sites are located (total of 33 countries). All the data and definitions came from the FAO AQUASTAT database with the time period spanning 14 years (2003 to 2017), broken up into 3 periods each lasting 4 years. Tool used on scenario analysis: WRI Aqueduct. 3 indicators that could show a potential disruption to business were considered: • 1/Baseline water stress: measures the ratio of total withdrawals to total available annual renewable supply. • 2/Flood occurrence: a count of the number of floods recorded between 1985 and 2011. •3/Drought severity: estimates the average of the length times the dryness of droughts from 1901 to 2008. Three different scenarios were studied: • "Optimistic" (SSP2 RCP4.5): Stable economic development and carbon emissions peaking and declining by 2040. • "Business as usual" (SSP2 RCP8.5): Stable economic development and steadily rising global carbon emissions. • "Pessimistic" (SSP3 RCP8.5): Fragmented world with uneven economic development and steadily rising global carbon emissions. Based on these three scenarios, we will look at how water stress (projected change) and water demand (projected change) could change in 2020, 2030, and 2040 for the supplier sites. This is a qualitative scenario analysis.

(5.1.1.11) Rationale for choice of scenario

Water scenario analysis was used during an update to a supplier site water risk study to provide a qualitative description of how the water stress and water demand could change in the future for the priority supplier sites (all suppliers of raw materials) that were included in the study. This study enabled the corporate purchasing department to be informed of supplier sites that potentially require monitoring for water risks and which ones could be problematic in the years to come due to water shortages. In 2021, an SBTN methodological test was conducted to identify the water-related risks throughout the group's value chain. Updates of this test will be conducted regularly in the future.

Climate change

(5.1.1.1) Scenario used

Climate transition scenarios

☑ Bespoke climate transition scenario

(5.1.1.3) Approach to scenario

Select from:

☑ Qualitative and quantitative

(5.1.1.4) Scenario coverage

Select from:

☑ Organization-wide

(5.1.1.5) Risk types considered in scenario

Select all that apply

☑ Policy

☑ Market

☑ Liability

☑ Reputation

☑ Technology

☑ Acute physical

☑ Chronic physical

(5.1.1.6) Temperature alignment of scenario

Select from:

☑ 1.6°C - 1.9°C

(5.1.1.7) Reference year

2021

(5.1.1.8) Timeframes covered

Select all that apply

☑ 2030

☑ 2050

(5.1.1.9) Driving forces in scenario

Regulators, legal and policy regimes

☑ Global regulation

☑ Level of action (from local to global)

☑ Global targets

Macro and microeconomy

☑ Domestic growth

(5.1.1.10) Assumptions, uncertainties and constraints in scenario

Models used: The IEA SDS and to a lesser degree IEA NZE 2050 were used for deployment of green technologies. The hypothesis regarding societal practices (travel/mobility & food consumption) correspond to the public scenario ADEME S1 ""Frugal generation"". Time horizons: 2035: description & quantitative indicators, worldwide map of countries where the scenario is predominant 2050: detailed narrative of everyday life Drivers: Informed by the STEEP method (Social, Technology, Economic, Environmental and Policy): 1/ landscape of environmental crises and shocks having an impact on society (climate change, plus resource depletion, biodiversity collapse, pollution); 2/ economic system and economic growth; 3/ pace of energy decarbonization; 4/ development of technological inventions and strategies; 5/ predominant lifestyles and consumer spending patterns; 5/ political regime and its priorities. The drivers are characterized qualitatively and quantitatively to describe a world in which the equivalent of a ""war effort"" is made to reduce GHG emissions and limit resource consumption, with frugality being the mandated standard for all. Quantitative parameters: GDP & population growth, energy consumption (TWh), carbon intensity of energy (kg CO2/kWh), people & goods mobility (billions of km-p) Assumptions (constants): Population forecasts; self-interest as the predominant behavior; political & socio-economic fragmentation; irreversibly digitalized world; coexistence with 3 other scenarios Main data sources: Decarbonization (GHG emissions, energy factors & use, economic output and demography), societal (consumption/production, ecological footprint, development/well-being indices, migration, political regimes/interventionism, technology, food & agriculture, mobility): The World Bank Open Data and Carbon Pricing Dashboard, The Oxford Martin School/Oxford University Global Change Data Lab, Climate Watch data, Global Footprint Network, Yale University/Columbia University Environmental Performance Index, International Organization for Migration Data Portal, The Economist Intelligence Unit

(5.1.1.11) Rationale for choice of scenario

2020 TCFD guidance on ""disorderly transition scenario"", aligned to 1.7C. Developed in-house using state-of-the art information (e.g., 2019 critical review of public scenarios published by The Shift Project, input from exerpts at CDP, The Shift Project, other international companies). 2021: basis for qualitative analysis of Michelin's strategic plan.

Climate change

(5.1.1.1) Scenario used

Climate transition scenarios

☑ Bespoke climate transition scenario

(5.1.1.3) Approach to scenario

Select from:

☑ Qualitative and quantitative

(5.1.1.4) Scenario coverage

Select from:

☑ Organization-wide

(5.1.1.5) Risk types considered in scenario

Select all that apply

☑ Policy

☑ Market

☑ Liability

☑ Reputation

☑ Technology

☑ Acute physical

☑ Chronic physical

(5.1.1.6) Temperature alignment of scenario

Select from:

☑ 2.5°C - 2.9°C

(5.1.1.7) Reference year

2021

(5.1.1.8) Timeframes covered

Select all that apply

☑ 2030

☑ 2050

(5.1.1.9) Driving forces in scenario

Regulators, legal and policy regimes

☑ Global regulation

☑ Level of action (from local to global)

☑ Global targets

Macro and microeconomy

☑ Domestic growth

(5.1.1.10) Assumptions, uncertainties and constraints in scenario

Similar to the public scenario ADEME S3 "Green Technologies" (https://www.ademe.fr/en/futures-in-transition/scenarios) and constructed to contrast to the 3 other in-house models described herein. Time horizons: 2035: description & quantitative indicators, worldwide map of countries where the scenario is predominant 2050: detailed narrative of everyday life Drivers: Informed by the STEEP method (Social, Technology, Economic, Environmental and Policy): 1/ landscape of environmental crises and shocks having an impact on society (climate change, plus resource depletion, biodiversity collapse, pollution); 2/ economic system and economic growth; 3/ pace of energy decarbonization; 4/ development of technological inventions and strategies; 5/ predominant lifestyles and consumer spending patterns; 5/ political regime and its priorities. The drivers are characterized qualitatively and quantitatively to describe a world in which technological solutions pervade all levels of society to reduce GHG emissions and resource consumption, maintaining similar lifestyles as today. Quantitative parameters: GDP & population growth, energy consumption (TWh), carbon intensity of energy (kg CO2/kWh), people & goods mobility (billions of km-p) Assumptions (constants): Population forecasts; self-interest as the predominant behavior; political & socio-economic fragmentation; irreversibly digitalized world; coexistence with 3 other scenarios Main data sources: Decarbonization factors (GHG emissions, energy factors, energy use, economic output and demography), societal factors (consumption/production, ecological footprint, development/well-being indices, migration, political regimes/interventionism, technology, food & agriculture, mobility): The World Bank Open Data and Carbon Pricing

Dashboard, The Oxford Martin School/Oxford University Global Change Data Lab, Climate Watch data, Global Footprint Network, Yale University/Columbia University Environmental Performance Index, International Organization for Migration Data Portal, The Economist Intelligence Unit.

(5.1.1.11) Rationale for choice of scenario

2020 TCFD guidance on "disorderly transition scenario", aligned to 2.5C. Developed in-house using state-of-the art information (e.g., 2019 critical review of public scenarios published by The Shift Project, input from exerpts at CDP, The Shift Project, other international companies). 2021: basis for qualitative analysis of Michelin's strategic plan.

Climate change

(5.1.1.1) Scenario used

Climate transition scenarios

☑ Bespoke climate transition scenario

(5.1.1.3) Approach to scenario

Select from:

☑ Qualitative and quantitative

(5.1.1.4) Scenario coverage

Select from:

☑ Organization-wide

(5.1.1.5) Risk types considered in scenario

Select all that apply

☑ Policy

☑ Market

☑ Liability

☑ Reputation

☑ Technology

☑ Acute physical

☑ Chronic physical

(5.1.1.6) Temperature alignment of scenario

Select from:

☑ 3.0ºC - 3.4ºC

(5.1.1.7) Reference year

2021

(5.1.1.8) Timeframes covered

Select all that apply

☑ 2030

☑ 2050

(5.1.1.9) Driving forces in scenario

Regulators, legal and policy regimes

☑ Global regulation

☑ Level of action (from local to global)

☑ Global targets

Macro and microeconomy

☑ Domestic growth

(5.1.1.10) Assumptions, uncertainties and constraints in scenario

Models used: IEA STEPS Time horizons: 2035: description & quantitative indicators, worldwide map of countries where the scenario is predominant 2050: detailed narrative of everyday life Drivers: Informed by the STEEP method (Social, Technology, Economic, Environmental and Policy): 1/ the landscape of environmental crises and shocks having an impact on society, including resource depletion, collapse of biodiversity and various forms of pollution in addition to climate change; 2/ the economic system and economic growth; 3/ the pace of energy decarbonization; 4/ the development of technological inventions and strategies; 5/ predominant lifestyles and consumer spending patterns; 5/ the political regime and its priorities. The drivers are characterized qualitatively and quantitatively to describe 2 differents worlds: one in which major legislated policies are made throughout the world to reduce GHG emissions and resource consumption, while private individuals and companies change their respective behaviors marginally; the other in which "business as usual" reigns in public and private spheres and consumer behaviors

continue on their current trends, triggering environmental and social chaos. Quantitative parameters: GDP & population growth, energy consumption (TWh), carbon intensity of energy (kg CO2/kWh), people & goods mobility (billions of km-p) Assumptions (constants): Population forecasts; self-interest as the predominant behavior; political & socio-economic fragmentation; irreversibly digitalized world; coexistence with 2 other scenarios Main data sources: Same as the 2 scenarios described above.

(5.1.1.11) Rationale for choice of scenario

2020 TCFD guidance on "disorderly transition scenario", aligned to 3.2C. Developed in-house using state-of-the art information (e.g., 2019 critical review of public scenarios published by The Shift Project, input from exerpts at CDP, The Shift Project, other international companies). 2021: basis for qualitative analysis of Michelin's strategic plan.

Climate change

(5.1.1.1) Scenario used

Climate transition scenarios

☑ Bespoke climate transition scenario

(5.1.1.3) Approach to scenario

Select from:

☑ Qualitative and quantitative

(5.1.1.4) Scenario coverage

Select from:

☑ Organization-wide

(5.1.1.5) Risk types considered in scenario

Select all that apply

☑ Policy

☑ Market

☑ Liability

☑ Acute physical

☑ Chronic physical

☑ Reputation
☑ Technology

(5.1.1.6) Temperature alignment of scenario

Select from:
☑ 3.5ºC - 3.9ºC

(5.1.1.7) Reference year

2021

(5.1.1.8) Timeframes covered

Select all that apply
☑ 2030
☑ 2050

(5.1.1.9) Driving forces in scenario

Regulators, legal and policy regimes
☑ Global regulation
☑ Level of action (from local to global)
☑ Global targets

Macro and microeconomy
☑ Domestic growth

(5.1.1.10) Assumptions, uncertainties and constraints in scenario

Models used: IEA 4DS Time horizons: 2035: description & quantitative indicators, worldwide map of countries where the scenario is predominant 2050: detailed narrative of everyday life Drivers: Informed by the STEEP method (Social, Technology, Economic, Environmental and Policy): 1/ the landscape of environmental crises and shocks having an impact on society, including resource depletion, collapse of biodiversity and various forms of pollution in addition to climate change; 2/ the economic system and economic growth; 3/ the pace of energy decarbonization; 4/ the development of technological inventions and strategies; 5/ predominant

lifestyles and consumer spending patterns; 5/ the political regime and its priorities. The drivers are characterized qualitatively and quantitatively to describe 2 differents worlds: one in which major legislated policies are made throughout the world to reduce GHG emissions and resource consumption, while private individuals and companies change their respective behaviors marginally; the other in which "business as usual" reigns in public and private spheres and consumer behaviors continue on their current trends, triggering environmental and social chaos. Quantitative parameters: GDP & population growth, energy consumption (TWh), carbon intensity of energy (kg CO2/kWh), people & goods mobility (billions of km-p) Assumptions (constants): Population forecasts; self-interest as the predominant behavior; political & socio-economic fragmentation; irreversibly digitalized world; coexistence with 2 other scenarios Main data sources: Same as the 3 scenarios described above.

(5.1.1.11) Rationale for choice of scenario

2020 TCFD guidance on "disorderly transition scenario", aligned to 3.7C. Developed in-house using state-of-the art information (e.g., 2019 critical review of public scenarios published by The Shift Project, input from exerpts at CDP, The Shift Project, other international companies). 2021: basis for qualitative analysis of Michelin's strategic plan.

Climate change

(5.1.1.1) Scenario used

Physical climate scenarios

☑ RCP 3.4

(5.1.1.2) Scenario used SSPs used in conjunction with scenario

Select from:

☑ No SSP used

(5.1.1.3) Approach to scenario

Select from:

☑ Qualitative and quantitative

(5.1.1.4) Scenario coverage

Select from:

☑ Organization-wide

(5.1.1.5) Risk types considered in scenario

Select all that apply

☑ Policy

☑ Reputation

☑ Technology

☑ Liability

(5.1.1.6) Temperature alignment of scenario

Select from:

☑ 2.0°C - 2.4°C

(5.1.1.7) Reference year

2018

(5.1.1.8) Timeframes covered

Select all that apply

☑ 2030

(5.1.1.9) Driving forces in scenario

Regulators, legal and policy regimes

☑ Methodologies and expectations for science-based targets

(5.1.1.10) Assumptions, uncertainties and constraints in scenario

. The modelling under this scenario was both linear and non-linear, the former allowing implementation of known technologies to be planned over time, and the latter for anticipating technological/market/socio-economic conditions, particularly in the area of renewable energy availability. The actionable levers for decarbonization are a/ improving energy efficiency (identified energy efficiency initiatives covering insulation, electrification, closed loops, leak prevention, metering, and process efficiency), and b/reducing the CO2 emission factor (renewable energy, both purchased and on-/off-site projects, coal phaseout at 5 plants).

(5.1.1.11) Rationale for choice of scenario

To set an initial target for reducing Scope 1&2 emissions, in 2018 Michelin chose the IPCC AR5 RCP3.4 climate scenario's lowest-range pathway that limits global warming to 2C.

Climate change

(5.1.1.1) Scenario used

Physical climate scenarios

☑ RCP 4.5

(5.1.1.2) Scenario used SSPs used in conjunction with scenario

Select from:

☑ No SSP used

(5.1.1.3) Approach to scenario

Select from:

☑ Qualitative and quantitative

(5.1.1.4) Scenario coverage

Select from:

☑ Organization-wide

(5.1.1.5) Risk types considered in scenario

Select all that apply

☑ Acute physical

☑ Chronic physical

(5.1.1.6) Temperature alignment of scenario

Select from:

☑ 2.5ºC - 2.9ºC

(5.1.1.7) Reference year

2021

(5.1.1.8) Timeframes covered

Select all that apply

☑ 2030

☑ 2050

(5.1.1.9) Driving forces in scenario

Local ecosystem asset interactions, dependencies and impacts

☑ Climate change (one of five drivers of nature change)

Finance and insurance

☑ Sensitivity of capital (to nature impacts and dependencies)

(5.1.1.10) Assumptions, uncertainties and constraints in scenario

The models used are based on AR6 with the lastest CMIP6 data.

(5.1.1.11) Rationale for choice of scenario

This scenario is used to assess our vulnerability by 2030 and 2050 on the value chain to climate change physical risks, when it comes notably to health and safety of people and business continuity management.

Climate change

(5.1.1.1) Scenario used

Physical climate scenarios

☑ RCP 8.5

(5.1.1.2) Scenario used SSPs used in conjunction with scenario

Select from:

☑ No SSP used

(5.1.1.3) Approach to scenario

Select from:

☑ Qualitative and quantitative

(5.1.1.4) Scenario coverage

Select from:

☑ Organization-wide

(5.1.1.5) Risk types considered in scenario

Select all that apply

☑ Acute physical

☑ Chronic physical

(5.1.1.6) Temperature alignment of scenario

Select from:

☑ 4.0°C and above

(5.1.1.7) Reference year

2021

(5.1.1.8) Timeframes covered

Select all that apply

☑ 2030

☑ 2050

(5.1.1.9) Driving forces in scenario

Local ecosystem asset interactions, dependencies and impacts

☑ Climate change (one of five drivers of nature change)

Finance and insurance

☑ Sensitivity of capital (to nature impacts and dependencies)

(5.1.1.10) Assumptions, uncertainties and constraints in scenario

The models used are based on AR6 with the lastest CMIP6 data.

(5.1.1.11) Rationale for choice of scenario

This scenario is used to assess our vulnerability by 2030 and 2050 on the value chain to climate change physical risks, when it comes notably to health and safety of people and business continuity management.
[Add row]

(5.1.2) Provide details of the outcomes of your organization’s scenario analysis.

Climate change

(5.1.2.1) Business processes influenced by your analysis of the reported scenarios

Select all that apply

☑ Risk and opportunities identification, assessment and management

☑ Strategy and financial planning

☑ Resilience of business model and strategy

☑ Capacity building

☑ Target setting and transition planning

(5.1.2.2) Coverage of analysis

Select from:

☑ Organization-wide

(5.1.2.3) Summarize the outcomes of the scenario analysis and any implications for other environmental issues

Results of the company-wide scenario analysis: 1/ Concluding observations -Validation by the Group Executive Committee of the 4 scenarios as plausible trajectories, to different degrees depending on the geography/region, each complex and paradoxical, as are the choices to be confronted. -Agreement by the Group Executive Committee members on the relevance of the assumption of co-existing scenarios or blend of scenarios playing out over time on a country-by-country basis, driven by governmental decisions. 2/ Decisions regarding the strategic plan: -Retention of business strategy fundamentals: ever-increasing connectivity, the necessity of key external partnerships, and a set of trends that are favorable as concerns vehicle fleets, urban mobility, micromobility and intermodality and unfavorable as concerns environmental degradation. -Climate-related questions are to be addressed systematically in the annual strategic planning process. Scenario analysis for focus areas is to be done on an ad hoc basis as needed, while scenario analysis at the company-wide level is to be done at a regular interval set by the Group Executive Committee. 3/ Actions taken following the analysis -Several innovation priorities were identified, including developing offers for managing end-of-life tires and means to adapt tire products and operations to higher temperatures. Results of the scenario analysis by business lines, regional organizations, operating division, corporate departments: 1/ Concluding observations: Integrating dynamic trends related to climate change and complexities of reaching planetary limits is a crucial underpinning of business strategy and tactical plan development. 2/ Decisions regarding strategic planning: integrate the inflections from the "strategic fit" scenario analysis into 5-year business & operational strategies. 3/ Actions taken following the analysis: varying depending on the mission of the organization, but center on bringing CO2 mitigation solutions to customers and adapting supply chain operations to reduce/better manage physical and transition risks, direct and indirect.

Water

(5.1.2.1) Business processes influenced by your analysis of the reported scenarios

Select all that apply

☑ Risk and opportunities identification, assessment and management

☑ Strategy and financial planning

☑ Resilience of business model and strategy

☑ Capacity building

☑ Target setting and transition planning

(5.1.2.2) Coverage of analysis

Select from:

☑ Organization-wide

(5.1.2.3) Summarize the outcomes of the scenario analysis and any implications for other environmental issues

The results of the supplier site water risk study showed that certain suppliers are located in areas of higher water stress and/or higher competition among users. Depending on the scenario, roughly 50% of supplier sites are located in areas not projected to undergo any significant change compared to the baseline year, and the other 50% are located in areas projected to undergo slight increases in water stress and competition. Only a few sites are located in areas projected to show a significant increase in the two parameters. The main outcome of this scenario analysis was the understanding that supply disruptions could very well occur, but at a small number of supplier sites, given the current diversification of raw material supplies. The results of this study made us decide to update it regularly, as it was made between 2021 and 2023, to follow the evolution of risks
[Fixed row]

(5.2) Does your organization’s strategy include a climate transition plan?

(5.2.1) Transition plan

Select from:

☑ Yes, we have a climate transition plan which aligns with a 1.5°C world

(5.2.3) Publicly available climate transition plan

Select from:

☑ Yes

(5.2.4) Plan explicitly commits to cease all spending on, and revenue generation from, activities that contribute to fossil fuel expansion

Select from:

☑ No, and we do not plan to add an explicit commitment within the next two years

(5.2.6) Explain why your organization does not explicitly commit to cease all spending on and revenue generation from activities that contribute to fossil fuel expansion

Michelin commits to eradicate the usage of fossil fuel in its own operations and products by 2050, as supported by SBTI and renewable & recyclable materials targets. Regarding revenue streams, it nevertheless cannot control the usage of its products that can be indifferently fitted on electric or thermic vehicle.

(5.2.7) Mechanism by which feedback is collected from shareholders on your climate transition plan

Select from:

☑ We have a different feedback mechanism in place

(5.2.8) Description of feedback mechanism

The climate transition plan and its 2030 and 2050 roadmaps are reviewed and validated by the CSR Committee of the Supervisory Board, The Supervisory Board exercises permanent oversight of the Company's management and assesses its quality for the benefit of the shareholders, presenting a report thereon at each Annual Shareholders Meeting. The CSR Committee, examine the Group's strategy, ambitions, policies and commitments in terms of ethics and compliance, Human rights, hygiene / health / safety of persons and environment, including climate change and biodiversity, and make recommendations in this regard.

(5.2.9) Frequency of feedback collection

Select from:

☑ Annually

(5.2.10) Description of key assumptions and dependencies on which the transition plan relies

The Group's climate strategy is organized around two key components: (i) a transition plan comprising both initiatives to decarbonize direct and indirect activities in the value chain (Scopes 1, 2 and 3) and a resilient strategic plan to move towards a low-carbon economy; and (ii) an adaptation plan to prepare for the physical effects of climate change. The strategy is based on three principles: achieve net-zero emissions by 2050 by fulfilling our external emission reduction commitments by 2030; identify risks and opportunities based on climate change scenarios; transparently disclose the information expected by our external stakeholders. As part of its decarbonization plan, Michelin aims to reach netzero emissions by 2050(1) in Scopes 1, 2 and 3(2), with initially a priority focus on reducing to as close to zero as possible emissions from: all its production plants; its supply chain with its raw materials and components suppliers; its transportation operations.

(5.2.11) Description of progress against transition plan disclosed in current or previous reporting period

In January 2024, the Group submitted to the SBTi pathway new short and long-term targets aligned with a 1.5C scenario. The targets were validated by SBTi in june 2024. From 2019 to 2023, the Scope 1&2 emissions fell from 3.22 Mt CO2 to 2.31 Mt CO2 (-28% improvement) and the Essential Scope 3 emissions fell from 14.5 Mt CO2 to 13.0 Mt CO2 on the same period (-10% improvement). These significant improvements confirm that our roadmaps are reliable to reach our targets.

(5.2.12) Attach any relevant documents which detail your climate transition plan (optional)

Transition plan _ URD2023 extract.pdf

(5.2.13) Other environmental issues that your climate transition plan considers

Select all that apply

☑ Forests

☑ Biodiversity

☑ Other, please specify :Circular economy

(5.2.14) Explain how the other environmental issues are considered in your climate transition plan

Circular economy: the Group's ambitious objective is to manufacture its tires entirely from renewable or recycled materials by 2050, backed by a commitment to incorporating an average of 40% renewable or recycled materials by 2030. This ambition will be linked to our ambition to decarbonize our raw materials. Biodiversity and Forest: Like every company, Michelin relies on biodiversity and ecosystem services to ensure the supply of raw materials and water, regulate the climate and create conditions for conducting its business sustainably. This is why the Group is stepping up its commitments and initiatives to combat climate change, conserve resources and safeguard biodiversity. Of the 200 or so materials used to make a tire, natural rubber accounts for around 21%(2) of the Group's purchased raw materials inputs. This means that Michelin is highly dependent on natural rubber to manufacture its products and, in turn, that its income depends on maintaining proper environments for biodiversity and ecosystems.
[Fixed row]

(5.3) Have environmental risks and opportunities affected your strategy and/or financial planning?

(5.3.1) Environmental risks and/or opportunities have affected your strategy and/or financial planning

Select from:

☑ Yes, both strategy and financial planning

(5.3.2) Business areas where environmental risks and/or opportunities have affected your strategy

Select all that apply

☑ Products and services

☑ Upstream/downstream value chain

☑ Investment in R&D

☑ Operations

[Fixed row]

(5.3.1) Describe where and how environmental risks and opportunities have affected your strategy.

Products and services

(5.3.1.1) Effect type

Select all that apply

☑ Opportunities

(5.3.1.2) Environmental issues relevant to the risks and/or opportunities that have affected your strategy in this area

Select all that apply

☑ Climate change

(5.3.1.3) Describe how environmental risks and/or opportunities have affected your strategy in this area

Rationale: Michelin's predominant products in terms of sales revenues are tires for a multitude of uses (passenger car, truck & bus, two-wheel, off-road). Regardless of type, the use phase represents between 70 and 97% of the life cycle CO2 emissions of tires. The same is true for the use phase of vehicles. As downstream mobility users seek opportunities to reduce their CO2 footprint, Michelin has opportunities to develop product and service offers that deliver CO2 reductions to its customers. Beyond tires, opportunities for low-carbon mobility have given momentum to developing new products and services. How strategy has been influenced: Climate change opportunities stemming from regulation and extreme weather have reinforced historic activities: a/ continued development of longlasting, energy-efficient tires to benefit from thresholds and grading for tire energy efficiency and vehicle emission standards, mainly in Europe and Japan (mitigation-related activity); b/ innovative offers for fleets to improve fuel efficiency (mitigation-related); and c/ all-weather tires (adaptation-related). The historic activity strategy is articulated over the medium-term time horizon. Opportunities for low-carbon mobility, mainly from regulation and changing market expectations (investors, customers) coupled with risks from limited resources have influenced strategy: new business ventures have been launched around hydrogen-powered mobility, transport-as-a-service, and advanced materials built on closed- and open-loop models for using end-of-life tires and diverse plastic wastes as feedstock. Case study of a substantial strategic decision: Opportunities for new low-carbon mobility (mitigation-related) have confirmed a long-term strategy: In 2019, following 15 years of R&D in hydrogen fuel cells and building public & private partnerships, Michelin made a strategic decision to enter this emerging market by acquiring Symbio and joining with Faurecia to create a

joint venture with an initial investment of 140 million. Known as Symbio, A Faurecia Stellantis Michelin Hydrogen Company, the JV will develops, produces and markets hydrogen fuel cell systems for cars, utility vehicles, trucks and other electromobility applications. 2030 objective: produce 200,000 hydrogen systems a year. In 2021, construction of a fuel cell plant in France was launched.

Upstream/downstream value chain

(5.3.1.1) Effect type

Select all that apply

☑ Risks

☑ Opportunities

(5.3.1.2) Environmental issues relevant to the risks and/or opportunities that have affected your strategy in this area

Select all that apply

☑ Climate change

(5.3.1.3) Describe how environmental risks and/or opportunities have affected your strategy in this area

Rationale: The CO2 footprint from raw materials and transportation & distribution is significant, account for virtually all of Scope 3 emissions, excluding the use phase of products and services. Reducing emissions in these areas represents an opportunity to generate new efficiencies as well as revenue streams and meet external stakeholder expectations. At the same time, acute physical impacts from extreme weather events present an increasing risk to supply chain operations. How strategy has been influenced: 1/ in June 2024, SBTi has validated Michelin new CO2 emission reduction targets, in line with a 1.5C trajectory. 2/ Climate-related risks were fully integrated into the Group risk map in 2020, aligned with TCFD risk types. Potential for impact in the supply chain from extreme weather events is identified as one of the main risk factors. Case studies of substantial strategic decisions: Following a corporate-wide audit of acute and chronic physical risks related to climate change covering all operations, direct and indirect with value chain partners, to determine maximum possible impact, current risk management practices and residual risk, proof-of-concept risk evaluation tools for key raw materials were developed in 2021.

Investment in R&D

(5.3.1.1) Effect type

Select all that apply

☑ Opportunities

(5.3.1.2) Environmental issues relevant to the risks and/or opportunities that have affected your strategy in this area

Select all that apply

☑ Climate change

(5.3.1.3) Describe how environmental risks and/or opportunities have affected your strategy in this area

Rationale: The CO2 footprint of tires and other forms of mobility is largely in the use phase, along with significant emissions from raw materials. To develop product and service offers that deliver CO2 reductions, investment in R&D is essential. How strategy has been influenced: 1/Existing opportunities have been maintained and expanded in 3 strategic growth pillars including: a/continual improvement of tire energy efficiency, b/resource-saving, low-carbon services and solutions for fleets, and c/innovations in new power trains (e.g. hydrogen fuel cell). This strategy will continue over the medium time horizon. In 2020, around 18% of the total R&D budget was allocated to continuously improving tire energy efficiency and developing hydrogen mobility technologies. 2/New opportunities: The challenges of reducing the use of fossil fuels and materials derived from them has highlighted opportunities to develop high-performance materials from renewable or recycled feedstock. Investor and customer expectations have also driven changes at the strategic level. This context lead Michelin in 2016 to establish the area of advanced materials as a strategic growth driver over the medium time horizon. To underpin the strategy, the Group set a long-term objective of using 100% sustainable materials in 2050 and a medium-term target of 40% in 2030. Case study of a substantial strategic decision: In 2020 Michelin launched a 5-year R&D project called EMPREINTE with a budget of 74.6M, including 13.4M of French government aid and 4 objectives: a/develop new materials derived from waste recovery and new processes to obtain them, focusing on polymers, fillers, chemicals and metal reinforcements; b/design and develop sustainable tires that integrate these new materials, while guaranteeing performance suitable for tomorrow's vehicles and new mobility uses; c/optimize the impact of tire use through connectivity and predictive maintenance and develop new mobility services; d/optimize tire assembly processes to adapt to these new products through a flexible, efficient and economically viable manufacturing process. In October 2022, Michelin unveiled new tires designed by this project that feature 45% sustainable materials in the passenger car tire and 58% in the bus tire. In both cases, this represents a 50% increase in the sustainable material content compared with current tires.

Operations

(5.3.1.1) Effect type

Select all that apply

☑ Risks

(5.3.1.2) Environmental issues relevant to the risks and/or opportunities that have affected your strategy in this area

Select all that apply

☑ Climate change

(5.3.1.3) Describe how environmental risks and/or opportunities have affected your strategy in this area

Rationale: Climate change risk and opportunities, particularly around regulatory changes, rising energy costs, increased availability of renewables and increasing societal expectations for corporate stewardship, have changed how Michelin sources and uses energy in its manufacturing and logistics operations. How strategy has

been influenced: 1) Michelin has aligned its Scope 1, 2 & 3 CO2 reduction targets with the Paris Agreement, and they have been approved by SBTi. The time horizon for the Scopes 1&2 and Scope 3 target is medium-term (2030) and long term (2050). These targets are the foundation of emission reduction roadmaps that identify actionable levers, costs and implementation timeframe. The roadmaps are validated by the Environment Governance body. They serve as key inputs to the 5-year strategic planning process for the manufacturing and supply chain operations corporate divisions. 2) Climate-related risks were fully integrated into the Group risk map in 2020, aligned with TCFD risk types. Potential for impact on operations (manufacturing plants, logistics warehouses, and transportation routes) from extreme weather events is identified as one of the main risk factors. Case studies of substantial strategic decisions: a/ To reduce CO2 reductions in logistics operations, Michelin signed a letter of commitment in 2021 for maritime transport with NEOLINE, a French shipowner relying on main propulsion by wind energy for its 136m-long cargo ships equipped with 4200 m2 of sails. The commitment encompasses the transport of Michelin-produced tires loaded in containers from Halifax (Canada) to Saint-Nazaire - Montoir de Bretagne (France) on the first transatlantic line to be opened by NEOLINE in 2023. With the arrival of a second vessel, scheduled a year later, the Michelin will gradually entrust NEOLINE with at least 50% of the group's containers transported on this line. b/ Following a corporate-wide audit of acute and chronic physical risks related to climate change covering all operations, direct and indirect with value chain partners, to determine maximum possible impact, current risk management practices and residual risk, a proof-of-concept risk evaluation tool was developed in 2021.
[Add row]

(5.3.2) Describe where and how environmental risks and opportunities have affected your financial planning.

Row 1

(5.3.2.1) Financial planning elements that have been affected

Select all that apply

☑ Revenues

(5.3.2.2) Effect type

Select all that apply

☑ Risks

☑ Opportunities

(5.3.2.3) Environmental issues relevant to the risks and/or opportunities that have affected these financial planning elements

Select all that apply

☑ Climate change

(5.3.2.4) Describe how environmental risks and/or opportunities have affected these financial planning elements

Risks and opportunities are inherent in rapidly evolving mobility markets in which B2B and B2C preferences and behavior can drive the willingness to pay for low carbon products and services upwards or downwards thereby influencing revenues. Case study: Opportunities for low carbon products and services have influenced revenues in a positive direction. As a market leader in connected tires and digital fleet management, Michelin offers its corporate customers services and solutions to reduce their carbon footprints, in addition to other key benefits (e.g., enhancing safety performance, simplifying maintenance). The goal for the services and solutions business unit is to double revenue over 5 years, by new and expanded fleet management solutions. Pressure to decarbonize will lead to increasing needs from fleets for such service, thus increasing Michelin future revenues. Sales of tire-related services and solutions totaled 219 M in 2022. With 1.1 million vehicles currently under Michelin Group contract, this number is expected to grow about 15% CAGR by 2030. More than 5M transactions are expected per year, with more than 10 000 services providers. 50 connected offers/yr are planned to be launched. Time horizon: short-term.

Row 2

(5.3.2.1) Financial planning elements that have been affected

Select all that apply

☑ Direct costs

☑ Indirect costs

(5.3.2.2) Effect type

Select all that apply

☑ Risks

☑ Opportunities

(5.3.2.3) Environmental issues relevant to the risks and/or opportunities that have affected these financial planning elements

Select all that apply

☑ Climate change

(5.3.2.4) Describe how environmental risks and/or opportunities have affected these financial planning elements

Influenced by the CO2 reduction roadmap approved by the Environment Governance (EG) and the risk of not meeting external stakeholder expectations for net zero emissions. Direct costs come from projects to reduce energy consumption and procurement of renewable energy, and indirect costs from CO2 allowances and

carbon taxes. Case study: Future purchase of CO2 allowances under the EU ETS (9.3M in 2021 and estimated 18M in 2025) for 15 sites and additional costs expected in the medium-term under the China ETS system. Forecasted increases in CO2 allowances are determined by the CO2 Allowances Management Committee, a cross-functional team tasked with optimizing compliance costs. Its findings are communicated to the impacted manufacturing sites so that the forecasts can be balanced with capex and opex for projects to reduce energy consumption and CO2 emissions. The optimal strategy from a financial and CO2 reduction perspective can be integrated into the sites' 5-year strategic plan. Time horizon: short-term

Row 3

(5.3.2.1) Financial planning elements that have been affected

Select all that apply

☑ Capital expenditures

(5.3.2.2) Effect type

Select all that apply

☑ Risks

☑ Opportunities

(5.3.2.3) Environmental issues relevant to the risks and/or opportunities that have affected these financial planning elements

Select all that apply

☑ Climate change

(5.3.2.4) Describe how environmental risks and/or opportunities have affected these financial planning elements

Capex planning is influenced by the CO2 reduction roadmap approved by the EG and the risk of not meeting external stakeholder expectations for net zero emissions. Case study: To guarantee annual progress against CO2 reduction targets and anticipate regulatory costs of CO2 emissions, Michelin raised the internal carbon price from 100 to 200 /metric ton CO2 in 2023. Project leaders must submit 2 scenarios, with and without the internal carbon price. Project sponsors can compare the payback calculated with a carbon market price (now zero in every host region except Europe and Shanghai) and the payback calculated with the projected carbon price over the lifetime of the equipment being purchased today. The internal price is regularly reviewed based on analysis of external carbon pricing trends. Time horizon: short-term

Row 4

(5.3.2.1) Financial planning elements that have been affected

Select all that apply

☑ Capital allocation

(5.3.2.2) Effect type

Select all that apply

☑ Risks

☑ Opportunities

(5.3.2.3) Environmental issues relevant to the risks and/or opportunities that have affected these financial planning elements

Select all that apply

☑ Climate change

(5.3.2.4) Describe how environmental risks and/or opportunities have affected these financial planning elements

This element is influenced by the CO2 reduction roadmap approved by the EG and the risk of not meeting external stakeholder expectations for net zero emissions. Managing this risk thus involves allocating capital at the corporate level for manufacturing operations and logistics operations. Case study: An annual target is set for investments in manufacturing energy efficiency projects, an average of 90M per year from 2023 to 2030. Each year the 5-year strategic plan at regional manufacturing level is reviewed and readjusted to include an investment budget corresponding to the energy efficiency projects that have been prioritized according to three criteria: 1) technical feasibility, 2) cost and return on investment, and 3) contribution to meeting Michelin's 2030 CO2 reduction target for Scopes 1 & 2 of -50% in absolute value (2010 baseline). Time horizon: medium-term

Row 5

(5.3.2.1) Financial planning elements that have been affected

Select all that apply

☑ Acquisitions and divestments

(5.3.2.2) Effect type

Select all that apply

☑ Risks

☑ Opportunities

(5.3.2.3) Environmental issues relevant to the risks and/or opportunities that have affected these financial planning elements

Select all that apply

☑ Climate change

(5.3.2.4) Describe how environmental risks and/or opportunities have affected these financial planning elements

Financial planning is influenced by the strategic plan ""Michelin in Motion"" to grow “Around Tires"" and ""Beyond Tires” which takes into consideration risks and opportunities driven by evolving market needs to reduce materials extraction - and the associated carbon footprint – and the carbon footprint of products and services particularly in the use phase. Case study: Acquisitions to generate growth ""Around Tires"" focus on digital technologies/services to supporting zero-emission fleets by optimizing operations and easing the transition to electrification with data analytics. Main acquisitions in recent years include Sascar, NexTraq, Masternaut, Maestro Marketplace. These companies serve 70,000 customers in 48 countries covering 300 million trips a year, with continued acquisitions planned in a global fleet management market projected to grow 15% a year through 2030. Acquisitions to generate growth ""Beyond Tires"" focus on advanced materials, including bio-based and recycled feedstocks, and hydrogen-powered mobility. Main acquisitions include Lehigh Technologies, specializing in micronized rubber powders derived from recycled end-of-life tires and other rubber-based industrial products; strategic partnerships with Enviro, Carbios and Pyrowave to develop innovation recycling technologies around waste plastics and end-of-life tires; and a joint venture with Faurecia to create Symbio, a leader in hydrogen-powered mobility. Time horizon: short-term

Row 6

(5.3.2.1) Financial planning elements that have been affected

Select all that apply

☑ Access to capital

(5.3.2.2) Effect type

Select all that apply

☑ Risks

☑ Opportunities

(5.3.2.3) Environmental issues relevant to the risks and/or opportunities that have affected these financial planning elements

Select all that apply

☑ Climate change

(5.3.2.4) Describe how environmental risks and/or opportunities have affected these financial planning elements

This element is influenced by the risk of negative shareholder feedback regarding corporate climate change strategy. Michelin regularly discusses the sustainability strategy with shareholders and potential investors. Given Michelin's strong ESG performance as evaluated by extra-financial rating organizations, several of which use information reported to the CDP, access to financial capital remains open, if not more accessible. Case study: Michelin uses its ESG status as an opportunity. In 2020, the Group signed a EUR 2.5bn Multicurrency Revolving Credit Facility with a group of 19 banks, linking its pricing to a set of 3 ""Sustainability Performance Targets"" among which the reduction of Scope 1&2 emissions. Time horizon: short-term

Row 7

(5.3.2.1) Financial planning elements that have been affected

Select all that apply

☑ Assets

(5.3.2.2) Effect type

Select all that apply

☑ Risks

☑ Opportunities

(5.3.2.3) Environmental issues relevant to the risks and/or opportunities that have affected these financial planning elements

Select all that apply

☑ Climate change

(5.3.2.4) Describe how environmental risks and/or opportunities have affected these financial planning elements

Influenced by the CO2 reduction roadmap approved by the EG and the risk of not meeting external stakeholder expectations for net zero emissions. Case study: Michelin has 4 production sites that use steam produced from coal-fired boilers, 3 in Europe, 1 in North America. The boilers are potentially stranded assets under climate change scenarios compatible with the Paris Agreement. Michelin is pursuing its coal exit strategy for manufacturing to achieve a 50% reduction of CO2 emissions from 2010-2030. Annual capital investment required ranges from 12 M to 30 M per year, depending on the coal replacement choices made at each location. Time horizon: medium-term
[Add row]

(5.4) In your organization's financial accounting, do you identify spending/revenue that is aligned with your organization's climate transition?

	Identification of spending/revenue that is aligned with your organization's climate transition	Methodology or framework used to assess alignment with your organization's climate transition	Indicate the level at which you identify the alignment of your spending/revenue with a sustainable finance taxonomy
	Select from: ☑ Yes	*Select all that apply* ☑ A sustainable finance taxonomy	*Select from:* ☑ At both the organization and activity level

[Fixed row]

(5.4.1) Quantify the amount and percentage share of your spending/revenue that is aligned with your organization's climate transition.

Row 1

(5.4.1.1) Methodology or framework used to assess alignment

Select from:
☑ A sustainable finance taxonomy

(5.4.1.2) Taxonomy under which information is being reported

Select from:

☑ EU Taxonomy for Sustainable Activities

(5.4.1.3) Objective under which alignment is being reported

Select from:

☑ Climate change mitigation

(5.4.1.4) Indicate whether you are reporting eligibility information for the selected objective

Select from:

☑ Yes

(5.4.1.5) Financial metric

Select from:

☑ Revenue/Turnover

(5.4.1.6) Amount of selected financial metric that is aligned in the reporting year (currency)

4531000000

(5.4.1.7) Percentage share of selected financial metric aligned in the reporting year (%)

16

(5.4.1.8) Percentage share of selected financial metric planned to align in 2025 (%)

0

(5.4.1.9) Percentage share of selected financial metric planned to align in 2030 (%)

0

(5.4.1.10) Percentage share of financial metric that is taxonomy-eligible in the reporting year (%)

54

(5.4.1.11) Percentage share of financial metric that is taxonomy non-eligible in the reporting year (%)

46

(5.4.1.12) Details of the methodology or framework used to assess alignment with your organization’s climate transition

See URD 2023, Chapter 4.1.1.7, section "Analysis methodology of eligible and aligned activities". Assessment for 2025 and 2030 done considering the existing criteria (as of June 2024) in the EU taxonomy on DNSH for chemical substances which excludes from being aligned. Situation is not specific to Michelin and being discussed.

Row 2

(5.4.1.1) Methodology or framework used to assess alignment

Select from:

☑ A sustainable finance taxonomy

(5.4.1.2) Taxonomy under which information is being reported

Select from:

☑ EU Taxonomy for Sustainable Activities

(5.4.1.3) Objective under which alignment is being reported

Select from:

☑ Climate change mitigation

(5.4.1.4) Indicate whether you are reporting eligibility information for the selected objective

Select from:

☑ Yes

(5.4.1.5) Financial metric

Select from:

☑ CAPEX

(5.4.1.6) Amount of selected financial metric that is aligned in the reporting year (currency)

601000000

(5.4.1.7) Percentage share of selected financial metric aligned in the reporting year (%)

22

(5.4.1.8) Percentage share of selected financial metric planned to align in 2025 (%)

0

(5.4.1.9) Percentage share of selected financial metric planned to align in 2030 (%)

0

(5.4.1.10) Percentage share of financial metric that is taxonomy-eligible in the reporting year (%)

59

(5.4.1.11) Percentage share of financial metric that is taxonomy non-eligible in the reporting year (%)

41

(5.4.1.12) Details of the methodology or framework used to assess alignment with your organization’s climate transition

See URD 2023, Chapter 4.1.1.7, section "Analysis methodology of eligible and aligned activities". Assessment for 2025 and 2030 done considering the existing criteria (as of June 2024) in the EU taxonomy on DNSH for chemical substances which excludes from being aligned. Situation is not specific to Michelin and being discussed.

Row 3

(5.4.1.1) Methodology or framework used to assess alignment

Select from:

☑ A sustainable finance taxonomy

(5.4.1.2) Taxonomy under which information is being reported

Select from:

☑ EU Taxonomy for Sustainable Activities

(5.4.1.3) Objective under which alignment is being reported

Select from:

☑ Climate change mitigation

(5.4.1.4) Indicate whether you are reporting eligibility information for the selected objective

Select from:

☑ Yes

(5.4.1.5) Financial metric

Select from:

☑ OPEX

(5.4.1.6) Amount of selected financial metric that is aligned in the reporting year (currency)

283000000

(5.4.1.7) Percentage share of selected financial metric aligned in the reporting year (%)

16

(5.4.1.8) Percentage share of selected financial metric planned to align in 2025 (%)

0

(5.4.1.9) Percentage share of selected financial metric planned to align in 2030 (%)

0

(5.4.1.10) Percentage share of financial metric that is taxonomy-eligible in the reporting year (%)

54

(5.4.1.11) Percentage share of financial metric that is taxonomy non-eligible in the reporting year (%)

46

(5.4.1.12) Details of the methodology or framework used to assess alignment with your organization’s climate transition

See URD 2023, Chapter 4.1.1.7, section "Analysis methodology of eligible and aligned activities". Assessment for 2025 and 2030 done considering the existing criteria (as of June 2024) in the EU taxonomy on DNSH for chemical substances which excludes from being aligned. Situation is not specific to Michelin and being discussed.
[Add row]

(5.4.2) Quantify the percentage share of your spending/revenue that was associated with eligible and aligned activities under the sustainable finance taxonomy in the reporting year.

Row 1

(5.4.2.1) Economic activity

Select from:
☑ Manufacture of other low carbon technologies

(5.4.2.2) Taxonomy under which information is being reported

Select from:
☑ EU Taxonomy for Sustainable Activities

(5.4.2.3) Taxonomy alignment

Select from:

☑ Taxonomy-aligned

(5.4.2.4) Financial metrics

Select all that apply

☑ Turnover

☑ CAPEX

☑ OPEX

(5.4.2.5) Types of substantial contribution

Select all that apply

☑ Own performance

☑ Activity enabling mitigation

(5.4.2.6) Taxonomy-aligned turnover from this activity in the reporting year (currency)

4531000000

(5.4.2.7) Taxonomy-aligned turnover from this activity as % of total turnover in the reporting year

16

(5.4.2.8) Taxonomy-aligned turnover from this activity that substantially contributed to climate change mitigation as a % of total turnover in the reporting year

16

(5.4.2.9) Taxonomy-aligned turnover from this activity that substantially contributed to climate change adaptation as a % of total turnover in the reporting year

0

(5.4.2.13) Taxonomy-aligned CAPEX from this activity in the reporting year (currency)

601000000

(5.4.2.14) Taxonomy-aligned CAPEX from this activity as % of total CAPEX in the reporting year

22

(5.4.2.15) Taxonomy-aligned CAPEX from this activity that substantially contributed to climate change mitigation as a % of total CAPEX in the reporting year

22

(5.4.2.16) Taxonomy-aligned CAPEX from this activity that substantially contributed to climate change adaptation as a % of total CAPEX in the reporting year

0

(5.4.2.20) Taxonomy-aligned OPEX from this activity in the reporting year (currency)

283000000

(5.4.2.21) Taxonomy-aligned OPEX from this activity as % of total OPEX in the reporting year

16

(5.4.2.22) Taxonomy-aligned OPEX from this activity that substantially contributed to climate change mitigation as a % of total OPEX in the reporting year

16

(5.4.2.23) Taxonomy-aligned OPEX from this activity that substantially contributed to climate change adaptation as a % of total OPEX in the reporting year

0

(5.4.2.27) Calculation methodology and supporting information

See URD 2023, Chapter 4.1.1.7, section 4.1.1.7 (e) "Principles of calculation, tables and conclusion"

(5.4.2.28) Substantial contribution criteria met

Select from:

☑ Yes

(5.4.2.29) Details of substantial contribution criteria analysis

See URD 2023, Chapter 4.1.1.7, section 4.1.1.7 (b) "Substantial contribution"

(5.4.2.30) Do no significant harm requirements met

Select from:

☑ Yes

(5.4.2.31) Details of do no significant harm analysis

See URD 2023, Chapter 4.1.1.7, section 4.1.1.7 (c) "Do No Significant Harm criteria ("DNSH")"

(5.4.2.32) Minimum safeguards compliance requirements met

Select from:

☑ Yes

(5.4.2.33) Attach any supporting evidence

EU Taxonomy.pdf

Row 2

(5.4.2.1) Economic activity

Select from:

☑ Data-driven solutions for GHG emissions reductions

(5.4.2.2) Taxonomy under which information is being reported

Select from:

☑ EU Taxonomy for Sustainable Activities

(5.4.2.3) Taxonomy alignment

Select from:

☑ Taxonomy-eligible but not aligned

(5.4.2.4) Financial metrics

Select all that apply

☑ Turnover

☑ CAPEX

☑ OPEX

(5.4.2.10) Taxonomy-eligible but not aligned turnover from this activity in the reporting year (currency)

234000000

(5.4.2.11) Taxonomy-eligible but not aligned turnover from this activity as % of total turnover in the reporting year

1

(5.4.2.17) Taxonomy-eligible but not aligned CAPEX associated with this activity in the reporting year (currency)

0

(5.4.2.18) Taxonomy-eligible but not aligned CAPEX associated with this activity as % of total CAPEX in the reporting year

0

(5.4.2.24) Taxonomy-eligible but not aligned OPEX associated with this activity in the reporting year (currency)

0

(5.4.2.25) Taxonomy-eligible but not aligned OPEX associated with this activity as % total OPEX in the reporting year

0

(5.4.2.27) Calculation methodology and supporting information

See URD 2023, Chapter 4.1.1.7, section 4.1.1.7 (e) "Principles of calculation, tables and conclusion"

(5.4.2.28) Substantial contribution criteria met

Select from:
☑ Yes

(5.4.2.29) Details of substantial contribution criteria analysis

See URD 2023, Chapter 4.1.1.7, section 4.1.1.7 (b) "Substantial contribution"

(5.4.2.30) Do no significant harm requirements met

Select from:
☑ Yes

(5.4.2.31) Details of do no significant harm analysis

See URD 2023, Chapter 4.1.1.7, section 4.1.1.7 (c) "Do No Significant Harm criteria ("DNSH")"

(5.4.2.32) Minimum safeguards compliance requirements met

Select from:
☑ Yes

(5.4.2.33) Attach any supporting evidence

EU Taxonomy.pdf
[Add row]

(5.4.3) Provide any additional contextual and/or verification/assurance information relevant to your organization's taxonomy alignment.

	Details of minimum safeguards analysis	Additional contextual information relevant to your taxonomy accounting	Indicate whether you will be providing verification/assurance information relevant to your taxonomy alignment in question 13.1
	See URD 2023, Chapter 4.1.1.7, section 4.1.1.7 (d) "Respect of Minimum Social Safeguards (MSS)"	*None*	*Select from:* ☑ Yes

[Fixed row]

(5.9) What is the trend in your organization's water-related capital expenditure (CAPEX) and operating expenditure (OPEX) for the reporting year, and the anticipated trend for the next reporting year?

(5.9.1) Water-related CAPEX (+/- % change)

60

(5.9.2) Anticipated forward trend for CAPEX (+/- % change)

10

(5.9.3) Water-related OPEX (+/- % change)

25

(5.9.4) Anticipated forward trend for OPEX (+/- % change)

10

(5.9.5) Please explain

Routine operating expenses for water management are not consolidated at Group level. The figures reported represent costs of implementing NEW means (e.g., equipment, processes, infrastructure, etc.) for achieving improved performance in preventing surface water pollution and in sustainably using water resources, consolidated in two categories: capital expenditures and operating expenses. Significant water saving projects took place this year such as closing of once-through cooling loops, reuse of water from blowdown and condensate or the detection and replacement of damaged water pipes. The trend is an increase in CAPEX and OPEX as we can anticipate more reuse and recycling projects which have impacts on both.
[Fixed row]

(5.10) Does your organization use an internal price on environmental externalities?

(5.10.1) Use of internal pricing of environmental externalities

Select from:
☑ Yes

(5.10.2) Environmental externality priced

Select all that apply
☑ Carbon
☑ Water
☑ Other

(5.10.5) Other environmental externalities priced

Select all that apply
☑ Other, please specify :VOC Comsumption

(5.10.6) Further details of other environmental externalities priced

EXTERNALITY PRICED: Use of organic solvents generating volatile organic compounds (VOCs). METHODOLOGY: The valuation method used is based on the OECD definition of valuing "avoidance costs", with input from ISO 14007: Environmental management – Guidelines for determining environmental costs and benefits and ISO 14008: Monetary valuation of environmental impacts and related environmental aspects. PRICE: 2,100 per tonne, based on the outside benchmark, which was higher than the calculation from the method. UNIT: total tonnes used of organic solvents generating volatile organic compounds (VOCs).
[Fixed row]

(5.10.1) Provide details of your organization's internal price on carbon.

Row 1

(5.10.1.1) Type of pricing scheme

Select from:
☑ Shadow price

(5.10.1.2) Objectives for implementing internal price

Select all that apply
☑ Drive energy efficiency
☑ Drive low-carbon investment
☑ Incentivize consideration of climate-related issues in decision making

(5.10.1.3) Factors considered when determining the price

Select all that apply
☑ Alignment to scientific guidance
☑ Alignment with the price of allowances under an Emissions Trading Scheme
☑ Benchmarking against peers
☑ Social cost of climate-related impact
☑ Other, please specify :Stakeholder expectations ; Change internal behaviours

(5.10.1.4) Calculation methodology and assumptions made in determining the price

The internal carbon price has been updated in 2023, based on several parameter: •Be consistent with the 1.5 trajectory •Anticipate European market rise, based on the recent increases. •Make sure that the price will be a major lever to priorize investiments. •Maintain a committed company dynamic. However, the new price is not based on a scientifique source.

(5.10.1.5) Scopes covered

Select all that apply

☑ Scope 1

☑ Scope 2

(5.10.1.6) Pricing approach used – spatial variance

Select from:

☑ Uniform

(5.10.1.8) Pricing approach used – temporal variance

Select from:

☑ Evolutionary

(5.10.1.9) Indicate how you expect the price to change over time

We expect that this internal price on carbon will increase over time.

(5.10.1.10) Minimum actual price used (currency per metric ton CO2e)

200

(5.10.1.11) Maximum actual price used (currency per metric ton CO2e)

200

(5.10.1.12) Business decision-making processes the internal price is applied to

Select all that apply

☑ Capital expenditure

☑ Opportunity management

(5.10.1.13) Internal price is mandatory within business decision-making processes

Select from:

☑ Yes, for all decision-making processes

(5.10.1.14) % total emissions in the reporting year in selected scopes this internal price covers

100

(5.10.1.15) Pricing approach is monitored and evaluated to achieve objectives

Select from:

☑ Yes

(5.10.1.16) Details of how the pricing approach is monitored and evaluated to achieve your objectives

Since 2016, the Group has incorporated an internal carbon price into its method of calculating return on investment for projects. In 2023, the carbon price was raised from 100 to 200 a tonne.This improves the pay back of emission reduction projects.
[Add row]

(5.10.2) Provide details of your organization’s internal price on water.

Row 1

(5.10.2.1) Type of pricing scheme

Select from:

☑ Shadow price

(5.10.2.2) Objectives for implementing internal price

Select all that apply

☑ Drive water-related investment

☑ Incentivize consideration of water-related issues in decision making

☑ Influence strategy and/or financial planning

(5.10.2.3) Factors beyond current market price are considered in the price

Select from:

☑ Yes

(5.10.2.4) Factors considered when determining the price

Select all that apply

☑ Alignment to international standards

☑ Cost of required measures to achieve water-related targets

☑ Price with substantive impact on business decisions

(5.10.2.5) Calculation methodology and assumptions made in determining the price

The valuation method used is based on the OECD definition of valuing "avoidance costs", with input from ISO 14007: Environmental management – Guidelines for determining environmental costs and benefits and ISO 14008: Monetary valuation of environmental impacts and related environmental aspects. It is based on determining the euro cost, per tonne or cubic meter of reduction, of the solutions implemented or scheduled to be implemented to reduce emissions, use or withdrawals of the selected externalities. The value of these externalities is then calculated by applying the unit cost to the total volume of current emissions, use or withdrawals. The cost calculations for the solution always include the necessary capital expenditure. They also include operating expenses when additional treatment products must be purchased when wastewater or effluent is reused.

(5.10.2.6) Stages of the value chain covered

Select all that apply

☑ Direct operations

(5.10.2.7) Pricing approach used – spatial variance

Select from:

☑ Differentiated

(5.10.2.8) Indicate how and why the price is differentiated

The price depends on the water-stress coefficient of each site.

(5.10.2.9) Pricing approach used – temporal variance

Select from:

☑ Static

(5.10.2.11) Minimum actual price used (currency per cubic meter)

5

(5.10.2.12) Maximum actual price used (currency per cubic meter)

7.5

(5.10.2.13) Business decision-making processes the internal water price is applied to

Select all that apply

☑ Capital expenditure

(5.10.2.14) Internal price is mandatory within business decision-making processes

Select from:

☑ Yes, for some decision-making processes, please specify :For all CAPEX Decisions

(5.10.2.15) Pricing approach is monitored and evaluated to achieve objectives

Select from:

☑ Yes

(5.10.2.16) Details of how the pricing approach is monitored and evaluated to achieve your objectives

The internal water-related road map is well on track to achieve our targets. Our road-map revues is our way to check that the water internal price is at the right level.

[Add row]

(5.11) Do you engage with your value chain on environmental issues?

Suppliers

(5.11.1) Engaging with this stakeholder on environmental issues

Select from:

☑ Yes

(5.11.2) Environmental issues covered

Select all that apply

☑ Climate change

☑ Forests

☑ Water

Smallholders

(5.11.1) Engaging with this stakeholder on environmental issues

Select from:

☑ Yes

Customers

(5.11.1) Engaging with this stakeholder on environmental issues

Select from:

☑ Yes

(5.11.2) Environmental issues covered

Select all that apply

☑ Climate change

Investors and shareholders

(5.11.1) Engaging with this stakeholder on environmental issues

Select from:

☑ No, and we do not plan to within the next two years

(5.11.3) Primary reason for not engaging with this stakeholder on environmental issues

Select from:

☑ Judged to be unimportant or not relevant

(5.11.4) Explain why you do not engage with this stakeholder on environmental issues

Judged to be not relevant.

Other value chain stakeholders

(5.11.1) Engaging with this stakeholder on environmental issues

Select from:

☑ No, and we do not plan to within the next two years

(5.11.3) Primary reason for not engaging with this stakeholder on environmental issues

Select from:

☑ Judged to be unimportant or not relevant

(5.11.4) Explain why you do not engage with this stakeholder on environmental issues

Judged to be not relevant.

[Fixed row]

(5.11.1) Does your organization assess and classify suppliers according to their dependencies and/or impacts on the environment?

Climate change

(5.11.1.1) Assessment of supplier dependencies and/or impacts on the environment

Select from:

☑ Yes, we assess the dependencies and/or impacts of our suppliers

(5.11.1.2) Criteria for assessing supplier dependencies and/or impacts on the environment

Select all that apply

☑ Contribution to supplier-related Scope 3 emissions

☑ Other, please specify :Climate change adaptation

(5.11.1.3) % Tier 1 suppliers assessed

Select from:

☑ 76-99%

(5.11.1.4) Define a threshold for classifying suppliers as having substantive dependencies and/or impacts on the environment

Supplier to be a Raw materials supplier, accounting for over 0,02% of raw materials emissions (account for 98,5% of Raw mat emissions, Raw materials account for 85% of Emissions from purchased goods and services) (raw materials include natural rubber), in tire business lines

(5.11.1.5) % Tier 1 suppliers meeting the thresholds for substantive dependencies and/or impacts on the environment

Select from:

☑ 26-50%

(5.11.1.6) Number of Tier 1 suppliers meeting the thresholds for substantive dependencies and/or impacts on the environment

195

Forests

(5.11.1.1) Assessment of supplier dependencies and/or impacts on the environment

Select from:

☑ Yes, we assess the dependencies and/or impacts of our suppliers

(5.11.1.2) Criteria for assessing supplier dependencies and/or impacts on the environment

Select all that apply

☑ Basin/landscape condition

☑ Dependence on commodities

☑ Dependence on ecosystem services/environmental assets

☑ Impact on deforestation or conversion of other natural ecosystems

(5.11.1.3) % Tier 1 suppliers assessed

Select from:

☑ 76-99%

(5.11.1.4) Define a threshold for classifying suppliers as having substantive dependencies and/or impacts on the environment

Supplier to be any natural rubber supplier of the Group, as tire production is dependant on natural rubber, and natural rubber is dependant on ecosystem services and may have an impact on deforestation

(5.11.1.5) % Tier 1 suppliers meeting the thresholds for substantive dependencies and/or impacts on the environment

Select from:

☑ 1-25%

(5.11.1.6) Number of Tier 1 suppliers meeting the thresholds for substantive dependencies and/or impacts on the environment

30

Water

(5.11.1.1) Assessment of supplier dependencies and/or impacts on the environment

Select from:

☑ Yes, we assess the dependencies and/or impacts of our suppliers

(5.11.1.2) Criteria for assessing supplier dependencies and/or impacts on the environment

Select all that apply

☑ Dependence on water

☑ Impact on water availability

☑ Impact on pollution levels

(5.11.1.3) % Tier 1 suppliers assessed

Select from:

☑ 76-99%

(5.11.1.4) Define a threshold for classifying suppliers as having substantive dependencies and/or impacts on the environment

Supplier to be a Raw materials supplier, accounting for over 0,15% of the raw material spend (account for over 90% of the spend)(raw materials include natural rubber), in tire business lines, as any production of raw materials needs water and may have an impact on water availability and pollution

(5.11.1.5) % Tier 1 suppliers meeting the thresholds for substantive dependencies and/or impacts on the environment

Select from:
☑ 26-50%

(5.11.1.6) Number of Tier 1 suppliers meeting the thresholds for substantive dependencies and/or impacts on the environment

114
[Fixed row]

(5.11.2) Does your organization prioritize which suppliers to engage with on environmental issues?

Climate change

(5.11.2.1) Supplier engagement prioritization on this environmental issue

Select from:
☑ Yes, we prioritize which suppliers to engage with on this environmental issue

(5.11.2.2) Criteria informing which suppliers are prioritized for engagement on this environmental issue

Select all that apply
☑ In line with the criteria used to classify suppliers as having substantive dependencies and/or impacts relating to climate change

(5.11.2.4) Please explain

We prioritize our suppliers to maximize the impact on climate change mitigation.

Forests

(5.11.2.1) Supplier engagement prioritization on this environmental issue

Select from:
☑ Yes, we prioritize which suppliers to engage with on this environmental issue

(5.11.2.2) Criteria informing which suppliers are prioritized for engagement on this environmental issue

Select all that apply

☑ In line with the criteria used to classify suppliers as having substantive dependencies and/or impacts relating to forests

(5.11.2.4) Please explain

We prioritize our suppliers to maximize the impact on forest-related issues.

Water

(5.11.2.1) Supplier engagement prioritization on this environmental issue

Select from:

☑ Yes, we prioritize which suppliers to engage with on this environmental issue

(5.11.2.2) Criteria informing which suppliers are prioritized for engagement on this environmental issue

Select all that apply

☑ In line with the criteria used to classify suppliers as having substantive dependencies and/or impacts relating to water

(5.11.2.4) Please explain

We prioritize our suppliers to maximize the impact on water-related issues.
[Fixed row]

(5.11.5) Do your suppliers have to meet environmental requirements as part of your organization’s purchasing process?

Climate change

(5.11.5.1) Suppliers have to meet specific environmental requirements related to this environmental issue as part of the purchasing process

Select from:

☑ Yes, environmental requirements related to this environmental issue are included in our supplier contracts

(5.11.5.2) Policy in place for addressing supplier non-compliance

Select from:

☑ Yes, we have a policy in place for addressing non-compliance

(5.11.5.3) Comment

Climate related requirements and expectations are part of the Michelin Purchasing Principles, a code of conduct for Michelin Suppliers. The Michelin Purchasing Principles are included both in the Michelin purchasing contracts and the General Conditions of Purchase. Climate related requirements are also part of the Michelin Sustainable Natural Rubber Policy, which is included in Michelin contracts for natural rubber supplies. Selected suppliers are required to answer a CSR maturity questionnaire which includes questions relevant to climate change and, for most, to answer to the CDP Climate Change Supplychain questionnaire. The Michelin Purchasing Principles requires that "Supplier shall carry out the CSR assessments requested and implement any corrective action plans required". It also requires that any supplier must comply with laws and regulations in terms of environmental protection and to limit environmental risk. It also states that "Any failure to comply with all or part of the Required principles set out in the Michelin Purchasing Principles shall constitute a breach of contract, and Michelin reserves the right to draw all the consequences thereof, including the termination of all or part of the business relationship with the Supplier concerned."

Forests

(5.11.5.1) Suppliers have to meet specific environmental requirements related to this environmental issue as part of the purchasing process

Select from:

☑ Yes, environmental requirements related to this environmental issue are included in our supplier contracts

(5.11.5.2) Policy in place for addressing supplier non-compliance

Select from:

☑ Yes, we have a policy in place for addressing non-compliance

(5.11.5.3) Comment

All natural rubber supplier contracts include the Policy for Sustainable Naturel Rubber which states specific environmental requirements relevant to forest issues. Page 7 of this Policy addresses non compliances with the Pocily requirements. Selected suppliers are required to answer a CSR maturity questionnaire which includes questions relevant to forest related issues, as questionnaire is adapted to the activity sector of the suppliers. The Michelin Purchasing Principles, a document

included in Michelin contracts and General Purchasing Conditions, requires that "Supplier shall carry out the CSR assessments requested and implement any corrective action plans required". It also requires that any supplier must comply with laws and regulations in terms of environmental protection and to limit environmental risk. It also states that "Any failure to comply with all or part of the Required principles set out in the Michelin Purchasing Principles shall constitute a breach of contract, and Michelin reserves the right to draw all the consequences thereof, including the termination of all or part of the business relationship with the Supplier concerned."

Water

(5.11.5.1) Suppliers have to meet specific environmental requirements related to this environmental issue as part of the purchasing process

Select from:

☑ Yes, environmental requirements related to this environmental issue are included in our supplier contracts

(5.11.5.2) Policy in place for addressing supplier non-compliance

Select from:

☑ Yes, we have a policy in place for addressing non-compliance

(5.11.5.3) Comment

Water related requirements and expectations are part of the Michelin Purchasing Principles, a code of conduct for Michelin Suppliers. The Michelin Purchasing Principles are included both in the Michelin purchasing contracts and the General Conditions of Purchase. Water related requirements are also part of the Michelin Sustainable Natural Rubber Policy, which is included in Michelin contracts for natural rubber supplies. Selected suppliers are required to answer a CSR maturity questionnaire which includes questions relevant to water. The Michelin Purchasing Principles requires that "Supplier shall carry out the CSR assessments requested and implement any corrective action plans required". It also requires that any supplier must comply with laws and regulations in terms of environmental protection and to limit environmental risk. It also states that "Any failure to comply with all or part of the Required principles set out in the Michelin Purchasing Principles shall constitute a breach of contract, and Michelin reserves the right to draw all the consequences thereof, including the termination of all or part of the business relationship with the Supplier concerned."
[Fixed row]

(5.11.6) Provide details of the environmental requirements that suppliers have to meet as part of your organization’s purchasing process, and the compliance measures in place.

Climate change

(5.11.6.1) Environmental requirement

Select from:

☑ Environmental disclosure through a non-public platform

(5.11.6.2) Mechanisms for monitoring compliance with this environmental requirement

Select all that apply

☑ Off-site third-party audit

☑ Supplier scorecard or rating

(5.11.6.3) % tier 1 suppliers by procurement spend required to comply with this environmental requirement

Select from:

☑ 76-99%

(5.11.6.4) % tier 1 suppliers by procurement spend in compliance with this environmental requirement

Select from:

☑ 51-75%

(5.11.6.7) % tier 1 supplier-related scope 3 emissions attributable to the suppliers required to comply with this environmental requirement

Select from:

☑ 76-99%

(5.11.6.8) % tier 1 supplier-related scope 3 emissions attributable to the suppliers in compliance with this environmental requirement

Select from:

☑ 76-99%

(5.11.6.9) Response to supplier non-compliance with this environmental requirement

Select from:

☑ Retain and engage

(5.11.6.10) % of non-compliant suppliers engaged

Select from:

☑ 76-99%

(5.11.6.11) Procedures to engage non-compliant suppliers

Select all that apply

☑ Assessing the efficacy and efforts of non-compliant supplier actions through consistent and quantified metrics

☑ Developing quantifiable, time-bound targets and milestones to bring suppliers back into compliance

☑ Providing information on appropriate actions that can be taken to address non-compliance

(5.11.6.12) Comment

Ecovadis supplier surveys conducted on a regular basis

Forests

(5.11.6.1) Environmental requirement

Select from:

☑ Environmental disclosure through a non-public platform

(5.11.6.2) Mechanisms for monitoring compliance with this environmental requirement

Select all that apply

☑ Off-site third-party audit

☑ Supplier scorecard or rating

(5.11.6.3) % tier 1 suppliers by procurement spend required to comply with this environmental requirement

Select from:

☑ 76-99%

(5.11.6.4) % tier 1 suppliers by procurement spend in compliance with this environmental requirement

Select from:

☑ 51-75%

(5.11.6.5) % tier 1 suppliers with substantive environmental dependencies and/or impacts related to this environmental issue required to comply with this environmental requirement

Select from:

☑ 76-99%

(5.11.6.6) % tier 1 suppliers with substantive environmental dependencies and/or impacts related to this environmental issue that are in compliance with this environmental requirement

Select from:

☑ 76-99%

(5.11.6.9) Response to supplier non-compliance with this environmental requirement

Select from:

☑ Retain and engage

(5.11.6.10) % of non-compliant suppliers engaged

Select from:

☑ 76-99%

(5.11.6.11) Procedures to engage non-compliant suppliers

Select all that apply

☑ Assessing the efficacy and efforts of non-compliant supplier actions through consistent and quantified metrics

☑ Developing quantifiable, time-bound targets and milestones to bring suppliers back into compliance
☑ Providing information on appropriate actions that can be taken to address non-compliance

(5.11.6.12) Comment

ovadis supplier surveys conducted on a regular basis

Water

(5.11.6.1) Environmental requirement

Select from:
☑ Environmental disclosure through a non-public platform

(5.11.6.2) Mechanisms for monitoring compliance with this environmental requirement

Select all that apply
☑ Off-site third-party audit
☑ Supplier scorecard or rating

(5.11.6.3) % tier 1 suppliers by procurement spend required to comply with this environmental requirement

Select from:
☑ 76-99%

(5.11.6.4) % tier 1 suppliers by procurement spend in compliance with this environmental requirement

Select from:
☑ 51-75%

(5.11.6.5) % tier 1 suppliers with substantive environmental dependencies and/or impacts related to this environmental issue required to comply with this environmental requirement

Select from:

☑ 76-99%

(5.11.6.6) % tier 1 suppliers with substantive environmental dependencies and/or impacts related to this environmental issue that are in compliance with this environmental requirement

Select from:
☑ 76-99%

(5.11.6.9) Response to supplier non-compliance with this environmental requirement

Select from:
☑ Retain and engage

(5.11.6.10) % of non-compliant suppliers engaged

Select from:
☑ 76-99%

(5.11.6.11) Procedures to engage non-compliant suppliers

Select all that apply
☑ Assessing the efficacy and efforts of non-compliant supplier actions through consistent and quantified metrics
☑ Developing quantifiable, time-bound targets and milestones to bring suppliers back into compliance
☑ Providing information on appropriate actions that can be taken to address non-compliance

(5.11.6.12) Comment

ovadis supplier surveys conducted on a regular basis

Climate change

(5.11.6.1) Environmental requirement

Select from:

☑ Reporting against a sustainability index (e.g., DJSI, CDP etc.)

(5.11.6.2) Mechanisms for monitoring compliance with this environmental requirement

Select all that apply

☑ Supplier scorecard or rating

(5.11.6.3) % tier 1 suppliers by procurement spend required to comply with this environmental requirement

Select from:

☑ 1-25%

(5.11.6.4) % tier 1 suppliers by procurement spend in compliance with this environmental requirement

Select from:

☑ 1-25%

(5.11.6.7) % tier 1 supplier-related scope 3 emissions attributable to the suppliers required to comply with this environmental requirement

Select from:

☑ 51-75%

(5.11.6.8) % tier 1 supplier-related scope 3 emissions attributable to the suppliers in compliance with this environmental requirement

Select from:

☑ 51-75%

(5.11.6.9) Response to supplier non-compliance with this environmental requirement

Select from:

☑ Retain and engage

(5.11.6.10) % of non-compliant suppliers engaged

Select from:

☑ 76-99%

(5.11.6.11) Procedures to engage non-compliant suppliers

Select all that apply

☑ Providing information on appropriate actions that can be taken to address non-compliance

(5.11.6.12) Comment

CDP Climate change Supply chain supplier surveys conducted yearly

Climate change

(5.11.6.1) Environmental requirement

Select from:

☑ Disclosure of GHG emissions to your organization (Scope 1, 2 and 3)

(5.11.6.2) Mechanisms for monitoring compliance with this environmental requirement

Select all that apply

☑ Supplier scorecard or rating

(5.11.6.3) % tier 1 suppliers by procurement spend required to comply with this environmental requirement

Select from:

☑ 1-25%

(5.11.6.4) % tier 1 suppliers by procurement spend in compliance with this environmental requirement

Select from:

☑ 1-25%

(5.11.6.7) % tier 1 supplier-related scope 3 emissions attributable to the suppliers required to comply with this environmental requirement

Select from:
☑ 51-75%

(5.11.6.8) % tier 1 supplier-related scope 3 emissions attributable to the suppliers in compliance with this environmental requirement

Select from:
☑ 26-50%

(5.11.6.9) Response to supplier non-compliance with this environmental requirement

Select from:
☑ Retain and engage

(5.11.6.10) % of non-compliant suppliers engaged

Select from:
☑ 76-99%

(5.11.6.11) Procedures to engage non-compliant suppliers

Select all that apply
☑ Providing information on appropriate actions that can be taken to address non-compliance

(5.11.6.12) Comment

CDP Climate change Supply chain supplier surveys conducted yearly

Climate change

(5.11.6.1) Environmental requirement

Select from:

☑ Implementation of emissions reduction initiatives

(5.11.6.2) Mechanisms for monitoring compliance with this environmental requirement

Select all that apply

☑ Supplier scorecard or rating

(5.11.6.3) % tier 1 suppliers by procurement spend required to comply with this environmental requirement

Select from:

☑ 1-25%

(5.11.6.4) % tier 1 suppliers by procurement spend in compliance with this environmental requirement

Select from:

☑ 1-25%

(5.11.6.7) % tier 1 supplier-related scope 3 emissions attributable to the suppliers required to comply with this environmental requirement

Select from:

☑ 51-75%

(5.11.6.8) % tier 1 supplier-related scope 3 emissions attributable to the suppliers in compliance with this environmental requirement

Select from:

☑ 51-75%

(5.11.6.9) Response to supplier non-compliance with this environmental requirement

Select from:

☑ Retain and engage

(5.11.6.10) % of non-compliant suppliers engaged

Select from:

☑ 76-99%

(5.11.6.11) Procedures to engage non-compliant suppliers

Select all that apply

☑ Providing information on appropriate actions that can be taken to address non-compliance

(5.11.6.12) Comment

CDP Climate change Supply chain supplier surveys conducted yearly

Climate change

(5.11.6.1) Environmental requirement

Select from:

☑ Monitoring and reduction of Product Carbon Footprint (PCF)/ product life-cycle emissions

(5.11.6.2) Mechanisms for monitoring compliance with this environmental requirement

Select all that apply

☑ First-party verification

(5.11.6.3) % tier 1 suppliers by procurement spend required to comply with this environmental requirement

Select from:

☑ 1-25%

(5.11.6.4) % tier 1 suppliers by procurement spend in compliance with this environmental requirement

Select from:

☑ 1-25%

(5.11.6.7) % tier 1 supplier-related scope 3 emissions attributable to the suppliers required to comply with this environmental requirement

Select from:
☑ 51-75%

(5.11.6.8) % tier 1 supplier-related scope 3 emissions attributable to the suppliers in compliance with this environmental requirement

Select from:
☑ 1-25%

(5.11.6.9) Response to supplier non-compliance with this environmental requirement

Select from:
☑ Retain and engage

(5.11.6.10) % of non-compliant suppliers engaged

Select from:
☑ 76-99%

(5.11.6.11) Procedures to engage non-compliant suppliers

Select all that apply
☑ Providing information on appropriate actions that can be taken to address non-compliance

(5.11.6.12) Comment

CDP Climate change Supply chain supplier surveys conducted yearlynned during regular business or dedicated meetings

Climate change

(5.11.6.1) Environmental requirement

Select from:

☑ Setting a science-based emissions reduction target

(5.11.6.2) Mechanisms for monitoring compliance with this environmental requirement

Select all that apply

☑ First-party verification

(5.11.6.3) % tier 1 suppliers by procurement spend required to comply with this environmental requirement

Select from:

☑ 1-25%

(5.11.6.4) % tier 1 suppliers by procurement spend in compliance with this environmental requirement

Select from:

☑ 1-25%

(5.11.6.7) % tier 1 supplier-related scope 3 emissions attributable to the suppliers required to comply with this environmental requirement

Select from:

☑ 51-75%

(5.11.6.8) % tier 1 supplier-related scope 3 emissions attributable to the suppliers in compliance with this environmental requirement

Select from:

☑ 26-50%

(5.11.6.9) Response to supplier non-compliance with this environmental requirement

Select from:

☑ Retain and engage

(5.11.6.10) % of non-compliant suppliers engaged

Select from:

☑ 76-99%

(5.11.6.11) Procedures to engage non-compliant suppliers

Select all that apply

☑ Providing information on appropriate actions that can be taken to address non-compliance

(5.11.6.12) Comment

CDP Climate change Supply chain supplier surveys conducted yearly

Forests

(5.11.6.1) Environmental requirement

Select from:

☑ No deforestation or conversion of other natural ecosystems

(5.11.6.2) Mechanisms for monitoring compliance with this environmental requirement

Select all that apply

☑ Geospatial monitoring tool

☑ Ground-based monitoring system

☑ Supplier self-assessment

(5.11.6.3) % tier 1 suppliers by procurement spend required to comply with this environmental requirement

Select from:

☑ 76-99%

(5.11.6.4) % tier 1 suppliers by procurement spend in compliance with this environmental requirement

Select from:

☑ 100%

(5.11.6.5) % tier 1 suppliers with substantive environmental dependencies and/or impacts related to this environmental issue required to comply with this environmental requirement

Select from:

☑ 76-99%

(5.11.6.6) % tier 1 suppliers with substantive environmental dependencies and/or impacts related to this environmental issue that are in compliance with this environmental requirement

Select from:

☑ 100%

(5.11.6.9) Response to supplier non-compliance with this environmental requirement

Select from:

☑ Exclude

(5.11.6.12) Comment

The complexity of the natural rubber supply chain is an ongoing challenge, especially in smallholder farmer dominated supply sheds. This also means that natural rubber deforestation risks come from the supply chain (Tier 2 and beyond), and not directly from our Tier 1 suppliers. Michelin continues to work closely with its Tier 1 suppliers to identify and mitigate deforestation risks in its supply chain. In 2023, Michelin began working with its natural rubber network and suppliers to geolocalize its supply chain at the farm level. As part of this exercise, these farms are also analysed for compliance with deforestation-free commitments and regulations. Some large plantations have also been assessed on deforestation free volumes which currently make up 9% of the total NR volume. Assessments on the remainder of the supply chain are continuing in 2024.

Water

(5.11.6.1) Environmental requirement

Select from:

☑ Compliance with an environmental certification, please specify :water-related certification

(5.11.6.2) Mechanisms for monitoring compliance with this environmental requirement

Select all that apply

☑ Certification

(5.11.6.3) % tier 1 suppliers by procurement spend required to comply with this environmental requirement

Select from:

☑ 1-25%

(5.11.6.4) % tier 1 suppliers by procurement spend in compliance with this environmental requirement

Select from:

☑ 1-25%

(5.11.6.5) % tier 1 suppliers with substantive environmental dependencies and/or impacts related to this environmental issue required to comply with this environmental requirement

Select from:

☑ 100%

(5.11.6.6) % tier 1 suppliers with substantive environmental dependencies and/or impacts related to this environmental issue that are in compliance with this environmental requirement

Select from:

☑ 76-99%

(5.11.6.9) Response to supplier non-compliance with this environmental requirement

Select from:

☑ Retain and engage

(5.11.6.10) % of non-compliant suppliers engaged

Select from:

☑ 76-99%

(5.11.6.11) Procedures to engage non-compliant suppliers

Select all that apply

☑ Providing information on appropriate actions that can be taken to address non-compliance

(5.11.6.12) Comment

ISO14001 certification (includes water and waste water management) encouraged for all raw material suppliers but not mandatory
[Add row]

(5.11.7) Provide further details of your organization's supplier engagement on environmental issues.

Climate change

(5.11.7.2) Action driven by supplier engagement

Select from:

☑ Adaptation to climate change

(5.11.7.3) Type and details of engagement

Information collection

☑ Collect environmental risk and opportunity information at least annually from suppliers

(5.11.7.4) Upstream value chain coverage

Select all that apply

☑ Tier 1 suppliers

(5.11.7.5) % of tier 1 suppliers by procurement spend covered by engagement

Select from:

☑ 1-25%

(5.11.7.6) % of tier 1 supplier-related scope 3 emissions covered by engagement

Select from:

☑ 51-75%

(5.11.7.9) Describe the engagement and explain the effect of your engagement on the selected environmental action

Study with AxaClimate on own operations and main raw materials production site to identify risks due to climate change, to be followed by exchanges with the suppliers Specific study on natural rubber to identify risks due to climate change on the production of this commodity actions lead to a better knowledge we share key findings, setting a progress mindset in our supply base

(5.11.7.10) Engagement is helping your tier 1 suppliers meet an environmental requirement related to this environmental issue

Select from:

☑ Yes, please specify the environmental requirement :product availability / business continuity requirement

(5.11.7.11) Engagement is helping your tier 1 suppliers engage with their own suppliers on the selected action

Select from:

☑ Yes

Forests

(5.11.7.1) Commodity

Select from:

☑ Rubber

(5.11.7.2) Action driven by supplier engagement

Select from:

☑ Other, please specify :Identifying and mitigating environmental, social and labor risks in the natural rubber supply chain

(5.11.7.3) Type and details of engagement

Capacity building

☑ Other capacity building activity, please specify :supply chain risk analysis using RubberWay tool

(5.11.7.4) Upstream value chain coverage

Select all that apply

☑ Tier 1 suppliers

☑ Tier 2 suppliers

☑ Tier 3 suppliers

☑ Tier 4+ suppliers

(5.11.7.5) % of tier 1 suppliers by procurement spend covered by engagement

Select from:

☑ 76-99%

(5.11.7.7) % tier 1 suppliers with substantive impacts and/or dependencies related to this environmental issue covered by engagement

Select from:

☑ 76-99%

(5.11.7.8) Number of tier 2+ suppliers engaged

248493

(5.11.7.9) Describe the engagement and explain the effect of your engagement on the selected environmental action

A consistent challenge faced by many of our direct suppliers, is that farmers often sell their raw material through layers of intermediaries, making it hard for processing factories to engage farmers or understand the risks in their upstream supply chains. To help tackle this challenge, Michelin developed RubberWay, a risk mapping tool that maps environmental and social risks throughout the natural rubber supply chain. It has been especially effective for reaching farmers as the questionnaire is contained in a web application that can be deployed by factories with ease. Mitigation projects are also developed through risks identified via RubberWay. We are currently deploying the RubberWay tool with suppliers representing 83% of our volumes and have reached 239,583 smallholder farmers in ten countries. RubberWay allows individual processing factories to understand the specific risks in their smallholder supply chains, allowing them to implement risk mitigation activities on those specific risks. Michelin also works closely with suppliers in a collaborative manner to address any identified risks. One such collaboration is the Committed Actions for Smallholder CApacity Development (CASCADE). Deployed in Sumatra, Indonesia, the project addresses livelihood, environmental and social risks for smallholder farmers. Other projects following a similar model to CASCADE have since been deployed in East Kalimantan and Sri Lanka. Our suppliers deploying RubberWay have also started launching their own capacity building projects for prioritized processing factory supply sheds. We track these intervention activities as part of our Sustainable Natural Rubber Roadmap.

(5.11.7.10) Engagement is helping your tier 1 suppliers meet an environmental requirement related to this environmental issue

Select from:

☑ Yes, please specify the environmental requirement :No deforestation or conversion of other natural ecosystems

(5.11.7.11) Engagement is helping your tier 1 suppliers engage with their own suppliers on the selected action

Select from:

☑ Yes

Water

(5.11.7.2) Action driven by supplier engagement

Select from:

☑ Adaptation to climate change

(5.11.7.3) Type and details of engagement

Information collection

☑ Collect climate transition plan information at least annually from suppliers

(5.11.7.4) Upstream value chain coverage

Select all that apply

☑ Tier 1 suppliers

(5.11.7.5) % of tier 1 suppliers by procurement spend covered by engagement

Select from:

☑ 1-25%

(5.11.7.7) % tier 1 suppliers with substantive impacts and/or dependencies related to this environmental issue covered by engagement

Select from:

☑ 76-99%

(5.11.7.9) Describe the engagement and explain the effect of your engagement on the selected environmental action

Study with AxaClimate on own operations and main raw materials production site to identify risks due to climate change (includes sevreal water related risks as water stress, flooding etc), to be followed by exchanges with the suppliers Specific study in 2022 for raw materials production sites other than natural rubber with WRI Aqueduct and WRF tools to identify sites at risk vs water issues Specific to natural rubber: study to identify risks due to climate change on the production of this commodity on site audits on rubber processing factories actions lead to a better knowledge we share key findings, setting a progress mindset in our supply base.

(5.11.7.10) Engagement is helping your tier 1 suppliers meet an environmental requirement related to this environmental issue

Select from:

☑ Yes, please specify the environmental requirement :Product availability / business continuity requirement

(5.11.7.11) Engagement is helping your tier 1 suppliers engage with their own suppliers on the selected action

Select from:

☑ Yes

Climate change

(5.11.7.2) Action driven by supplier engagement

Select from:

☑ Circular economy

(5.11.7.3) Type and details of engagement

Innovation and collaboration

☑ Collaborate with suppliers on innovations to reduce environmental impacts in products and services

☑ Invest jointly with suppliers in R&D of relevant low-carbon technologies

☑ Run a campaign to encourage innovation to reduce environmental impacts on products and services

(5.11.7.4) Upstream value chain coverage

Select all that apply

☑ Tier 1 suppliers

(5.11.7.5) % of tier 1 suppliers by procurement spend covered by engagement

Select from:

☑ 1-25%

(5.11.7.6) % of tier 1 supplier-related scope 3 emissions covered by engagement

Select from:

☑ 51-75%

(5.11.7.9) Describe the engagement and explain the effect of your engagement on the selected environmental action

Moving towards 100% Recycled or Renewable raw materials, for details see 2024 Universal Registration document chapt 4.1.1.2 p193 to 200 Projects BlackCycle and WhiteCycle Call for action on carbon black leads to increased circular economy and usage of recycle products

(5.11.7.10) Engagement is helping your tier 1 suppliers meet an environmental requirement related to this environmental issue

Select from:

☑ Yes, please specify the environmental requirement :Requirement to provide recycled or renewable raw material

(5.11.7.11) Engagement is helping your tier 1 suppliers engage with their own suppliers on the selected action

Select from:

☑ Yes

Climate change

(5.11.7.2) Action driven by supplier engagement

Select from:

☑ Emissions reduction

(5.11.7.3) Type and details of engagement

Information collection

☑ Collect climate transition plan information at least annually from suppliers

☑ Collect environmental risk and opportunity information at least annually from suppliers

☑ Collect GHG emissions data at least annually from suppliers

☑ Collect targets information at least annually from suppliers

(5.11.7.4) Upstream value chain coverage

Select all that apply

☑ Tier 1 suppliers

(5.11.7.5) % of tier 1 suppliers by procurement spend covered by engagement

Select from:

☑ 76-99%

(5.11.7.6) % of tier 1 supplier-related scope 3 emissions covered by engagement

Select from:

☑ 76-99%

(5.11.7.9) Describe the engagement and explain the effect of your engagement on the selected environmental action

Climate change related info is collected thru several platforms (Ecovadis, CDP), applicable to all categories of purchase (materials, other goods & services,etc) assess maturity of suppliers on climate change and drive progress by requesting improvement. We observe that the average environmental scores of Michelin suppliers is well above the average scores of all suppliers scored by Ecovadis, showing that the selection of suppliers by Michelin is at or above industry standarsd. Same applies for Michelin's response rate oto CDP, and the score of Michelin suppliers. Collecction of Product Data Footprint & LCA data, mainly on raw materials better and shared estimates of the footprint of the product we purchase, and in the end of the products me make

(5.11.7.10) Engagement is helping your tier 1 suppliers meet an environmental requirement related to this environmental issue

Select from:

☑ Yes, please specify the environmental requirement :Emissions reduction and setting a Science Based Target

(5.11.7.11) Engagement is helping your tier 1 suppliers engage with their own suppliers on the selected action

Select from:

☑ Yes

Climate change

(5.11.7.2) Action driven by supplier engagement

Select from:

☑ Emissions reduction

(5.11.7.3) Type and details of engagement

Innovation and collaboration

☑ Facilitate adoption of a unified climate transition approach with suppliers

☑ Run a campaign to encourage innovation to reduce environmental impacts on products and services

(5.11.7.4) Upstream value chain coverage

Select all that apply

☑ Tier 1 suppliers

(5.11.7.5) % of tier 1 suppliers by procurement spend covered by engagement

Select from:

☑ 1-25%

(5.11.7.6) % of tier 1 supplier-related scope 3 emissions covered by engagement

Select from:

☑ 51-75%

(5.11.7.9) Describe the engagement and explain the effect of your engagement on the selected environmental action

Climate change related info is collected thru several platforms (Ecovadis, CDP), applicable to all categories of purchase (materials, other goods & services,etc) assess maturity of suppliers on climate change Collection of Product Data Footprint & LCA data, mainly on raw materials better and shared estimates of the footprint of the product we purchase, and in the end of the products me make

(5.11.7.10) Engagement is helping your tier 1 suppliers meet an environmental requirement related to this environmental issue

Select from:

☑ Yes, please specify the environmental requirement :Emissions reductions

(5.11.7.11) Engagement is helping your tier 1 suppliers engage with their own suppliers on the selected action

Select from:

☑ Yes

Climate change

(5.11.7.2) Action driven by supplier engagement

Select from:

☑ Emissions reduction

(5.11.7.3) Type and details of engagement

Capacity building

☑ Provide training, support and best practices on how to measure GHG emissions

☑ Provide training, support and best practices on how to mitigate environmental impact

☑ Provide training, support and best practices on how to set science-based targets

(5.11.7.4) Upstream value chain coverage

Select all that apply

☑ Tier 1 suppliers

(5.11.7.5) % of tier 1 suppliers by procurement spend covered by engagement

Select from:

☑ 76-99%

(5.11.7.6) % of tier 1 supplier-related scope 3 emissions covered by engagement

Select from:

☑ 76-99%

(5.11.7.9) Describe the engagement and explain the effect of your engagement on the selected environmental action

Applicable to all categories of purchase (materials, other goods & services,etc): Suppliers have access to the Ecovadis Academy, to the CDP training modules, and locally (France SMEs) to training module developped by UNGC. All have raining modules dedicated to Climate Documentation provided to suppliers & exchanges in meetings to provide guidance if necessary increasing the maturity and capabilities of our suppliers on the subject

(5.11.7.10) Engagement is helping your tier 1 suppliers meet an environmental requirement related to this environmental issue

Select from:

☑ Yes, please specify the environmental requirement :Emissions reductions and setting a Science Based Target

(5.11.7.11) Engagement is helping your tier 1 suppliers engage with their own suppliers on the selected action

Select from:

☑ Yes

Forests

(5.11.7.1) Commodity

Select from:

☑ Rubber

(5.11.7.2) Action driven by supplier engagement

Select from:

☑ No deforestation and/or conversion of other natural ecosystems

(5.11.7.3) Type and details of engagement

Capacity building

☑ Develop or distribute resources on how to map upstream value chain

☑ Support suppliers to set their own environmental commitments across their operations

(5.11.7.4) Upstream value chain coverage

Select all that apply

☑ Tier 1 suppliers

(5.11.7.5) % of tier 1 suppliers by procurement spend covered by engagement

Select from:

☑ 76-99%

(5.11.7.7) % tier 1 suppliers with substantive impacts and/or dependencies related to this environmental issue covered by engagement

Select from:

☑ 76-99%

(5.11.7.9) Describe the engagement and explain the effect of your engagement on the selected environmental action

Michelin has developed a deforestation risk analysis tool which leverages on spatial datasets and the deforestation fronts dataset. Using this tool, detailed mapping of the supply shed of prioritised Tier 1 supplier factories have been completed, with action plans identified as a result. We also leverage on our statistical jurisdictional risk mapping tool RubberWay, to prioritize areas for intervention. This has been especially effective in helping Tier 1 suppliers reach farmers as the questionnaire is contained in a web application that can deployed by factories or intermediaries with ease. More recently, in preparation for compliance with the EU deforestation regulation (EUDR), Michelin has been working with its natural rubber network and suppliers to geolocalize its supply chain at the farm level. We are leading industry-wide action on upstream supply chain mapping by providing comprehensive guidance for suppliers and also supporting the development of a geolocalisation tool that assess deforestation and legality. Tier 1 suppliers can use this tool to assess their suppliers (Tier 2 and beyond) on their compliance with deforestation-and-conversion-free commitments and other regulatory requirements..

(5.11.7.10) Engagement is helping your tier 1 suppliers meet an environmental requirement related to this environmental issue

Select from:

☑ Yes, please specify the environmental requirement :No deforestation or conversion of other natural ecosystems

(5.11.7.11) Engagement is helping your tier 1 suppliers engage with their own suppliers on the selected action

Select from:

☑ Yes

(5.11.7.2) Action driven by supplier engagement

Select from:

☑ Total water withdrawal volumes reduction

(5.11.7.3) Type and details of engagement

Information collection

☑ Collect environmental risk and opportunity information at least annually from suppliers

(5.11.7.4) Upstream value chain coverage

Select all that apply

☑ Tier 1 suppliers

(5.11.7.5) % of tier 1 suppliers by procurement spend covered by engagement

Select from:

☑ 76-99%

(5.11.7.7) % tier 1 suppliers with substantive impacts and/or dependencies related to this environmental issue covered by engagement

Select from:

☑ 76-99%

(5.11.7.9) Describe the engagement and explain the effect of your engagement on the selected environmental action

Water and human rights related info collected thru Ecovadis, applicable to all categories of purchase (materials, other goods & services,etc) assess maturity of suppliers on climate change LCA data collection for our raw materials (Life Cycle Analysis includes data relevant to water) better and shared estimates of the footprint of the product we purchase, and in the end of the products me make

(5.11.7.10) Engagement is helping your tier 1 suppliers meet an environmental requirement related to this environmental issue

Select from:

☑ Yes, please specify the environmental requirement :Water consumption reduction

(5.11.7.11) Engagement is helping your tier 1 suppliers engage with their own suppliers on the selected action

Select from:

☑ Yes

Water

(5.11.7.2) Action driven by supplier engagement

Select from:

☑ Circular economy

(5.11.7.3) Type and details of engagement

Innovation and collaboration

☑ Collaborate with suppliers on innovations to reduce environmental impacts in products and services

☑ Invest jointly with suppliers in R&D of relevant low-carbon technologies

☑ Run a campaign to encourage innovation to reduce environmental impacts on products and services

(5.11.7.4) Upstream value chain coverage

Select all that apply

☑ Tier 1 suppliers

(5.11.7.5) % of tier 1 suppliers by procurement spend covered by engagement

Select from:

☑ 1-25%

(5.11.7.7) % tier 1 suppliers with substantive impacts and/or dependencies related to this environmental issue covered by engagement

Select from:
☑ 51-75%

(5.11.7.9) Describe the engagement and explain the effect of your engagement on the selected environmental action

Raw materials: Moving towards 100% Recycled or Renewable raw materials, for details see 2024 Universal Registration document chapt 4.1.1.2 p193 to 200 Projects BlackCycle and WhiteCycle Call for action on carbon black leads to increased circular economy and usage of recycle products

(5.11.7.10) Engagement is helping your tier 1 suppliers meet an environmental requirement related to this environmental issue

Select from:
☑ Yes, please specify the environmental requirement :Requirement to provide recycled or renewable raw material

(5.11.7.11) Engagement is helping your tier 1 suppliers engage with their own suppliers on the selected action

Select from:
☑ Yes

Water

(5.11.7.2) Action driven by supplier engagement

Select from:
☑ Adaptation to climate change

(5.11.7.3) Type and details of engagement

Capacity building

☑ Provide training, support and best practices on how to mitigate environmental impact

(5.11.7.4) Upstream value chain coverage

Select all that apply

☑ Tier 1 suppliers

(5.11.7.5) % of tier 1 suppliers by procurement spend covered by engagement

Select from:

☑ 76-99%

(5.11.7.7) % tier 1 suppliers with substantive impacts and/or dependencies related to this environmental issue covered by engagement

Select from:

☑ 76-99%

(5.11.7.9) Describe the engagement and explain the effect of your engagement on the selected environmental action

Suppliers have access to the Ecovadis Academy and to the CDP training modules, both have training modules dedicated to water, applicable to all categories of purchase (materials, other goods & services,etc) increasing the maturity and capabilities of our suppliers on the subject

(5.11.7.10) Engagement is helping your tier 1 suppliers meet an environmental requirement related to this environmental issue

Select from:

☑ Yes, please specify the environmental requirement :water consuption reduction and avoiding pollution

(5.11.7.11) Engagement is helping your tier 1 suppliers engage with their own suppliers on the selected action

Select from:

☑ Yes

Water

(5.11.7.2) Action driven by supplier engagement

Select from:

☑ Upstream value chain transparency and human rights

(5.11.7.3) Type and details of engagement

Capacity building

☑ Provide training, support and best practices on how to mitigate environmental impact

(5.11.7.4) Upstream value chain coverage

Select all that apply

☑ Tier 1 suppliers

(5.11.7.5) % of tier 1 suppliers by procurement spend covered by engagement

Select from:

☑ 76-99%

(5.11.7.7) % tier 1 suppliers with substantive impacts and/or dependencies related to this environmental issue covered by engagement

Select from:

☑ 76-99%

(5.11.7.9) Describe the engagement and explain the effect of your engagement on the selected environmental action

Suppliers have access to the Ecovadis Academy and to the CDP training modules, both have training modules dedicated to water, applicable to all categories of purchase (materials, other goods & services,etc) increasing the maturity and capabilities of our suppliers on the subject

(5.11.7.10) Engagement is helping your tier 1 suppliers meet an environmental requirement related to this environmental issue

Select from:

☑ Yes, please specify the environmental requirement :Water consumption reduction and avoiding pollution

(5.11.7.11) Engagement is helping your tier 1 suppliers engage with their own suppliers on the selected action

Select from:

☑ Yes

Water

(5.11.7.2) Action driven by supplier engagement

Select from:

☑ Waste and resource reduction and improved end-of-life management

(5.11.7.3) Type and details of engagement

Capacity building

☑ Provide training, support and best practices on how to mitigate environmental impact

(5.11.7.4) Upstream value chain coverage

Select all that apply

☑ Tier 1 suppliers

(5.11.7.5) % of tier 1 suppliers by procurement spend covered by engagement

Select from:

☑ 76-99%

(5.11.7.7) % tier 1 suppliers with substantive impacts and/or dependencies related to this environmental issue covered by engagement

Select from:

☑ 76-99%

(5.11.7.9) Describe the engagement and explain the effect of your engagement on the selected environmental action

Suppliers have access to the Ecovadis Academy and to the CDP training modules, both have training modules dedicated to water, applicable to all categories of purchase (materials, other goods & services,etc) increasing the maturity and capabilities of our suppliers on the subject

(5.11.7.10) Engagement is helping your tier 1 suppliers meet an environmental requirement related to this environmental issue

Select from:

☑ Yes, please specify the environmental requirement : Water consumption reduction and avoiding pollution

(5.11.7.11) Engagement is helping your tier 1 suppliers engage with their own suppliers on the selected action

Select from:

☑ Yes

Water

(5.11.7.2) Action driven by supplier engagement

Select from:

☑ Provision of fully-functioning, safely managed WASH services to all employees

(5.11.7.3) Type and details of engagement

Capacity building

☑ Provide training, support and best practices on how to mitigate environmental impact

(5.11.7.4) Upstream value chain coverage

Select all that apply

☑ Tier 1 suppliers

☑ Tier 2 suppliers

☑ Tier 3 suppliers

☑ Tier 4+ suppliers

(5.11.7.5) % of tier 1 suppliers by procurement spend covered by engagement

Select from:

☑ 1-25%

(5.11.7.7) % tier 1 suppliers with substantive impacts and/or dependencies related to this environmental issue covered by engagement

Select from:

☑ 1-25%

(5.11.7.8) Number of tier 2+ suppliers engaged

2600

(5.11.7.9) Describe the engagement and explain the effect of your engagement on the selected environmental action

Specific to natural rubber: Capacity building projetcs with smallholders: training in best farming, environmental and social practices. Actions have been taken regarding the natural rubber suppliers which Michelin is engaged in a joint-venture with, or fully owns (diagnosis on water consumption and quality of water effluents on each site, and a roadmap has been established, together with follow-up indicators, to drive progress on water consumption and effluent quality in our natural rubber plants) better practices, water and resources preservation

(5.11.7.10) Engagement is helping your tier 1 suppliers meet an environmental requirement related to this environmental issue

Select from:

☑ Yes, please specify the environmental requirement :Water consuption reduction and avoiding pollution

(5.11.7.11) Engagement is helping your tier 1 suppliers engage with their own suppliers on the selected action

Select from:

☑ Yes

Water

(5.11.7.2) Action driven by supplier engagement

Select from:

☑ Upstream value chain transparency and human rights

(5.11.7.3) Type and details of engagement

Capacity building

☑ Provide training, support and best practices on how to mitigate environmental impact

(5.11.7.4) Upstream value chain coverage

Select all that apply

☑ Tier 1 suppliers

☑ Tier 2 suppliers

☑ Tier 3 suppliers

☑ Tier 4+ suppliers

(5.11.7.5) % of tier 1 suppliers by procurement spend covered by engagement

Select from:

☑ 1-25%

(5.11.7.7) % tier 1 suppliers with substantive impacts and/or dependencies related to this environmental issue covered by engagement

Select from:

☑ 1-25%

(5.11.7.8) Number of tier 2+ suppliers engaged

2600

(5.11.7.9) Describe the engagement and explain the effect of your engagement on the selected environmental action

Specific to natural rubber: Capacity building projetcs with smallholders: training in best farming, environmental and social practices. Actions have been taken regarding the natural rubber suppliers which Michelin is engaged in a joint-venture with, or fully owns (diagnosis on water consumption and quality of water effluents on each site, and a roadmap has been established, together with follow-up indicators, to drive progress on water consumption and effluent quality in our natural rubber plants) better practices, water and resources preservation

(5.11.7.10) Engagement is helping your tier 1 suppliers meet an environmental requirement related to this environmental issue

Select from:

☑ Yes, please specify the environmental requirement :Water consumption reduction and avaoiding pollution

(5.11.7.11) Engagement is helping your tier 1 suppliers engage with their own suppliers on the selected action

Select from:

☑ Yes

Water

(5.11.7.2) Action driven by supplier engagement

Select from:

☑ Waste and resource reduction and improved end-of-life management

(5.11.7.3) Type and details of engagement

Capacity building

☑ Provide training, support and best practices on how to mitigate environmental impact

(5.11.7.4) Upstream value chain coverage

Select all that apply

☑ Tier 1 suppliers

☑ Tier 2 suppliers

☑ Tier 3 suppliers

☑ Tier 4+ suppliers

(5.11.7.5) % of tier 1 suppliers by procurement spend covered by engagement

Select from:

☑ 1-25%

(5.11.7.7) % tier 1 suppliers with substantive impacts and/or dependencies related to this environmental issue covered by engagement

Select from:

☑ 1-25%

(5.11.7.8) Number of tier 2+ suppliers engaged

2600

(5.11.7.9) Describe the engagement and explain the effect of your engagement on the selected environmental action

Specific to natural rubber: Capacity building projetcs with smallholders: training in best farming, environmental and social practices. Actions have been taken regarding the natural rubber suppliers which Michelin is engaged in a joint-venture with, or fully owns (diagnosis on water consumption and quality of water effluents on each site, and a roadmap has been established, together with follow-up indicators, to drive progress on water consumption and effluent quality in our natural rubber plants) better practices, water and resources preservation

(5.11.7.10) Engagement is helping your tier 1 suppliers meet an environmental requirement related to this environmental issue

Select from:

☑ Yes, please specify the environmental requirement :Water consumption reduction and avoiding pollution

(5.11.7.11) Engagement is helping your tier 1 suppliers engage with their own suppliers on the selected action

Select from:

☑ Yes

Water

(5.11.7.2) Action driven by supplier engagement

Select from:

☑ Upstream value chain transparency and human rights

(5.11.7.3) Type and details of engagement

Information collection

☑ Other information collection activity, please specify :Develop or distribute resources on how to map upstream supply chain

(5.11.7.4) Upstream value chain coverage

Select all that apply

☑ Tier 1 suppliers

☑ Tier 2 suppliers

☑ Tier 3 suppliers

☑ Tier 4+ suppliers

(5.11.7.5) % of tier 1 suppliers by procurement spend covered by engagement

Select from:

☑ 1-25%

(5.11.7.7) % tier 1 suppliers with substantive impacts and/or dependencies related to this environmental issue covered by engagement

Select from:

☑ 1-25%

(5.11.7.8) Number of tier 2+ suppliers engaged

240000

(5.11.7.9) Describe the engagement and explain the effect of your engagement on the selected environmental action

Specific to natural rubber: app-based CSR survey Rubberway, including questions specifically about water, and also human rights knowledge on actual risks and practices through the supplychain, up to the farmers. Helps identify where capacity building projects are necessary

(5.11.7.10) Engagement is helping your tier 1 suppliers meet an environmental requirement related to this environmental issue

Select from:

☑ Yes, please specify the environmental requirement :Transparency on upstream supply chain practices and info on water in production plants

(5.11.7.11) Engagement is helping your tier 1 suppliers engage with their own suppliers on the selected action

Select from:

☑ Yes

Water

(5.11.7.2) Action driven by supplier engagement

Select from:

☑ Waste and resource reduction and improved end-of-life management

(5.11.7.3) Type and details of engagement

Information collection

☑ Other information collection activity, please specify :Develop or distribute resources on how to map upstream supply chain

(5.11.7.4) Upstream value chain coverage

Select all that apply

☑ Tier 1 suppliers

☑ Tier 2 suppliers

☑ Tier 3 suppliers

☑ Tier 4+ suppliers

(5.11.7.5) % of tier 1 suppliers by procurement spend covered by engagement

Select from:

☑ 1-25%

(5.11.7.7) % tier 1 suppliers with substantive impacts and/or dependencies related to this environmental issue covered by engagement

Select from:

☑ 1-25%

(5.11.7.8) Number of tier 2+ suppliers engaged

240000

(5.11.7.9) Describe the engagement and explain the effect of your engagement on the selected environmental action

Specific to natural rubber: app-based CSR survey Rubberway, including questions specifically about water, and also human rights knowledge on actual risks and practices through the supplychain, up to the farmers. Helps identify where capacity building projects are necessary

(5.11.7.10) Engagement is helping your tier 1 suppliers meet an environmental requirement related to this environmental issue

Select from:

☑ Yes, please specify the environmental requirement :transparency on upstream supply chain practices and info on water in production plants

(5.11.7.11) Engagement is helping your tier 1 suppliers engage with their own suppliers on the selected action

Select from:

☑ Yes

Climate change

(5.11.7.2) Action driven by supplier engagement

Select from:

☑ Emissions reduction

(5.11.7.3) Type and details of engagement

Financial incentives

☑ Feature environmental performance in supplier awards scheme

(5.11.7.4) Upstream value chain coverage

Select all that apply

☑ Tier 1 suppliers

(5.11.7.5) % of tier 1 suppliers by procurement spend covered by engagement

Select from:

☑ 76-99%

(5.11.7.6) % of tier 1 supplier-related scope 3 emissions covered by engagement

Select from:

☑ 76-99%

(5.11.7.9) Describe the engagement and explain the effect of your engagement on the selected environmental action

The management/segmentation of our suppliers takes into account their CSR maturity (Ecovadis rating), but also their maturity on GHG emissions reductions (eg calculation, targets, sharing PCF…), and where relevant the recycled/renewable rate. CSR performance is also taken into account in suppliers awards scheme, in which any supplier could be enlisted.

(5.11.7.10) Engagement is helping your tier 1 suppliers meet an environmental requirement related to this environmental issue

Select from:

☑ Yes, please specify the environmental requirement :Emissions reduction

(5.11.7.11) Engagement is helping your tier 1 suppliers engage with their own suppliers on the selected action

Select from:

☑ No

Climate change

(5.11.7.2) Action driven by supplier engagement

Select from:

☑ Circular economy

(5.11.7.3) Type and details of engagement

Financial incentives

☑ Feature environmental performance in supplier awards scheme

(5.11.7.4) Upstream value chain coverage

Select all that apply

☑ Tier 1 suppliers

(5.11.7.5) % of tier 1 suppliers by procurement spend covered by engagement

Select from:

☑ 76-99%

(5.11.7.6) % of tier 1 supplier-related scope 3 emissions covered by engagement

Select from:

☑ 76-99%

(5.11.7.9) Describe the engagement and explain the effect of your engagement on the selected environmental action

The management/segmentation of our suppliers takes into account their CSR maturity (Ecovadis rating), but also their maturity on GHG emissions reductions (eg calculation, targets, sharing PCF…), and where relevant the recycled/renewable rate. CSR performance is also taken into account in suppliers awards scheme, in which any supplier could be enlisted.

(5.11.7.10) Engagement is helping your tier 1 suppliers meet an environmental requirement related to this environmental issue

Select from:

☑ Yes, please specify the environmental requirement :Emissions reduction

(5.11.7.11) Engagement is helping your tier 1 suppliers engage with their own suppliers on the selected action

Select from:

☑ No

[Add row]

(5.11.8) Provide details of any environmental smallholder engagement activity

Row 1

(5.11.8.1) Commodity

Select from:

☑ Rubber

(5.11.8.2) Type and details of smallholder engagement approach

Capacity building

☑ Disseminate technical materials

☑ Organize capacity building events

☑ Develop or distribute upstream value chain mapping tool

☑ Offer on-site technical assistance and extension services

☑ Support smallholders to adopt best practices which protect biodiversity

☑ Provide training, support and best practices on sustainable agriculture practices and nutrient management

☑ Prioritize support for smallholders in regions at high-risk of deforestation and conversion of other natural ecosystems

(5.11.8.3) Number of smallholders engaged

2617

(5.11.8.4) Effect of engagement and measures of success

With 85% of the world's production of natural rubber originating from smallholder farmers, Michelin believes that responsible and resilient farmers are key to the success of a sustainable natural rubber industry and are committed to empowering farmers to enable better livelihoods together with positive environmental and social practices. A consistent challenge is that farmers often sell their raw material through layers of intermediaries, making it hard to engage farmers or understand the risks in their upstream supply chains. To tackle this challenge, Michelin developed RubberWay, a risk mapping tool that maps environmental and social risks throughout the natural rubber supply chain. It has been especially effective for reaching farmers as the questionnaire is contained in a web application that can be deployed by factories or intermediaries with ease. We are currently deploying the tool with suppliers representing 83% of our volumes and have reached 239,583 smallholder farmers in ten countries. Through the rich risk-mapping data from RubberWay we have been able to identify priority jurisdictions and move to action by launching targeted capacity building programmes. At the end of 2020, Michelin, with its partners, launched a project that is targeting smallholder farmers in the central Sumatra region. Named Project CASCADE (Committed Actions for Smallholders Capacity Development), the project aims to address sustainability risks linked to natural rubber production and other livelihood, environmental, and social risks. Using CASCADE as a model, other holistic capacity building projects have been

deployed in East Kalimantan and Sri Lanka. In Southern Thailand, we are deploying an Agroforestry project in partnership with GPSNR and a car manufacturer to help smallholder farmers develop agroforestry systems. In the Brazilian Amazon, where local communities extract natural rubber from wild rubber trees in an environment unique on Earth, the Michelin Foundation is supporting a project that aims to empower local producers, with a focus on forest conservation. In 2023, a total of 2617 smallholder farmers have received training under one of these holistic capacity building projects as described above. Altogether, we aim to reach at least 30,000 smallholder farmers by 2030 through these projects. These goals are also included in Michelin's Sustainable Natural Rubber Roadmap 2020-2025 (Target #23).
[Add row]

(5.11.9) Provide details of any environmental engagement activity with other stakeholders in the value chain.

Climate change

(5.11.9.1) Type of stakeholder

Select from:
☑ Customers

(5.11.9.2) Type and details of engagement

Education/Information sharing
☑ Share information about your products and relevant certification schemes
☑ Share information on environmental initiatives, progress and achievements

(5.11.9.3) % of stakeholder type engaged

Select from:
☑ 1-25%

(5.11.9.4) % stakeholder-associated scope 3 emissions

Select from:
☑ 1-25%

(5.11.9.5) Rationale for engaging these stakeholders and scope of engagement

Using a tire on a vehicle requires additional energy that entails, in an internal combustion vehicle, either the burning of fuel (and therefore the release of greenhouse gases) or the use of the car's engine battery.

(5.11.9.6) Effect of engagement and measures of success

The success of this engagement with our customers should be reflected in our Scope 3 emissions (use phase). Nevertheless, the methodology of calculation of this Scope 3 usage emissions still need to be improved, as it is just a magnitude. We are actively working on this calculation improvement.
[Add row]

(5.13) Has your organization already implemented any mutually beneficial environmental initiatives due to CDP Supply Chain member engagement?

	Environmental initiatives implemented due to CDP Supply Chain member engagement
	Select from: ☑ No, and we do not plan to within the next two years

[Fixed row]

C6. Environmental Performance - Consolidation Approach

(6.1) Provide details on your chosen consolidation approach for the calculation of environmental performance data.

	Consolidation approach used	Provide the rationale for the choice of consolidation approach
Climate change	*Select from:* ☑ Operational control	*To be consistent with the coming CSRD requirements, the consolidation approach has swiched from financial control to operational control.*
Forests	*Select from:* ☑ Operational control	*To be consistent with the coming CSRD requirements, the consolidation approach has swiched from financial control to operational control.*
Water	*Select from:* ☑ Operational control	*To be consistent with the coming CSRD requirements, the consolidation approach has swiched from financial control to operational control.*
Plastics	*Select from:* ☑ Operational control	*To be consistent with the coming CSRD requirements, the consolidation approach has swiched from financial control to operational control.*
Biodiversity	*Select from:* ☑ Operational control	*To be consistent with the coming CSRD requirements, the consolidation approach has swiched from financial control to operational control.*

[Fixed row]

C7. Environmental performance - Climate Change

(7.1) Is this your first year of reporting emissions data to CDP?

Select from:
☑ No

(7.1.1) Has your organization undergone any structural changes in the reporting year, or are any previous structural changes being accounted for in this disclosure of emissions data?

(7.1.1.1) Has there been a structural change?

Select all that apply
☑ Yes, an acquisition

(7.1.1.2) Name of organization(s) acquired, divested from, or merged with

Acquisition of Flex Composit Group (FCG) in 2023

(7.1.1.3) Details of structural change(s), including completion dates

-Multistrada, Camso and fenner CO2 emissions have been integrated in the Group's reporting perimeter in 2023; -Since the 2023 reporting exercice, the reference year is now 2019, in line with the Group's SBTi commitments submitted in january 2024. - The FCG entitie have been acquired in 2023 with majority financial control, but we did not have included their emissions in our 2023 reporting.
[Fixed row]

(7.1.2) Has your emissions accounting methodology, boundary, and/or reporting year definition changed in the reporting year?

(7.1.2.1) Change(s) in methodology, boundary, and/or reporting year definition?

Select all that apply

☑ Yes, a change in methodology

☑ Yes, a change in boundary

(7.1.2.2) Details of methodology, boundary, and/or reporting year definition change(s)

Changes in boundaries: Because former exclusions in the inventory now represents more than 5% of the total scope 3 emissions, new acquisitions (Camso, Fenner and Multistrada companies) are now included in the scope 3 inventory. To reduce the excluded emissions, Euromaster is now included in the scope 3 inventory. CO2 emissions from Scope 3 category 15 “Investments” were previously excluded from inventory data as we thought we were not concerned by this category. We now understand that we must report any investment emissions from equity assets that are not under operational control and not already included in Scope 1 or Scope 2 and we must integrate them in our Scope 3 inventory data. Although it has no influence in our calculation boundaries, we decided to switch from "Financial control" to "Operationnal control" to be aligned with the CSRD requirements. Changes in methodology: To be coherent with our SBTi submission, we have redefined 2019 as a single base year for scopes 1&2 and Scope 3. For CO2 emissions from Scope 3 category 5 “Waste generated in operations” and category 12 “End-of-life of sold products”, we now uses the cut-off approach in our emissions accounting. For our base year as well as our reporting year, we use new emission factors to calculate CO2 emission from Scope 3 categories: 1 - Purchased good and services 2 - Capital goods, 3 - Fuel and Energy 6 - Business Travel Those emissions factors are more relevant considering market evolutions and calculation methods used.
[Fixed row]

(7.1.3) Have your organization’s base year emissions and past years’ emissions been recalculated as a result of any changes or errors reported in 7.1.1 and/or 7.1.2?

(7.1.3.1) Base year recalculation

Select from:

☑ Yes

(7.1.3.2) Scope(s) recalculated

Select all that apply

☑ Scope 1

☑ Scope 2, market-based

☑ Scope 3

(7.1.3.3) Base year emissions recalculation policy, including significance threshold

The significance thresholds and frequencies of re-examination are determined based on the best possible balance between materiality and required depth of analysis. The methodolgy consists in recalculating for one year the emissions, and to compare with previous calculation. The differences can come from significant errors, changes in calculation methodology, change in emission factors with better accuracy, external growth or decrease due to merger and acquisitions or disvestments, outsourcing and insourcing of emitting activities that implies emission transfer from one scope to another, allowable exclusion limits that are exceeded. The trigger and significance thresholds of 5% are applied for Scope 1&2 and Scope 3.

(7.1.3.4) Past years' recalculation

Select from:

☑ No

[Fixed row]

(7.2) Select the name of the standard, protocol, or methodology you have used to collect activity data and calculate emissions.

Select all that apply

☑ The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)

☑ The Greenhouse Gas Protocol: Corporate Value Chain (Scope 3) Standard

(7.3) Describe your organization's approach to reporting Scope 2 emissions.

(7.3.1) Scope 2, location-based

Select from:

☑ We are reporting a Scope 2, location-based figure

(7.3.2) Scope 2, market-based

Select from:

☑ We are reporting a Scope 2, market-based figure

(7.3.3) Comment

Until 2015, we reported that our scope 2 emission figure was location-based, which we now understand was mistaken: in 2016, we thoroughly studied the Guide "Accounting of scope 2 emissions, Technical notes for reporting to CDP Climate Change and Supply Chain in 2016" and consulted with a CDP recommended service provider. As a result we now understand that our scope emissions have always been calculated in line with the market-based approach. Until 2023, we published CO2 emissions using both methods in our Universal Reporting Document. Given the complexity of the new perimeter calculation (acquisitions integration), only the market-based method was used for the 2023 reporting year. This was an internal choice as it appears the more representative to our situation. As of next year, we will calculate and publish CO2 emissions using both methods again in order to comply with CSRD requirements.
[Fixed row]

(7.4) Are there any sources (e.g. facilities, specific GHGs, activities, geographies, etc.) of Scope 1, Scope 2 or Scope 3 emissions that are within your selected reporting boundary which are not included in your disclosure?

Select from:

☑ Yes

(7.4.1) Provide details of the sources of Scope 1, Scope 2, or Scope 3 emissions that are within your selected reporting boundary which are not included in your disclosure.

Row 1

(7.4.1.1) Source of excluded emissions

Tire distribution centers, retail and wholesale, other than Euromaster.

(7.4.1.2) Scope(s) or Scope 3 category(ies)

Select all that apply

☑ Scope 1

☑ Scope 2 (market-based)

(7.4.1.3) Relevance of Scope 1 emissions from this source

Select from:

☑ Emissions are not relevant

(7.4.1.5) Relevance of market-based Scope 2 emissions from this source

Select from:

☑ Emissions are not relevant

(7.4.1.8) Estimated percentage of total Scope 1+2 emissions this excluded source represents

0

(7.4.1.10) Explain why this source is excluded

Retail distribution are excluded from the Scopes 1&2 inventory because they are not material against our primary operations.

(7.4.1.11) Explain how you estimated the percentage of emissions this excluded source represents

The estimate is based on an extrapolation of an official study carried out in 2022 for a similar activity. This associates an emission factor proportional to the known workforce. This value is then divided by the Group's total emissions for 2019.

Row 2

(7.4.1.1) Source of excluded emissions

Michelin Air Service (France-based corporate airlines)

(7.4.1.2) Scope(s) or Scope 3 category(ies)

Select all that apply

☑ Scope 1

(7.4.1.3) Relevance of Scope 1 emissions from this source

Select from:

☑ Emissions are not relevant

(7.4.1.10) Explain why this source is excluded

Michelin Air Service are excluded from the Scopes 1&2 inventory because they are not material against our primary operations.

(7.4.1.11) Explain how you estimated the percentage of emissions this excluded source represents

The estimate is based on quantities of energy consumed (kerosene) multiplied by Emission factor. It is an overage of the past 5 years to be more representative. This value is then divided by the Group's total emissions for 2019.

Row 3

(7.4.1.1) Source of excluded emissions

Michelin-controlled warehouses

(7.4.1.2) Scope(s) or Scope 3 category(ies)

Select all that apply

☑ Scope 1

☑ Scope 2 (market-based)

(7.4.1.3) Relevance of Scope 1 emissions from this source

Select from:

☑ Emissions are not relevant

(7.4.1.5) Relevance of market-based Scope 2 emissions from this source

Select from:

☑ Emissions are not relevant

(7.4.1.8) Estimated percentage of total Scope 1+2 emissions this excluded source represents

0.4

(7.4.1.10) Explain why this source is excluded

Wholesale distribution Michelin-owned warehouses are excluded from Scopes 1&2 because they are not material against our primary operations and industrial sites.

(7.4.1.11) Explain how you estimated the percentage of emissions this excluded source represents

The estimate is based on energy consumed multiplied by Emission factor. This value is then divided by the Group's total emissions for 2019.

Row 4

(7.4.1.1) Source of excluded emissions

Other GHG: HFC, CH4, N2O

(7.4.1.2) Scope(s) or Scope 3 category(ies)

Select all that apply

☑ Scope 1

☑ Scope 2 (market-based)

(7.4.1.3) Relevance of Scope 1 emissions from this source

Select from:

☑ Emissions are not relevant

(7.4.1.5) Relevance of market-based Scope 2 emissions from this source

Select from:

☑ Emissions are not relevant

(7.4.1.8) Estimated percentage of total Scope 1+2 emissions this excluded source represents

0.5

(7.4.1.10) Explain why this source is excluded

Other GHG emissions (HFC, NH4, N2O) are excluded because the quantities emitted are not material compared with primary operations.

(7.4.1.11) Explain how you estimated the percentage of emissions this excluded source represents

HFC: estimated on the inventory of leaks from cooling equipments (average refuel volume during the last past 4 years).

Row 5

(7.4.1.1) Source of excluded emissions

Testing ground vehicules

(7.4.1.2) Scope(s) or Scope 3 category(ies)

Select all that apply

☑ Scope 1

(7.4.1.3) Relevance of Scope 1 emissions from this source

Select from:

☑ Emissions are not relevant

(7.4.1.10) Explain why this source is excluded

Testing ground vehicules are excluded because the quantities emitted are not material compared with primary operations.

(7.4.1.11) Explain how you estimated the percentage of emissions this excluded source represents

The estimate is based on the consumption of Michelin-controlled gas station.

Row 6

(7.4.1.1) Source of excluded emissions

The emissions from subsidiaries AlloPneu, Ihle, Masternaut, Sascar have been excluded of the inventory

(7.4.1.2) Scope(s) or Scope 3 category(ies)

Select all that apply

- ☑ Scope 3: Franchises
- ☑ Scope 3: Capital goods
- ☑ Scope 3: Business travel
- ☑ Scope 3: Employee commuting
- ☑ Scope 3: Upstream leased assets
- ☑ Scope 3: Purchased goods and services
- ☑ Scope 3: Waste generated in operations
- ☑ Scope 3: End-of-life treatment of sold products
- ☑ Scope 3: Upstream transportation and distribution
- ☑ Scope 3: Downstream transportation and distribution

(7.4.1.6) Relevance of Scope 3 emissions from this source

Select from:

☑ Emissions are not relevant

(7.4.1.9) Estimated percentage of total Scope 3 emissions this excluded source represents

2.5

(7.4.1.10) Explain why this source is excluded

The emissions from these subsidiaries are excluded because the quantities emitted are not material compared with primary operations.

(7.4.1.11) Explain how you estimated the percentage of emissions this excluded source represents

For Allopneu, we have an official study of the GHG emissions for year 2023. For Ihle, the activity is similar to Allopneu; the estimate is based on an extrapolation of the emissions from Allopneu, this associates an emission factor proportional to the known workforce. For Masternaut and Sascar, the estimation was made by multiplying the revenue of these subsidiaries by a sector emission factor.
[Add row]

(7.5) Provide your base year and base year emissions.

Scope 1

(7.5.1) Base year end

12/30/2019

(7.5.2) Base year emissions (metric tons CO2e)

1522486

(7.5.3) Methodological details

Base year has been changed to 2019 carried out for SBTi submission. Recalculation includes recent acquisitions. Scope 1 CO2 emissions are calculated on the basis of energy elementary data and emission factors as mentionned in GHG protocol.

Scope 2 (location-based)

(7.5.1) Base year end

12/30/2019

(7.5.2) Base year emissions (metric tons CO2e)

2033226

(7.5.3) Methodological details

Base year has been changed to 2019 carried out for SBTi submission. Recalculation includes recent acquisitions. Scope 2 location based CO2 emissions are calculated on the basis of energy elementary data and emission factors as mentionned in GHG protocol.

Scope 2 (market-based)

(7.5.1) Base year end

12/30/2019

(7.5.2) Base year emissions (metric tons CO2e)

1701812

(7.5.3) Methodological details

Base year has been changed to 2019 carried out for SBTi submission. Recalculation includes recent acquisitions. Scope 2 market based CO2 emissions are calculated on the basis of energy elementary data and emission factors as mentionned in GHG protocol.

Scope 3 category 1: Purchased goods and services

(7.5.1) Base year end

12/30/2019

(7.5.2) Base year emissions (metric tons CO2e)

10507886

(7.5.3) Methodological details

Base year has been changed to 2019 carried out for SBTi submission. Recalculation includes recent acquisitions. Based on 2019 volumes for raw materials and spend for other goods/services. All purchases of products and services (the data is provided by our purchasing system to control that we consider all the perimeter) – raw material are the biggest part (85%)

Scope 3 category 2: Capital goods

(7.5.1) Base year end

12/30/2019

(7.5.2) Base year emissions (metric tons CO2e)

561141

(7.5.3) Methodological details

Base year has been changed to 2019 carried out for SBTi submission. Recalculation includes recent acquisitions. Based on 2019 spend. All purchasing for equipment (the data is also provided by our purchasing system to control that we consider all the perimeter)

Scope 3 category 3: Fuel-and-energy-related activities (not included in Scope 1 or 2)

(7.5.1) Base year end

12/30/2019

(7.5.2) Base year emissions (metric tons CO2e)

574953

(7.5.3) Methodological details

Base year has been changed to 2019 carried out for SBTi submission. Recalculation includes recent acquisitions. Based on 2019 Scopes 1&2 energy consumption. We consider all the energy sources from our energy invoices, and we consider all the upstream emissions from these energies (from cradle to gate)

Scope 3 category 4: Upstream transportation and distribution

(7.5.1) Base year end

12/30/2019

(7.5.2) Base year emissions (metric tons CO2e)

1271021

(7.5.3) Methodological details

Base year has been changed to 2019 carried out for SBTi submission. Recalculation includes recent acquisitions. Based on 2019 raw material and transport purchases. We consider all the transportation emissions of our raw materials performed by the suppliers, and we add all the transportation emissions of our non-finished goods under Michelin responsibility (semi-finished products, some raw materials, molds, spare parts)

Scope 3 category 5: Waste generated in operations

(7.5.1) Base year end

12/30/2019

(7.5.2) Base year emissions (metric tons CO2e)

96882

(7.5.3) Methodological details

Base year has been changed to 2019 carried out for SBTi submission. Recalculation includes recent acquisitions. Based on 2019 worldwide consolidated data. We consider all the wastes from our industrial activities, with the cut-off methodology.

Scope 3 category 6: Business travel

(7.5.1) Base year end

12/30/2019

(7.5.2) Base year emissions (metric tons CO2e)

33888

(7.5.3) Methodological details

Base year has been changed to 2019 carried out for SBTi submission. Recalculation includes recent acquisitions. Based on 2019 travel purchases. We consider the emissions from the travel business by plane, train and renting cars. We do not consider hotel emissions, by lack of data.

Scope 3 category 7: Employee commuting

(7.5.1) Base year end

12/30/2019

(7.5.2) Base year emissions (metric tons CO2e)

230545

(7.5.3) Methodological details

Base year has been changed to 2019 carried out for SBTi submission. Recalculation includes recent acquisitions. Proxy based on 2019 employee count. We consider the commuting emissions of all the Group employees.

Scope 3 category 8: Upstream leased assets

(7.5.1) Base year end

12/30/2019

(7.5.2) Base year emissions (metric tons CO2e)

42172

(7.5.3) Methodological details

Base year has been changed to 2019 carried out for SBTi submission. Recalculation includes recent acquisitions. Based on 2019 leasing purchases. We consider the emissions of the car leasing, the real estate leasing, the IT leasing, and handling means leasing (forklifts).

Scope 3 category 9: Downstream transportation and distribution

(7.5.1) Base year end

12/30/2019

(7.5.2) Base year emissions (metric tons CO2e)

981722

(7.5.3) Methodological details

Base year has been changed to 2019 carried out for SBTi submission. Recalculation includes recent acquisitions. Based on 2019 transport data. We consider the emissions of all the downstream transportation, without the warehouses emissions (the warehouse emissions are accounted in Scope 1&2)

Scope 3 category 10: Processing of sold products

(7.5.1) Base year end

12/30/2019

(7.5.2) Base year emissions (metric tons CO2e)

0

(7.5.3) Methodological details

This category is irrelevant for Michelin.

Scope 3 category 11: Use of sold products

(7.5.1) Base year end

12/30/2019

(7.5.2) Base year emissions (metric tons CO2e)

130000000

(7.5.3) Methodological details

Base year has been changed to 2019 carried out for SBTi submission. Optional for tyres manufacturers (indirect emissions). The calculation is based on the estimation of the part of the tire in the vehicule energy consumption.

Scope 3 category 12: End of life treatment of sold products

(7.5.1) Base year end

12/30/2019

(7.5.2) Base year emissions (metric tons CO2e)

270820

(7.5.3) Methodological details

Base year has been changed to 2019 carried out for SBTi submission. Recalculation includes recent acquisitions. Based on 2019 WBCSD study and products put on market in 2019. We consider the emissions due to the collection of End of Life Tyres, with the cut-off methodology. Following this methodology, we consider some emissions for the dump tyres, when no energy or material valorization.

Scope 3 category 13: Downstream leased assets

(7.5.1) Base year end

12/30/2019

(7.5.2) Base year emissions (metric tons CO2e)

0

(7.5.3) Methodological details

This category is irrelevant for Michelin.

Scope 3 category 14: Franchises

(7.5.1) Base year end

12/30/2019

(7.5.2) Base year emissions (metric tons CO2e)

233588

(7.5.3) Methodological details

Base year has been changed to 2019 carried out for SBTi submission. Recalculation includes recent acquisitions. Proxy based on 2019 inventory of franchises. We consider the emissions due to our licensed stores for tyre service and vehicle maintenance. We consider the emissions due to energy consumption of these shops.

Scope 3 category 15: Investments

(7.5.1) Base year end

12/30/2019

(7.5.2) Base year emissions (metric tons CO2e)

150199

(7.5.3) Methodological details

Base year has been changed to 2019 carried out for SBTi submission. Recalculation includes recent acquisitions. Proxy based on 2019 investments. We consider all subsidiaries where the Michelin Group participation is between 20% and 49%. For these subsidiaries, we consider the emissions due to the energy consumption and the emissions linked with the natural rubber cultivation (except LUC).

Scope 3: Other (upstream)

(7.5.1) Base year end

12/30/2019

(7.5.2) Base year emissions (metric tons CO2e)

0

(7.5.3) Methodological details

This category is irrelevant for Michelin.

Scope 3: Other (downstream)

(7.5.1) Base year end

12/30/2019

(7.5.2) Base year emissions (metric tons CO2e)

0

(7.5.3) Methodological details

This category is irrelevant for Michelin.
[Fixed row]

(7.6) What were your organization’s gross global Scope 1 emissions in metric tons CO2e?

	Gross global Scope 1 emissions (metric tons CO2e)	Methodological details
Reporting year	*1047115*	*Scope 1 CO2 emissions are calculated on the basis of energy elementary data and emission factors as mentionned in GHG protocol.*

[Fixed row]

(7.7) What were your organization’s gross global Scope 2 emissions in metric tons CO2e?

	Gross global Scope 2, location-based emissions (metric tons CO2e)	Gross global Scope 2, market-based emissions (metric tons CO2e) (if applicable)	Methodological details
Reporting year	*1989352*	*1264009*	*Scope 2 CO2 emissions are calculated on the basis of energy elementary data and emission factors as mentionned in GHG protocol.*

[Fixed row]

(7.8) Account for your organization’s gross global Scope 3 emissions, disclosing and explaining any exclusions.

Purchased goods and services

(7.8.1) Evaluation status

Select from:

☑ Relevant, calculated

(7.8.2) Emissions in reporting year (metric tons CO2e)

9474812

(7.8.3) Emissions calculation methodology

Select all that apply

☑ Hybrid method

(7.8.4) Percentage of emissions calculated using data obtained from suppliers or value chain partners

17

(7.8.5) Please explain

Breakdown of emissions for Michelin's main purchase activities regarding Raw Materials and Purchased goods and services other than Raw Materials RAW MATERIALS: The data type is a Combination of Supplier specific method and Average-data method: Michelin collected data on the mass of purchased goods, and either multiplied them by primary cradle-to-gate emission factors collected from supplier (when primary Emission Factor was provided by supplier) or multiplied them by relevant secondary cradle-to-gate emission factors based on process-based life cycle inventory databases Calculation formula: CO2e emissions for purchased goods or services (mass of purchased good or service (kg) emission factor of purchased good or service per unit of mass (kg CO2e/kg) PURCHASED GOODS AND SERVICES OTHER THAN RAW MATERIALS: The data type comes from Spend based method: Michelin estimated emissions for goods by collecting data on the economic value of goods purchased and multiplying by relevant secondary (e.g., industry average) emission factors (e.g., average emissions per monetary value of goods) Calculation formula: CO2e emissions for purchased goods or services (value of purchased good or service (euro) emission factor of purchased good or service per unit of economic value (kg CO2e/euro)) Note: for a limited number of affiliates the spend data was not available, in that case a proxy has been used (e.g a percentage of raw materials emissions) Emissions linked to the production of rubber (intrants, processing…) are included in the group referred to as 'Raw Materials'

Capital goods

(7.8.1) Evaluation status

Select from:

☑ Relevant, calculated

(7.8.2) Emissions in reporting year (metric tons CO2e)

523716

(7.8.3) Emissions calculation methodology

Select all that apply

☑ Average spend-based method

(7.8.4) Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

(7.8.5) Please explain

The data type Average spend-based method: Michelin estimated emissions for capital goods by collecting data on the economic value of goods purchased and multiplying by relevant secondary (e.g., industry average) emission factors (e.g., average emissions per monetary value of goods) Calculation formula: CO2e emissions for capital goods (value of purchased good (euros) emission factor of purchased good per unit of economic value (kg CO2e/euro)) Note: for a limited number of affiliates the spend data was not available, in that case a proxy has been used (e.g a ratio vs another affiliate's category emissions)

Fuel-and-energy-related activities (not included in Scope 1 or 2)

(7.8.1) Evaluation status

Select from:

☑ Relevant, calculated

(7.8.2) Emissions in reporting year (metric tons CO2e)

466416

(7.8.3) Emissions calculation methodology

Select all that apply

☑ Average data method

(7.8.4) Percentage of emissions calculated using data obtained from suppliers or value chain partners

100

(7.8.5) Please explain

i. Data used: The primary data used are the types and quantities of fuels, electricity and heat purchased worldwide under scopes 1 & 2 and the allocated emission factors. For quantities, aggregated values for all countries were gathered. ii. Methodology: The emissions were calculated by multiplying fuel quantities, electricity and heat purchased by the specific emission factors related to their uptsream production and energy losses from their transformation and distribution for the different countries. Emission factors from the International Energy Agency (IEA) were used in order to be consistent with the Scope 2 calculation. The Scope 3 electricity EFs come from the EcoInvent 3.8 database. Renewable energy emissions are based on the different production technologies of renewable sources, obtained from the French energy agency ADEME Base carbone. Upstream fuel emission factors are sourced from ADEME Base Carbone. Only the net energy consumption is considered: electricity and fuel consumed minus the sold energy (Michelin produced energy -- electricity and steam -- from cogeneration). iii. Quality: The quality of the primary data used (energy consumption) is high. The quality of the emissions factors is high except for renewable electricity EF, where quality is medium since it is based on an average. Thus, the quality of the category is estimated as high. Uncertainty is estimated at 15%. iv. Verification: The overall method was checked by an expert consultant in 2020. The results were subject to external verification in 2020 and again in 2023.

Upstream transportation and distribution

(7.8.1) Evaluation status

Select from:

☑ Relevant, calculated

(7.8.2) Emissions in reporting year (metric tons CO2e)

1170951

(7.8.3) Emissions calculation methodology

Select all that apply

☑ Hybrid method

(7.8.4) Percentage of emissions calculated using data obtained from suppliers or value chain partners

30

(7.8.5) Please explain

i. Data used: - Raw material transport The primary data used is: the quantity of purchased goods provided for category 1 (purchased goods and services), their origin and destination countries, as well as the supply transportation mode. This represents a total of over 2,400 lines of information. Michelin plant locations within each country were taken into account to establish a distance table for each continent, with the estimated distances corresponding to each type of transport taken from www.searates.com and www.maps.google.com. Data still exclude intermediate storage due to lack of supplier data. - Natural rubber & semi finished products transport Same as for Category 9. ii. Methodology: - Raw material transport Distances were rounded to represent generic geographical areas (i.e., by continent). For internal transportation (within a country), generic yet realistic distances were chosen. After analyzing the data, 13% of the lines were identified as "probably inconsistent data". These lines involve intercontinental transport with road transport. The most probable cause is that several means of transport are used for the line item, but only one of them has been filled in. These transport line items were all designated "intermodal", defined as 40% road, 40% water and 20% rail. This approach is more conservative than using an EF for sea transport, resulting in an overestimation of the CO2 impact. The CO2 impacts were determined by multiplying the amount of transported goods by the estimated distance, and the EF corresponding to the mode of transportation. The EFs associated with each mode of transportation (secondary data) were taken from the ecoinvent v.3 database, and GWP from IPCC 2013 GWP 100-year. A distinction was made between full and partial load vehicles. - Natural rubber & semi finished products transport Same as for Category 9 iii. Quality: The quality of the primary data used is medium (due to inconsistencies) and the quality of the secondary data is high. In addition, some extrapolations (coming from rounding transport distances to continent) produced data considered to be medium quality. On average, the quality of the results is considered medium. Uncertainty is estimated at /- 30%. iv. Verification: The overall method was checked by an expert consultant in 2020. The results were subject to external verification in 2020 and again in 2023.

Waste generated in operations

(7.8.1) Evaluation status

Select from:

☑ Relevant, calculated

(7.8.2) Emissions in reporting year (metric tons CO2e)

101931

(7.8.3) Emissions calculation methodology

Select all that apply

☑ Waste-type-specific method

(7.8.4) Percentage of emissions calculated using data obtained from suppliers or value chain partners

100

(7.8.5) Please explain

i. Data used: All the weights of waste are primary data we receive from our production sites. ii. Methodology: Following the cut-off methodology, we do not include the emissions due to the valorization processes. The quantity of waste were multiplied by an EF estimated from the logistics needed to transport these wastes. Only the non-valorized waste weights were multiplied by an EF corresponding to incineration (that is the most unfavorable EF) iii. Quality: The quality of the primary data used is medium due to consolidation into Group-level totals for several main recovery outlets. Uncertainty is estimated at /- 30%. iv. Verification: The overall method was checked by an expert consultant in 2023.

Business travel

(7.8.1) Evaluation status

Select from:

☑ Relevant, calculated

(7.8.2) Emissions in reporting year (metric tons CO2e)

24075

(7.8.3) Emissions calculation methodology

Select all that apply

☑ Distance-based method

(7.8.4) Percentage of emissions calculated using data obtained from suppliers or value chain partners

100

(7.8.5) Please explain

i. Data used: The primary data was collected from different sources: - Car rental distances and other rental information were provided by Hertz. Emission factors were not provided by the vendor. - Train and air travel trips from Michelin's corporate travel agency were provided covering the full geographic scope of activities. - Vehicle

leasing data were transferred and used for the Category 8 calculation. ii. Methodology: An expert consultant developed the overall method: - Car rental emissions -- Distances were provided by Hertz. An average emission factor from the ICCT (average emissions of 2018 manufactured vehicles) was used. The emission factor only considers the direct emissions (TTW - Tank To Weel). The same emission factor has been used for all vehicules. The emission factor in kg CO2 eq/km has been multiplied per the traveled distance. - Air travel -- GHG emissions were directly calculated by the vendor and were checked by the expert consultant. - Rail travel -- GHG emissions were directly calculated by Michelin's business travel management provider and were checked by the expert consultant. iii. Quality: The overall quality of the emissions is estimated as medium considering the use of an average emission factor for car rental emissions and the non availability of travelled distances by plane and train. Uncertainty is estimated at /- 30%. iv. Verification: The results were subject to external verification in 2023.

Employee commuting

(7.8.1) Evaluation status

Select from:

☑ Relevant, calculated

(7.8.2) Emissions in reporting year (metric tons CO2e)

241196

(7.8.3) Emissions calculation methodology

Select all that apply

☑ Average data method

(7.8.4) Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

(7.8.5) Please explain

i. Data used: The primary data used covers the total number of employees per country and region. They were aggregated by geographical regions where Michelin operates. Several different commuting scenarios were considered for areas where the number of employees was sufficiently high, while a default scenario was used for the remaining areas. It is assumed that these other commuting travels are made according to "outer suburban periphery" statistics. ii. Methodology: An expert consultant developed the overall method. 2011 DEFRA Guidelines for Company GHG reporting were used for this category, especially for emission factors, and an assumption regarding the use of personal vehicles by employees. Both ecoinvent and Base Carbone from ADEME (French energy agency) were also used. IPCC 2007 GWP 100-year emission factors were used. Eurostat and specific literature were used to compute the distribution of different modes of transport. iii. Quality: Due

to the generalization of these calculations, the quality of reported emissions data is medium to high. Uncertainty is estimated to be between 20% and 25%. iv. Verification: The overall method was checked by an expert consultant in 2020. The results were subject to external verification in 2023.

Upstream leased assets

(7.8.1) Evaluation status

Select from:

☑ Relevant, calculated

(7.8.2) Emissions in reporting year (metric tons CO2e)

41237

(7.8.3) Emissions calculation methodology

Select all that apply

☑ Average data method

(7.8.4) Percentage of emissions calculated using data obtained from suppliers or value chain partners

66

(7.8.5) Please explain

i. Data used: The primary data were collected from several sources: -Vehicle leasing. Service providers' contract extractions including direct emissions for each vehicle type. -Machinery and equipement leasing & real estate rentals. Purchased are expressed in monetary terms (in). Only leased goods have been included for the calculation of this category. ii. Methodology: An expert consultant developed the overall method. Vehicle leasing: The leasing mileage data from service provider were checked. The contractual distance was used as proxy for the real distance. The distance per contract was multiplied by the EF provided by the service provider (in g CO2 eq / km). When not available, a generic EF was applied. For combustion vehicles, the EF used is the average of the direct emissions from the average combustion emissions of vehicles manufactured in 2018 according to ICCT 2019 data. For electric vehicles, the electricity consumption in kWh/km came from the ecoInvent v3 database. Electricity consumption was multiplied by the country EF (International Energy Agency). In one case, for vehicules missing the annual mileage, an average was used. For electricity, IEA 2018 data from 2016 was used. Equipment leasing & real estate rentals: Each sub-category or flow within the categories was associated with an economic sector from the environmentally-extended Input-Output Model Open IO v1.4 (2002), adjusted for inflation, purchasing power parity and energy efficiency of the global economy in 2019. Each sub-category spend was then multiplied by the sector unit GHG EF. iii. Quality: For vehicle leasing, the quality of the emissions is estimated as medium. For equipment leasing & real estate rentals, the quality of the primary data used is high. However, due

to the simplification involved in the modeling, the quality of the emissions data is considered as medium. Uncertainty is estimated at 30%. iv. Verification: The results were subject to external verification in 2023.

Downstream transportation and distribution

(7.8.1) Evaluation status

Select from:

☑ Relevant, calculated

(7.8.2) Emissions in reporting year (metric tons CO2e)

737471

(7.8.3) Emissions calculation methodology

Select all that apply

☑ Distance-based method

(7.8.4) Percentage of emissions calculated using data obtained from suppliers or value chain partners

100

(7.8.5) Please explain

i. Data used Emissions from the transport and distribution of finished products were calculated using EcoTransIT World, compliant with EN 16258 (Methodology for calculation and declaration of energy consumption and GHG emissions of transport services (freight and passengers)) and aligned with the GLEC (Global Logistics Emissions Council) Framework. It is the most widely used software worldwide for automatic calculations of energy consumption, carbon emissions. EcoTransIT World determines the emissions using an energy-based bottom-up approach. That means the emissions are determined on the basis of the energy consumed and the fuel used, in contrast to a top-down approach, in which gCO2e / tkm are multiplied by the freight weight and a distance. The bottom-up approach simulates the complete transport system. This ranges from the type of road, to the vehicle class with corresponding properties, to the fuel. This method makes EcoTransIT World flexible for updates because to map new types of fuel or vehicle technologies, only one parameter needs to be adjusted in the calculation workflow. The primary data comes from internal supply chain routing information, vehicle and route attributes, freight weight and load, fuel type and distances traveled. Warehouse-related emissions were accounted for either under Scopes 1 & 2 or under Scope 3 Category 1 (Purchased goods and services). ii. Methodology: Carbon emissions were calculated using the EcoTransIT tool, which provides the EFs and the calculation formulas. The steps are 1) determine the internal routing for determination of routes; 2) subdivide the route into calculation sections via split (truck, train, ferry, sea ship); 3) calculate the energy consumed and GHG emissions for each section; 4) totalize all the section results. iii. Quality: The overall quality of the emissions is estimated as medium to high considering that EcoTransit takes into account the load levels of

each mode of transportation and has more disaggregated EF than ecoinvent. Uncertainty is estimated at /- 15%. iv. Verification: The overall method was checked by an expert consultant in 2020. The results were subject to external verification in 2023.

Processing of sold products

(7.8.1) Evaluation status

Select from:

☑ Not relevant, explanation provided

(7.8.5) Please explain

No particular processing of sold intermediate products by third parties subsequent to sale is required so this category is not relevant to our organization

Use of sold products

(7.8.1) Evaluation status

Select from:

☑ Relevant, calculated

(7.8.2) Emissions in reporting year (metric tons CO2e)

130000000

(7.8.3) Emissions calculation methodology

Select all that apply

☑ Methodology for indirect use phase emissions, please specify :See explanation

(7.8.4) Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

(7.8.5) Please explain

i. Data used Use of sold products is evaluated for all ranges of light and heavy tires according to the road transport categories of the International Energy Agency's Mobility Model (https://www.iea.org/areas-of-work/programmes-and-partnerships/mobility-model). Two-wheel and off-road vehicle tires and products under the Michelin Lifestyle Ltd line were not included as their contribution to CO2 impacts is not material (less than 3% of the category). The primary data come from 3 sources: 1) the most recent historical data (year 2015) on worldwide tank-to-wheel CO2 emissions for road transport in the IEA Mobility Model, 2019 Global EV Outlook version; 2) Michelin market share in units of for all ranges of light and heavy tires for year 2023; and 3) growth rate in Michelin tire production from 2015 to 2023. ii. Methodology: Allocation of the carbon emissions of road transport vehicles to the tire: fuel consumption (and by proxy CO2 emissions) associated with tire rolling resistance was determined as an average percentage for passenger & light duty vehicles (20% of vehicle fuel consumption) and for light commercial vehicles/medium freight trucks/heavy freight trucks/bus & minibus tires (33% of vehicle fuel consumption), respectively. Then Michelin's 2019 market share was applied to determine the worldwide TTW CO2 emissions allocated to Michelin tires in use. Finally the total was extrapolated from 2015 to 2023 based on Michelin's actual tire production growth rate for this period to produce the final result. iii.Quality: The overall quality of the emissions is estimated as medium considering the data source (2019 version of the IEA Mobility Model), which represents a consistent approach to the carbon impacts of transport, and the application of average overall tire energy efficiency, rather than the actual energy efficiency of the many different tire lines put on the market by Michelin during the year. Also, emissions are extrapolated from 2015 data using an average growth rate, but without considering the type of vehicule sold per family (i.e., emissions for passenger cars depend on the type of passenger cars sold). Uncertainty is estimated at 30%. iv. Verification: The results were subject to external verification in 2023.

End of life treatment of sold products

(7.8.1) Evaluation status

Select from:

☑ Relevant, calculated

(7.8.2) Emissions in reporting year (metric tons CO2e)

247043

(7.8.3) Emissions calculation methodology

Select all that apply

☑ Average data method

(7.8.4) Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

(7.8.5) Please explain

i. Data used: Primary data are the tonnage of tires sold per country by Michelin in 2023. Tonnage is divided per category of tires. End-of-life tire (ELT) statistics were sourced from the study "Global ELT Management – A global state of knowledge on regulation, management systems, impacts of recovery and technologies", WBCSD & Tire Industry Project, December 2019. Other end-of-life products (Michelin Travel Partner and Michelin Lifestyle Limited) were excluded because their contribution was determined as insignificant (2% of the category). ii. Methodology: Following the cut-off methodology, we do not include the emissions due to the valorization processes. The quantity of ELT were multiplied by an EF estimated from the logistics needed to transport these ELT. Only the non-valorized ELT weights were multiplied by an EF corresponding to incineration (that is the most unfavorable EF) iii. Quality: The overall quality of the emissions is estimated as medium. On the one hand, more precise tire sales data, per country, were used. On the other hand, the worldwide ELT data in the 2019 report is less complete in coverage compared ot the previous report from January 2018, and data is less accurate, e.g., for China, 61% of tires are recovered with an undetermined EoL (representing 31% of global ELT). Uncertainty is estimated at 30%. iv. Verification: The overall method was checked by an expert consultant in 2020. The results were subject to external verification in 2020.

Downstream leased assets

(7.8.1) Evaluation status

Select from:

☑ Not relevant, explanation provided

(7.8.5) Please explain

Michelin does not own downstream assets that are leased to other entities not included in Scope 1 or 2 so this category is not relevant to our organization

Franchises

(7.8.1) Evaluation status

Select from:

☑ Relevant, calculated

(7.8.2) Emissions in reporting year (metric tons CO2e)

250584

(7.8.3) Emissions calculation methodology

Select all that apply

☑ Average data method

(7.8.4) Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

(7.8.5) Please explain

i. Data used: Primary data are the number of franchise sites for each country, an electricity consumption audit of French distribution outlets franchises and a report on CO2 emissions of Michelin-owned distribution sites for comparison. ii. Methodology: An expert consultant developed the overall method. An average electricity consumption per m2 was calculated from data available in the distribution outlet audit. This file is an audit of energy consumtpion of 20 sites in France. The audit only reflects electricity consumption. An average area per franchise was obtained from this repport. Average fuel and gas consumption was calculated from the study of Michelin-owned sites. This file is a report of emissions from 2012 data. It considers gas, fuel and electricity consumption of distribution centers in 11 countries. The repport considers the total energy consumption, without considering the surface of the sites. A more recent source is not available. With information from this file and the calculation of the electricity consumption / m2, the average gas and fuel consumption / m2 of distribution centers was estimated. Regarding the number of franchises per country, some figures had to be adjusted to consider just Michelin franchises and not owned stores. The number of stores per country was multiplied per the average area and the average electricicy, fuel and gas consumption per m2 to obtain the total energy consumption. Then, energy consumption was multiplied by IEA emission factors for electricity, and ADEME Base carbone emission factors for fuel and gas consumption. The IPCC 2013 GWP 100 was used. iii. Quality: The overall quality of the emissions is estimated as medium to high. Uncertainty is estimated to be between 20% and 25%. iv. Verification: The overall method was checked by an expert consultant in 2020. The results were subject to external verification in 2023.

Investments

(7.8.1) Evaluation status

Select from:

☑ Relevant, calculated

(7.8.2) Emissions in reporting year (metric tons CO2e)

187735

(7.8.3) Emissions calculation methodology

Select all that apply

☑ Average data method

(7.8.4) Percentage of emissions calculated using data obtained from suppliers or value chain partners

27

(7.8.5) Please explain

This category evaluates the emissions linked with the subsidiaries for which Michelin does not have financial or operational control (between 20% and 49% of financial share) These subsidiaries are classified in 3 categories: • 27%: Subsidiaries linked with the natural rubber cultivation. The emission factors were evaluated with our internal experience for each subsidiary. • 69%: Subsidiaries linked with the distribution activity. For this activity, we calculated an emission factor in tCO2/ turn over, based on the study done for Euromaster, and extended to the other subsidiaries (EF 0,038 tCO2/ of turn-over). • 3%: Other subsidiaries. As the quantity is very small the emission factor considered is the same as the EF from the distribution activities.

Other (upstream)

(7.8.1) Evaluation status

Select from:

☑ Not evaluated

(7.8.5) Please explain

None

Other (downstream)

(7.8.1) Evaluation status

Select from:

☑ Not evaluated

(7.8.5) Please explain

None
[Fixed row]

(7.9) Indicate the verification/assurance status that applies to your reported emissions.

	Verification/assurance status
Scope 1	*Select from:* ☑ Third-party verification or assurance process in place
Scope 2 (location-based or market-based)	*Select from:* ☑ Third-party verification or assurance process in place
Scope 3	*Select from:* ☑ Third-party verification or assurance process in place

[Fixed row]

(7.9.1) Provide further details of the verification/assurance undertaken for your Scope 1 emissions, and attach the relevant statements.

Row 1

(7.9.1.1) Verification or assurance cycle in place

Select from:
☑ Annual process

(7.9.1.2) Status in the current reporting year

Select from:
☑ Complete

(7.9.1.3) Type of verification or assurance

Select from:
☑ Limited assurance

(7.9.1.4) Attach the statement

URD 2023 extract OTI.pdf

(7.9.1.5) Page/section reference

301

(7.9.1.6) Relevant standard

Select from:
☑ ISAE3000

(7.9.1.7) Proportion of reported emissions verified (%)

100
[Add row]

(7.9.2) Provide further details of the verification/assurance undertaken for your Scope 2 emissions and attach the relevant statements.

Row 1

(7.9.2.1) Scope 2 approach

Select from:
☑ Scope 2 market-based

(7.9.2.2) Verification or assurance cycle in place

Select from:

☑ Annual process

(7.9.2.3) Status in the current reporting year

Select from:
☑ Complete

(7.9.2.4) Type of verification or assurance

Select from:
☑ Limited assurance

(7.9.2.5) Attach the statement

URD 2023 extract OTI.pdf

(7.9.2.6) Page/ section reference

301

(7.9.2.7) Relevant standard

Select from:
☑ ISAE3000

(7.9.2.8) Proportion of reported emissions verified (%)

100
[Add row]

(7.9.3) Provide further details of the verification/assurance undertaken for your Scope 3 emissions and attach the relevant statements.

Row 1

(7.9.3.1) Scope 3 category

Select all that apply

☑ Scope 3: Purchased goods and services

☑ Scope 3: Fuel and energy-related activities (not included in Scopes 1 or 2)

☑ Scope 3: Upstream transportation and distribution

☑ Scope 3: Downstream transportation and distribution

(7.9.3.2) Verification or assurance cycle in place

Select from:

☑ Annual process

(7.9.3.3) Status in the current reporting year

Select from:

☑ Complete

(7.9.3.4) Type of verification or assurance

Select from:

☑ Limited assurance

(7.9.3.5) Attach the statement

URD 2023 extract OTI.pdf

(7.9.3.6) Page/section reference

301

(7.9.3.7) Relevant standard

Select from:

☑ ISAE3000

(7.9.3.8) Proportion of reported emissions verified (%)

100
[Add row]

(7.10) How do your gross global emissions (Scope 1 and 2 combined) for the reporting year compare to those of the previous reporting year?

Select from:
☑ Decreased

(7.10.1) Identify the reasons for any change in your gross global emissions (Scope 1 and 2 combined), and for each of them specify how your emissions compare to the previous year.

Change in renewable energy consumption

(7.10.1.1) Change in emissions (metric tons CO2e)

45000

(7.10.1.2) Direction of change in emissions

Select from:
☑ Decreased

(7.10.1.3) Emissions value (percentage)

1.95

(7.10.1.4) Please explain calculation

19 Group facilities are equipped with renewable energy installations: • Photovoltaic panels on four facilities in Thailand, six in Germany and one each in India, China, France and Spain; • Biomass-fired boilers at two plants in France; • Purchase of heat generated by a household waste incinerator at two facilities in France; • Purchase of heat from biomass-fired facilities at one plant in France.

Other emissions reduction activities

(7.10.1.1) Change in emissions (metric tons CO2e)

37000

(7.10.1.2) Direction of change in emissions

Select from:

☑ Decreased

(7.10.1.3) Emissions value (percentage)

1.61

(7.10.1.4) Please explain calculation

Energy efficiency improved by 1,53% year-on-year in 2023. This underperformance from last year's forecast target of 2.3% a year was attributable to the energy crisis, which seriously disrupted production plant output, starting in Europe in the first half and spreading worldwide by year-end. Improving energy use flexibility during periods of reduced output is a real challenge. In response to the energy crisis in Europe, the Group launched an energy conservation plan based on the disciplined application of best practices: • recommended thermostat settings by building and by season; • tighter fluid leakage control; • management of production shutdowns and restarts.

Divestment

(7.10.1.1) Change in emissions (metric tons CO2e)

0

(7.10.1.2) Direction of change in emissions

Select from:

☑ No change

(7.10.1.3) Emissions value (percentage)

0

(7.10.1.4) Please explain calculation

None

Acquisitions

(7.10.1.1) Change in emissions (metric tons CO2e)

257213

(7.10.1.2) Direction of change in emissions

Select from:

☑ Increased

(7.10.1.3) Emissions value (percentage)

11.16

(7.10.1.4) Please explain calculation

Multistrada, Camso and Fenner integration in 2023 calculation perimeter.

Mergers

(7.10.1.1) Change in emissions (metric tons CO2e)

0

(7.10.1.2) Direction of change in emissions

Select from:

☑ No change

(7.10.1.3) Emissions value (percentage)

0

(7.10.1.4) Please explain calculation

None

Change in output

(7.10.1.1) Change in emissions (metric tons CO2e)

116000

(7.10.1.2) Direction of change in emissions

Select from:
☑ Decreased

(7.10.1.3) Emissions value (percentage)

5.04

(7.10.1.4) Please explain calculation

The total tonnage output of the Group has decreased by 4.8% in 2023, so the CO2 emission decreased accordingly.

Change in methodology

(7.10.1.1) Change in emissions (metric tons CO2e)

0

(7.10.1.2) Direction of change in emissions

Select from:

☑ No change

(7.10.1.3) Emissions value (percentage)

0

(7.10.1.4) Please explain calculation

None

Change in boundary

(7.10.1.1) Change in emissions (metric tons CO2e)

0

(7.10.1.2) Direction of change in emissions

Select from:
☑ Increased

(7.10.1.3) Emissions value (percentage)

0

(7.10.1.4) Please explain calculation

None

Change in physical operating conditions

(7.10.1.1) Change in emissions (metric tons CO2e)

0

(7.10.1.2) Direction of change in emissions

Select from:

☑ No change

(7.10.1.3) Emissions value (percentage)

0

(7.10.1.4) Please explain calculation

None

Unidentified

(7.10.1.1) Change in emissions (metric tons CO2e)

0

(7.10.1.2) Direction of change in emissions

Select from:

☑ No change

(7.10.1.3) Emissions value (percentage)

0

(7.10.1.4) Please explain calculation

None

Other

(7.10.1.1) Change in emissions (metric tons CO2e)

53000

(7.10.1.2) Direction of change in emissions

Select from:

☑ Decreased

(7.10.1.3) Emissions value (percentage)

2.3

(7.10.1.4) Please explain calculation

We classify as "other" 2 unquantifiable levers: • the mix effect (i.e. the difference in productivity distribution between sites) • the calculation uncertainty from other criterias
[Fixed row]

(7.10.2) Are your emissions performance calculations in 7.10 and 7.10.1 based on a location-based Scope 2 emissions figure or a market-based Scope 2 emissions figure?

Select from:

☑ Market-based

(7.12) Are carbon dioxide emissions from biogenic carbon relevant to your organization?

Select from:

☑ Yes

(7.12.1) Provide the emissions from biogenic carbon relevant to your organization in metric tons CO2.

(7.12.1.1) CO2 emissions from biogenic carbon (metric tons CO2)

29648

(7.12.1.2) Comment

According to GhG Protocol Scope 2 Guidance, "market-based method data that includes biofuels should report the CO2 portion of the biofuel combustion separately from the scopes". The guidance also indicates that "while biomass can produce fewer GHG emissions than fossil fuels and may be grown and used on a shorter time horizon, it still produces GHG emissions and should not be treated with a “zero” emission factor." Yet, the use of biofuels is an integral part of our strategy to reduce our fossil fuel CO2 emissions. The French Enviromental and Energy Agency (Ademe, Agence de l'Environnement et de la Maîtrise de l'Energie) prescribes the use of "0" Emission Factors for biomass and biogas combustion. The same goes for the European Emission Trading Scheme that do not require allowance surrendering for CO2 from bio sources. As a consequence, we do not include the CO2 from bioenergy in our CO2 mainstream reporting. From now on, since reporting CO2 from bioenergy is also a requirement by the SBTi, we will report CO2 from biomass, and will do it separately from the scopes. Our 2050 targets cover for fossil CO2 only. Our CO2 emissions from biosources are deemed to grow, as they will replace a part of our fossil fuels. Reported emissions come from internal solid/liquid or gazeous biomass boilers. We also calculat our indirect biogenic carbon emissions coming from steam and electricity purchased: 24 222teqCO2. Our CO2 emissions from biosources are deemed to grow, thanks to invesments in some biomass boilers, as they will replace a part of our fossil fuels.
[Fixed row]

(7.15) Does your organization break down its Scope 1 emissions by greenhouse gas type?

Select from:
☑ No

(7.16) Break down your total gross global Scope 1 and 2 emissions by country/area.

Australia

(7.16.1) Scope 1 emissions (metric tons CO2e)

5602

(7.16.2) Scope 2, location-based (metric tons CO2e)

9436

(7.16.3) Scope 2, market-based (metric tons CO2e)

9783

Brazil

(7.16.1) Scope 1 emissions (metric tons CO2e)

48231

(7.16.2) Scope 2, location-based (metric tons CO2e)

40593

(7.16.3) Scope 2, market-based (metric tons CO2e)

198

Canada

(7.16.1) Scope 1 emissions (metric tons CO2e)

64932

(7.16.2) Scope 2, location-based (metric tons CO2e)

36852

(7.16.3) Scope 2, market-based (metric tons CO2e)

54883

China

(7.16.1) Scope 1 emissions (metric tons CO2e)

3907

(7.16.2) Scope 2, location-based (metric tons CO2e)

244200

(7.16.3) Scope 2, market-based (metric tons CO2e)

80665

France

(7.16.1) Scope 1 emissions (metric tons CO2e)

165977

(7.16.2) Scope 2, location-based (metric tons CO2e)

28782

(7.16.3) Scope 2, market-based (metric tons CO2e)

889

Germany

(7.16.1) Scope 1 emissions (metric tons CO2e)

64544

(7.16.2) Scope 2, location-based (metric tons CO2e)

45359

(7.16.3) Scope 2, market-based (metric tons CO2e)

858

Hungary

(7.16.1) Scope 1 emissions (metric tons CO2e)

4512

(7.16.2) Scope 2, location-based (metric tons CO2e)

15465

(7.16.3) Scope 2, market-based (metric tons CO2e)

7534

India

(7.16.1) Scope 1 emissions (metric tons CO2e)

756

(7.16.2) Scope 2, location-based (metric tons CO2e)

35098

(7.16.3) Scope 2, market-based (metric tons CO2e)

31932

Indonesia

(7.16.1) Scope 1 emissions (metric tons CO2e)

25106

(7.16.2) Scope 2, location-based (metric tons CO2e)

223912

(7.16.3) Scope 2, market-based (metric tons CO2e)

223091

Italy

(7.16.1) Scope 1 emissions (metric tons CO2e)

28575

(7.16.2) Scope 2, location-based (metric tons CO2e)

90860

(7.16.3) Scope 2, market-based (metric tons CO2e)

87231

Japan

(7.16.1) Scope 1 emissions (metric tons CO2e)

5

(7.16.2) Scope 2, location-based (metric tons CO2e)

1263

(7.16.3) Scope 2, market-based (metric tons CO2e)

1286

Mexico

(7.16.1) Scope 1 emissions (metric tons CO2e)

2712

(7.16.2) Scope 2, location-based (metric tons CO2e)

37949

(7.16.3) Scope 2, market-based (metric tons CO2e)

37842

Netherlands

(7.16.1) Scope 1 emissions (metric tons CO2e)

2804

(7.16.2) Scope 2, location-based (metric tons CO2e)

3056

(7.16.3) Scope 2, market-based (metric tons CO2e)

4206

Poland

(7.16.1) Scope 1 emissions (metric tons CO2e)

79889

(7.16.2) Scope 2, location-based (metric tons CO2e)

121570

(7.16.3) Scope 2, market-based (metric tons CO2e)

0

Romania

(7.16.1) Scope 1 emissions (metric tons CO2e)

34308

(7.16.2) Scope 2, location-based (metric tons CO2e)

46899

(7.16.3) Scope 2, market-based (metric tons CO2e)

0

Serbia

(7.16.1) Scope 1 emissions (metric tons CO2e)

64216

(7.16.2) Scope 2, location-based (metric tons CO2e)

70467

(7.16.3) Scope 2, market-based (metric tons CO2e)

0

Spain

(7.16.1) Scope 1 emissions (metric tons CO2e)

30433

(7.16.2) Scope 2, location-based (metric tons CO2e)

144030

(7.16.3) Scope 2, market-based (metric tons CO2e)

76878

Sri Lanka

(7.16.1) Scope 1 emissions (metric tons CO2e)

5352

(7.16.2) Scope 2, location-based (metric tons CO2e)

53213

(7.16.3) Scope 2, market-based (metric tons CO2e)

17087

Thailand

(7.16.1) Scope 1 emissions (metric tons CO2e)

16251

(7.16.2) Scope 2, location-based (metric tons CO2e)

230346

(7.16.3) Scope 2, market-based (metric tons CO2e)

97181

United Kingdom of Great Britain and Northern Ireland

(7.16.1) Scope 1 emissions (metric tons CO2e)

6387

(7.16.2) Scope 2, location-based (metric tons CO2e)

2209

(7.16.3) Scope 2, market-based (metric tons CO2e)

2111

United States of America

(7.16.1) Scope 1 emissions (metric tons CO2e)

385876

(7.16.2) Scope 2, location-based (metric tons CO2e)

500092

(7.16.3) Scope 2, market-based (metric tons CO2e)

518424

Viet Nam

(7.16.1) Scope 1 emissions (metric tons CO2e)

5352

(7.16.2) Scope 2, location-based (metric tons CO2e)

4296

(7.16.3) Scope 2, market-based (metric tons CO2e)

17087
[Fixed row]

(7.17) Indicate which gross global Scope 1 emissions breakdowns you are able to provide.

Select all that apply
☑ By business division

(7.17.1) Break down your total gross global Scope 1 emissions by business division.

Row 1

(7.17.1.1) Business division

Production of passenger car and light truck tires, in Europe

(7.17.1.2) Scope 1 emissions (metric ton CO2e)

249549

Row 2

(7.17.1.1) Business division

Production of truck tires, in Europe

(7.17.1.2) Scope 1 emissions (metric ton CO2e)

91279

Row 3

(7.17.1.1) Business division

Production of tires and tracks for two-weels vehicle, aviation, agriculture and earth-moving engines, heavy-duty equipment, worldwide

(7.17.1.2) Scope 1 emissions (metric ton CO2e)

97061

Row 4

(7.17.1.1) Business division

Production of semi-finished products to make all types of tires marketed by Michelin

(7.17.1.2) Scope 1 emissions (metric ton CO2e)

263241

Row 5

(7.17.1.1) Business division

Research and development activities

(7.17.1.2) Scope 1 emissions (metric ton CO2e)

7212

Row 6

(7.17.1.1) Business division

Production of passenger cars and light truck tires in North America

(7.17.1.2) Scope 1 emissions (metric ton CO2e)

183910

Row 7

(7.17.1.1) Business division

Production of truck tires in North America and all kind of tires in South America

(7.17.1.2) Scope 1 emissions (metric ton CO2e)

86207

Row 8

(7.17.1.1) Business division

Production of all kinds of tires in Asia

(7.17.1.2) Scope 1 emissions (metric ton CO2e)

42182

Row 9

(7.17.1.1) Business division

Production of conveyor belts

(7.17.1.2) Scope 1 emissions (metric ton CO2e)

18459

Row 10

(7.17.1.1) Business division

Production of hydraulic cylinders seals

(7.17.1.2) Scope 1 emissions (metric ton CO2e)

653

Row 11

(7.17.1.1) Business division

Production of precision polymers

(7.17.1.2) Scope 1 emissions (metric ton CO2e)

7140
[Add row]

(7.20) Indicate which gross global Scope 2 emissions breakdowns you are able to provide.

Select all that apply
☑ By business division

(7.20.1) Break down your total gross global Scope 2 emissions by business division.

Row 1

(7.20.1.1) Business division

Production of passenger car and light truck tires, in Europe

(7.20.1.3) Scope 2, market-based (metric tons CO2e)

135245

Row 2

(7.20.1.1) Business division

Production of truck tires, in Europe

(7.20.1.3) Scope 2, market-based (metric tons CO2e)

29966

Row 3

(7.20.1.1) Business division

Production of tires and tracks for two-weels vehicle, aviation, agriculture and earth-moving engines, heavy-duty equipment, worldwide

(7.20.1.3) Scope 2, market-based (metric tons CO2e)

114932

Row 4

(7.20.1.1) Business division

Production of semi-finished products to make all types of tires marketed by Michelin

(7.20.1.3) Scope 2, market-based (metric tons CO2e)

235117

Row 5

(7.20.1.1) Business division

Research and development activities

(7.20.1.3) Scope 2, market-based (metric tons CO2e)

10005

Row 6

(7.20.1.1) Business division

Production of passenger cars and light truck tires in North America

(7.20.1.3) Scope 2, market-based (metric tons CO2e)

418396

Row 7

(7.20.1.1) Business division

Production of truck tires in North America and all kind of tires in South America

(7.20.1.3) Scope 2, market-based (metric tons CO2e)

47261

Row 8

(7.20.1.1) Business division

Production of all kinds of tires in Asia

(7.20.1.3) Scope 2, market-based (metric tons CO2e)

241885

Row 9

(7.20.1.1) Business division

Production of conveyor belts

(7.20.1.3) Scope 2, market-based (metric tons CO2e)

22318

Row 10

(7.20.1.1) Business division

Production of hydraulic cylinders seals

(7.20.1.3) Scope 2, market-based (metric tons CO2e)

3872

Row 11

(7.20.1.1) Business division

Production of precision polymers

(7.20.1.3) Scope 2, market-based (metric tons CO2e)

5012
[Add row]

(7.22) Break down your gross Scope 1 and Scope 2 emissions between your consolidated accounting group and other entities included in your response.

Consolidated accounting group

(7.22.1) Scope 1 emissions (metric tons CO2e)

1047115

(7.22.2) Scope 2, location-based emissions (metric tons CO2e)

1989352

(7.22.3) Scope 2, market-based emissions (metric tons CO2e)

1264009

(7.22.4) Please explain

None

All other entities

(7.22.1) Scope 1 emissions (metric tons CO2e)

0

(7.22.2) Scope 2, location-based emissions (metric tons CO2e)

0

(7.22.3) Scope 2, market-based emissions (metric tons CO2e)

0

(7.22.4) Please explain

All the subsidiaries for which the Group has not the operationnal control have no emissions declared in Scope 1&2 calculation.
[Fixed row]

(7.23) Is your organization able to break down your emissions data for any of the subsidiaries included in your CDP response?

Select from:

☑ No

(7.26) Allocate your emissions to your customers listed below according to the goods or services you have sold them in this reporting period.

Row 1

(7.26.1) Requesting member

Select from:

(7.26.2) Scope of emissions

Select from:

☑ Scope 1

(7.26.4) Allocation level

Select from:

☑ Company wide

(7.26.6) Allocation method

Select from:

☑ Allocation based on mass of products purchased

(7.26.7) Unit for market value or quantity of goods/services supplied

Select from:

☑ Metric tons

(7.26.8) Market value or quantity of goods/services supplied to the requesting member

10910

(7.26.9) Emissions in metric tonnes of CO2e

3450

(7.26.10) Uncertainty (±%)

2

(7.26.11) Major sources of emissions

Energy consumption by onsite boilers

(7.26.12) Allocation verified by a third party?

Select from:

☑ Yes

(7.26.13) Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

The sources of emissions identified are the sources over which the company has operationnal control. Exclusions are noted in 7.4.1

(7.26.14) Where published information has been used, please provide a reference

Michelin URD 2023, p.179 and 180.

Row 2

(7.26.1) Requesting member

Select from:

(7.26.2) Scope of emissions

Select from:

☑ Scope 2: market-based

(7.26.4) Allocation level

Select from:

☑ Company wide

(7.26.6) Allocation method

Select from:

☑ Allocation based on mass of products purchased

(7.26.7) Unit for market value or quantity of goods/services supplied

Select from:

☑ Metric tons

(7.26.8) Market value or quantity of goods/services supplied to the requesting member

10910

(7.26.9) Emissions in metric tonnes of CO2e

4212

(7.26.10) Uncertainty (±%)

2

(7.26.11) Major sources of emissions

Net purchased electricity and steam

(7.26.12) Allocation verified by a third party?

Select from:

☑ Yes

(7.26.13) Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

The sources of emissions identified are the sources over which the company has operationnal control. Exclusions are noted in 7.4.1

(7.26.14) Where published information has been used, please provide a reference

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Row 3

(7.26.1) Requesting member

Select from:

(7.26.2) Scope of emissions

Select from:
☑ Scope 3

(7.26.3) Scope 3 category(ies)

Select all that apply
☑ Category 2: Capital goods
☑ Category 6: Business travel
☑ Category 7: Employee commuting
☑ Category 8: Upstream leased assets
☑ Category 1: Purchased goods and services
☑ Category 5: Waste generated in operations
☑ Category 4: Upstream transportation and distribution
☑ Category 9: Downstream transportation and distribution
☑ Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

(7.26.4) Allocation level

Select from:

☑ Company wide

(7.26.6) Allocation method

Select from:

☑ Allocation based on mass of products purchased

(7.26.7) Unit for market value or quantity of goods/services supplied

Select from:

☑ Metric tons

(7.26.8) Market value or quantity of goods/services supplied to the requesting member

10910

(7.26.9) Emissions in metric tonnes of CO2e

40864

(7.26.10) Uncertainty (±%)

30

(7.26.11) Major sources of emissions

Purchasing of raw material

(7.26.12) Allocation verified by a third party?

Select from:

☑ Yes

(7.26.13) Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

The sources of emissions identified are the sources over which the company has operationnal control. Exclusions are noted in 7.4.1

(7.26.14) Where published information has been used, please provide a reference

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Row 4

(7.26.1) Requesting member

Select from:

(7.26.2) Scope of emissions

Select from:

☑ Scope 1

(7.26.4) Allocation level

Select from:

☑ Company wide

(7.26.6) Allocation method

Select from:

☑ Allocation based on mass of products purchased

(7.26.7) Unit for market value or quantity of goods/services supplied

Select from:

☑ Metric tons

(7.26.8) Market value or quantity of goods/services supplied to the requesting member

2678

(7.26.9) Emissions in metric tonnes of CO2e

847

(7.26.10) Uncertainty (±%)

2

(7.26.11) Major sources of emissions

Energy consumption by onsite boilers

(7.26.12) Allocation verified by a third party?

Select from:
☑ Yes

(7.26.13) Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

The sources of emissions identified are the sources over which the company has operationnal control. Exclusions are noted in 7.4.1

(7.26.14) Where published information has been used, please provide a reference

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Row 5

(7.26.1) Requesting member

Select from:

(7.26.2) Scope of emissions

Select from:

☑ Scope 2: market-based

(7.26.4) Allocation level

Select from:

☑ Company wide

(7.26.6) Allocation method

Select from:

☑ Allocation based on mass of products purchased

(7.26.7) Unit for market value or quantity of goods/services supplied

Select from:

☑ Metric tons

(7.26.8) Market value or quantity of goods/services supplied to the requesting member

2677

(7.26.9) Emissions in metric tonnes of CO2e

1034

(7.26.10) Uncertainty (±%)

2

(7.26.11) Major sources of emissions

Net purchased electricity and steam

(7.26.12) Allocation verified by a third party?

Select from:

☑ Yes

(7.26.13) Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

The sources of emissions identified are the sources over which the company has operationnal control. Exclusions are noted in 7.4.1

(7.26.14) Where published information has been used, please provide a reference

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Row 6

(7.26.1) Requesting member

Select from:

(7.26.2) Scope of emissions

Select from:
☑ Scope 3

(7.26.3) Scope 3 category(ies)

Select all that apply
☑ Category 2: Capital goods
☑ Category 6: Business travel
☑ Category 7: Employee commuting
☑ Category 8: Upstream leased assets
☑ Category 1: Purchased goods and services
☑ Category 5: Waste generated in operations
☑ Category 4: Upstream transportation and distribution
☑ Category 9: Downstream transportation and distribution
☑ Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

(7.26.4) Allocation level

Select from:

☑ Company wide

(7.26.6) Allocation method

Select from:

☑ Allocation based on mass of products purchased

(7.26.7) Unit for market value or quantity of goods/services supplied

Select from:

☑ Metric tons

(7.26.8) Market value or quantity of goods/services supplied to the requesting member

2678

(7.26.9) Emissions in metric tonnes of CO2e

10031

(7.26.10) Uncertainty (±%)

30

(7.26.11) Major sources of emissions

Purchasing of raw material

(7.26.12) Allocation verified by a third party?

Select from:

☑ Yes

(7.26.13) Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

The sources of emissions identified are the sources over which the company has operationnal control. Exclusions are noted in 7.4.1

(7.26.14) Where published information has been used, please provide a reference

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Row 7

(7.26.1) Requesting member

Select from:

(7.26.2) Scope of emissions

Select from:

☑ Scope 1

(7.26.4) Allocation level

Select from:

☑ Company wide

(7.26.6) Allocation method

Select from:

☑ Allocation based on mass of products purchased

(7.26.7) Unit for market value or quantity of goods/services supplied

Select from:

☑ Metric tons

(7.26.8) Market value or quantity of goods/services supplied to the requesting member

54578

(7.26.9) Emissions in metric tonnes of CO2e

17257

(7.26.10) Uncertainty (±%)

2

(7.26.11) Major sources of emissions

Energy consumption by onsite boilers

(7.26.12) Allocation verified by a third party?

Select from:

☑ Yes

(7.26.13) Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

The sources of emissions identified are the sources over which the company has operationnal control. Exclusions are noted in 7.4.1

(7.26.14) Where published information has been used, please provide a reference

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Row 8

(7.26.1) Requesting member

Select from:

(7.26.2) Scope of emissions

Select from:

☑ Scope 2: market-based

(7.26.4) Allocation level

Select from:

☑ Company wide

(7.26.6) Allocation method

Select from:

☑ Allocation based on mass of products purchased

(7.26.7) Unit for market value or quantity of goods/services supplied

Select from:

☑ Metric tons

(7.26.8) Market value or quantity of goods/services supplied to the requesting member

54578

(7.26.9) Emissions in metric tonnes of CO2e

21073

(7.26.10) Uncertainty (±%)

2

(7.26.11) Major sources of emissions

Net purchased electricity and steam

(7.26.12) Allocation verified by a third party?

Select from:

☑ Yes

(7.26.13) Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

The sources of emissions identified are the sources over which the company has operationnal control. Exclusions are noted in 7.4.1

(7.26.14) Where published information has been used, please provide a reference

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Row 9

(7.26.1) Requesting member

Select from:

(7.26.2) Scope of emissions

Select from:
☑ Scope 3

(7.26.3) Scope 3 category(ies)

Select all that apply
☑ Category 2: Capital goods
☑ Category 6: Business travel
☑ Category 7: Employee commuting
☑ Category 8: Upstream leased assets
☑ Category 1: Purchased goods and services
☑ Category 5: Waste generated in operations
☑ Category 4: Upstream transportation and distribution
☑ Category 9: Downstream transportation and distribution
☑ Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

(7.26.4) Allocation level

Select from:

☑ Company wide

(7.26.6) Allocation method

Select from:

☑ Allocation based on mass of products purchased

(7.26.7) Unit for market value or quantity of goods/services supplied

Select from:

☑ Metric tons

(7.26.8) Market value or quantity of goods/services supplied to the requesting member

54578

(7.26.9) Emissions in metric tonnes of CO2e

204426

(7.26.10) Uncertainty (±%)

30

(7.26.11) Major sources of emissions

Purchasing of raw material

(7.26.12) Allocation verified by a third party?

Select from:

☑ Yes

(7.26.13) Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

The sources of emissions identified are the sources over which the company has operationnal control. Exclusions are noted in 7.4.1

(7.26.14) Where published information has been used, please provide a reference

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Row 10

(7.26.1) Requesting member

Select from:

(7.26.2) Scope of emissions

Select from:

☑ Scope 1

(7.26.4) Allocation level

Select from:

☑ Company wide

(7.26.6) Allocation method

Select from:

☑ Allocation based on mass of products purchased

(7.26.7) Unit for market value or quantity of goods/services supplied

Select from:

☑ Metric tons

(7.26.8) Market value or quantity of goods/services supplied to the requesting member

58525

(7.26.9) Emissions in metric tonnes of CO2e

18505

(7.26.10) Uncertainty (±%)

2

(7.26.11) Major sources of emissions

Energy consumption by onsite boilers

(7.26.12) Allocation verified by a third party?

Select from:

☑ Yes

(7.26.13) Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

The sources of emissions identified are the sources over which the company has operationnal control. Exclusions are noted in 7.4.1

(7.26.14) Where published information has been used, please provide a reference

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Row 11

(7.26.1) Requesting member

Select from:

(7.26.2) Scope of emissions

Select from:

☑ Scope 2: market-based

(7.26.4) Allocation level

Select from:

☑ Company wide

(7.26.6) Allocation method

Select from:

☑ Allocation based on mass of products purchased

(7.26.7) Unit for market value or quantity of goods/services supplied

Select from:

☑ Metric tons

(7.26.8) Market value or quantity of goods/services supplied to the requesting member

58525

(7.26.9) Emissions in metric tonnes of CO2e

22597

(7.26.10) Uncertainty (±%)

2

(7.26.11) Major sources of emissions

Net purchased electricity and steam

(7.26.12) Allocation verified by a third party?

Select from:

☑ Yes

(7.26.13) Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

The sources of emissions identified are the sources over which the company has operationnal control. Exclusions are noted in 7.4.1

(7.26.14) Where published information has been used, please provide a reference

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Row 12

(7.26.1) Requesting member

Select from:

(7.26.2) Scope of emissions

Select from:
☑ Scope 3

(7.26.3) Scope 3 category(ies)

Select all that apply
☑ Category 2: Capital goods
☑ Category 6: Business travel
☑ Category 7: Employee commuting
☑ Category 8: Upstream leased assets
☑ Category 1: Purchased goods and services
☑ Category 5: Waste generated in operations
☑ Category 4: Upstream transportation and distribution
☑ Category 9: Downstream transportation and distribution
☑ Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

(7.26.4) Allocation level

Select from:

☑ Company wide

(7.26.6) Allocation method

Select from:

☑ Allocation based on mass of products purchased

(7.26.7) Unit for market value or quantity of goods/services supplied

Select from:

☑ Metric tons

(7.26.8) Market value or quantity of goods/services supplied to the requesting member

58525

(7.26.9) Emissions in metric tonnes of CO2e

219210

(7.26.10) Uncertainty (±%)

30

(7.26.11) Major sources of emissions

Purchasing of raw material

(7.26.12) Allocation verified by a third party?

Select from:

☑ Yes

(7.26.13) Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

The sources of emissions identified are the sources over which the company has operationnal control. Exclusions are noted in 7.4.1

(7.26.14) Where published information has been used, please provide a reference

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Row 13

(7.26.1) Requesting member

Select from:

(7.26.2) Scope of emissions

Select from:

☑ Scope 1

(7.26.4) Allocation level

Select from:

☑ Company wide

(7.26.6) Allocation method

Select from:

☑ Allocation based on mass of products purchased

(7.26.7) Unit for market value or quantity of goods/services supplied

Select from:

☑ Metric tons

(7.26.8) Market value or quantity of goods/services supplied to the requesting member

4120

(7.26.9) Emissions in metric tonnes of CO2e

1303

(7.26.10) Uncertainty (±%)

2

(7.26.11) Major sources of emissions

Energy consumption by onsite boilers

(7.26.12) Allocation verified by a third party?

Select from:
☑ Yes

(7.26.13) Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

The sources of emissions identified are the sources over which the company has operationnal control. Exclusions are noted in 7.4.1

(7.26.14) Where published information has been used, please provide a reference

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Row 14

(7.26.1) Requesting member

Select from:

(7.26.2) Scope of emissions

Select from:

☑ Scope 2: market-based

(7.26.4) Allocation level

Select from:

☑ Company wide

(7.26.6) Allocation method

Select from:

☑ Allocation based on mass of products purchased

(7.26.7) Unit for market value or quantity of goods/services supplied

Select from:

☑ Metric tons

(7.26.8) Market value or quantity of goods/services supplied to the requesting member

4120

(7.26.9) Emissions in metric tonnes of CO2e

1591

(7.26.10) Uncertainty (±%)

2

(7.26.11) Major sources of emissions

Net purchased electricity and steam

(7.26.12) Allocation verified by a third party?

Select from:

☑ Yes

(7.26.13) Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

The sources of emissions identified are the sources over which the company has operationnal control. Exclusions are noted in 7.4.1

(7.26.14) Where published information has been used, please provide a reference

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Row 15

(7.26.1) Requesting member

Select from:

(7.26.2) Scope of emissions

Select from:
☑ Scope 3

(7.26.3) Scope 3 category(ies)

Select all that apply
☑ Category 2: Capital goods
☑ Category 6: Business travel
☑ Category 7: Employee commuting
☑ Category 8: Upstream leased assets
☑ Category 1: Purchased goods and services
☑ Category 5: Waste generated in operations
☑ Category 4: Upstream transportation and distribution
☑ Category 9: Downstream transportation and distribution
☑ Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

(7.26.4) Allocation level

Select from:

☑ Company wide

(7.26.6) Allocation method

Select from:

☑ Allocation based on mass of products purchased

(7.26.7) Unit for market value or quantity of goods/services supplied

Select from:

☑ Metric tons

(7.26.8) Market value or quantity of goods/services supplied to the requesting member

4120

(7.26.9) Emissions in metric tonnes of CO2e

15432

(7.26.10) Uncertainty (±%)

30

(7.26.11) Major sources of emissions

Purchasing of raw material

(7.26.12) Allocation verified by a third party?

Select from:

☑ Yes

(7.26.13) Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

The sources of emissions identified are the sources over which the company has operationnal control. Exclusions are noted in 7.4.1

(7.26.14) Where published information has been used, please provide a reference

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Row 16

(7.26.1) Requesting member

Select from:

(7.26.2) Scope of emissions

Select from:

☑ Scope 1

(7.26.4) Allocation level

Select from:

☑ Company wide

(7.26.6) Allocation method

Select from:

☑ Allocation based on mass of products purchased

(7.26.7) Unit for market value or quantity of goods/services supplied

Select from:

☑ Metric tons

(7.26.8) Market value or quantity of goods/services supplied to the requesting member

253

(7.26.9) Emissions in metric tonnes of CO2e

80

(7.26.10) Uncertainty (±%)

2

(7.26.11) Major sources of emissions

Energy consumption by onsite boilers

(7.26.12) Allocation verified by a third party?

Select from:

☑ Yes

(7.26.13) Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

The sources of emissions identified are the sources over which the company has operationnal control. Exclusions are noted in 7.4.1

(7.26.14) Where published information has been used, please provide a reference

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Row 17

(7.26.1) Requesting member

Select from:

(7.26.2) Scope of emissions

Select from:

☑ Scope 2: market-based

(7.26.4) Allocation level

Select from:

☑ Company wide

(7.26.6) Allocation method

Select from:

☑ Allocation based on mass of products purchased

(7.26.7) Unit for market value or quantity of goods/services supplied

Select from:

☑ Metric tons

(7.26.8) Market value or quantity of goods/services supplied to the requesting member

253

(7.26.9) Emissions in metric tonnes of CO2e

98

(7.26.10) Uncertainty (±%)

2

(7.26.11) Major sources of emissions

Net purchased electricity and steam

(7.26.12) Allocation verified by a third party?

Select from:

☑ Yes

(7.26.13) Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

The sources of emissions identified are the sources over which the company has operationnal control. Exclusions are noted in 7.4.1

(7.26.14) Where published information has been used, please provide a reference

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Row 18

(7.26.1) Requesting member

Select from:

(7.26.2) Scope of emissions

Select from:
☑ Scope 3

(7.26.3) Scope 3 category(ies)

Select all that apply
☑ Category 2: Capital goods
☑ Category 6: Business travel
☑ Category 7: Employee commuting
☑ Category 8: Upstream leased assets
☑ Category 1: Purchased goods and services
☑ Category 5: Waste generated in operations
☑ Category 4: Upstream transportation and distribution
☑ Category 9: Downstream transportation and distribution
☑ Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

(7.26.4) Allocation level

Select from:

☑ Company wide

(7.26.6) Allocation method

Select from:

☑ Allocation based on mass of products purchased

(7.26.7) Unit for market value or quantity of goods/services supplied

Select from:

☑ Metric tons

(7.26.8) Market value or quantity of goods/services supplied to the requesting member

253

(7.26.9) Emissions in metric tonnes of CO2e

948

(7.26.10) Uncertainty (±%)

30

(7.26.11) Major sources of emissions

Purchasing of raw material

(7.26.12) Allocation verified by a third party?

Select from:

☑ Yes

(7.26.13) Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

The sources of emissions identified are the sources over which the company has operationnal control. Exclusions are noted in 7.4.1

(7.26.14) Where published information has been used, please provide a reference

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Row 19

(7.26.1) Requesting member

Select from:

(7.26.2) Scope of emissions

Select from:

☑ Scope 1

(7.26.4) Allocation level

Select from:

☑ Company wide

(7.26.6) Allocation method

Select from:

☑ Allocation based on mass of products purchased

(7.26.7) Unit for market value or quantity of goods/services supplied

Select from:

☑ Metric tons

(7.26.8) Market value or quantity of goods/services supplied to the requesting member

111

(7.26.9) Emissions in metric tonnes of CO2e

35

(7.26.10) Uncertainty (±%)

2

(7.26.11) Major sources of emissions

Energy consumption by onsite boilers

(7.26.12) Allocation verified by a third party?

Select from:
☑ Yes

(7.26.13) Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

The sources of emissions identified are the sources over which the company has operationnal control. Exclusions are noted in 7.4.1

(7.26.14) Where published information has been used, please provide a reference

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Row 20

(7.26.1) Requesting member

Select from:

(7.26.2) Scope of emissions

Select from:

☑ Scope 2: market-based

(7.26.4) Allocation level

Select from:

☑ Company wide

(7.26.6) Allocation method

Select from:

☑ Allocation based on mass of products purchased

(7.26.7) Unit for market value or quantity of goods/services supplied

Select from:

☑ Metric tons

(7.26.8) Market value or quantity of goods/services supplied to the requesting member

111

(7.26.9) Emissions in metric tonnes of CO2e

43

(7.26.10) Uncertainty (±%)

2

(7.26.11) Major sources of emissions

Net purchased electricity and steam

(7.26.12) Allocation verified by a third party?

Select from:

☑ Yes

(7.26.13) Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

The sources of emissions identified are the sources over which the company has operationnal control. Exclusions are noted in 7.4.1

(7.26.14) Where published information has been used, please provide a reference

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Row 21

(7.26.1) Requesting member

Select from:

(7.26.2) Scope of emissions

Select from:
☑ Scope 3

(7.26.3) Scope 3 category(ies)

Select all that apply
☑ Category 2: Capital goods
☑ Category 6: Business travel
☑ Category 7: Employee commuting
☑ Category 8: Upstream leased assets
☑ Category 1: Purchased goods and services
☑ Category 5: Waste generated in operations
☑ Category 4: Upstream transportation and distribution
☑ Category 9: Downstream transportation and distribution
☑ Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

(7.26.4) Allocation level

Select from:

☑ Company wide

(7.26.6) Allocation method

Select from:

☑ Allocation based on mass of products purchased

(7.26.7) Unit for market value or quantity of goods/services supplied

Select from:

☑ Metric tons

(7.26.8) Market value or quantity of goods/services supplied to the requesting member

111

(7.26.9) Emissions in metric tonnes of CO2e

417

(7.26.10) Uncertainty (±%)

30

(7.26.11) Major sources of emissions

Purchasing of raw material

(7.26.12) Allocation verified by a third party?

Select from:

☑ Yes

(7.26.13) Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

The sources of emissions identified are the sources over which the company has operationnal control. Exclusions are noted in 7.4.1

(7.26.14) Where published information has been used, please provide a reference

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Row 22

(7.26.1) Requesting member

Select from:

(7.26.2) Scope of emissions

Select from:

☑ Scope 1

(7.26.4) Allocation level

Select from:

☑ Company wide

(7.26.6) Allocation method

Select from:

☑ Allocation based on mass of products purchased

(7.26.7) Unit for market value or quantity of goods/services supplied

Select from:

☑ Metric tons

(7.26.8) Market value or quantity of goods/services supplied to the requesting member

89345

(7.26.9) Emissions in metric tonnes of CO2e

28250

(7.26.10) Uncertainty (±%)

2

(7.26.11) Major sources of emissions

Energy consumption by onsite boilers

(7.26.12) Allocation verified by a third party?

Select from:
☑ Yes

(7.26.13) Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

The sources of emissions identified are the sources over which the company has operationnal control. Exclusions are noted in 7.4.1

(7.26.14) Where published information has been used, please provide a reference

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Row 23

(7.26.1) Requesting member

Select from:

(7.26.2) Scope of emissions

Select from:

☑ Scope 2: market-based

(7.26.4) Allocation level

Select from:

☑ Company wide

(7.26.6) Allocation method

Select from:

☑ Allocation based on mass of products purchased

(7.26.7) Unit for market value or quantity of goods/services supplied

Select from:

☑ Metric tons

(7.26.8) Market value or quantity of goods/services supplied to the requesting member

89345

(7.26.9) Emissions in metric tonnes of CO2e

34497

(7.26.10) Uncertainty (±%)

2

(7.26.11) Major sources of emissions

Net purchased electricity and steam

(7.26.12) Allocation verified by a third party?

Select from:

☑ Yes

(7.26.13) Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

The sources of emissions identified are the sources over which the company has operationnal control. Exclusions are noted in 7.4.1

(7.26.14) Where published information has been used, please provide a reference

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Row 24

(7.26.1) Requesting member

Select from:

(7.26.2) Scope of emissions

Select from:
☑ Scope 3

(7.26.3) Scope 3 category(ies)

Select all that apply
☑ Category 2: Capital goods
☑ Category 6: Business travel
☑ Category 7: Employee commuting
☑ Category 8: Upstream leased assets
☑ Category 1: Purchased goods and services
☑ Category 5: Waste generated in operations
☑ Category 4: Upstream transportation and distribution
☑ Category 9: Downstream transportation and distribution
☑ Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

(7.26.4) Allocation level

Select from:

☑ Company wide

(7.26.6) Allocation method

Select from:

☑ Allocation based on mass of products purchased

(7.26.7) Unit for market value or quantity of goods/services supplied

Select from:

☑ Metric tons

(7.26.8) Market value or quantity of goods/services supplied to the requesting member

89345

(7.26.9) Emissions in metric tonnes of CO2e

334649

(7.26.10) Uncertainty (±%)

30

(7.26.11) Major sources of emissions

Purchasing of raw material

(7.26.12) Allocation verified by a third party?

Select from:

☑ Yes

(7.26.13) Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

The sources of emissions identified are the sources over which the company has operationnal control. Exclusions are noted in 7.4.1

(7.26.14) Where published information has been used, please provide a reference

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Row 25

(7.26.1) Requesting member

Select from:

(7.26.2) Scope of emissions

Select from:

☑ Scope 1

(7.26.4) Allocation level

Select from:

☑ Company wide

(7.26.6) Allocation method

Select from:

☑ Allocation based on mass of products purchased

(7.26.7) Unit for market value or quantity of goods/services supplied

Select from:

☑ Metric tons

(7.26.8) Market value or quantity of goods/services supplied to the requesting member

15507

(7.26.9) Emissions in metric tonnes of CO2e

4903

(7.26.10) Uncertainty (±%)

2

(7.26.11) Major sources of emissions

Energy consumption by onsite boilers

(7.26.12) Allocation verified by a third party?

Select from:
☑ Yes

(7.26.13) Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

The sources of emissions identified are the sources over which the company has operationnal control. Exclusions are noted in 7.4.1

(7.26.14) Where published information has been used, please provide a reference

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Row 26

(7.26.1) Requesting member

Select from:

(7.26.2) Scope of emissions

Select from:

☑ Scope 2: market-based

(7.26.4) Allocation level

Select from:

☑ Company wide

(7.26.6) Allocation method

Select from:

☑ Allocation based on mass of products purchased

(7.26.7) Unit for market value or quantity of goods/services supplied

Select from:

☑ Metric tons

(7.26.8) Market value or quantity of goods/services supplied to the requesting member

15507

(7.26.9) Emissions in metric tonnes of CO2e

5987

(7.26.10) Uncertainty (±%)

2

(7.26.11) Major sources of emissions

Net purchased electricity and steam

(7.26.12) Allocation verified by a third party?

Select from:

☑ Yes

(7.26.13) Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

The sources of emissions identified are the sources over which the company has operationnal control. Exclusions are noted in 7.4.1

(7.26.14) Where published information has been used, please provide a reference

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Row 27

(7.26.1) Requesting member

Select from:

(7.26.2) Scope of emissions

Select from:
☑ Scope 3

(7.26.3) Scope 3 category(ies)

Select all that apply
☑ Category 2: Capital goods
☑ Category 6: Business travel
☑ Category 7: Employee commuting
☑ Category 8: Upstream leased assets
☑ Category 1: Purchased goods and services
☑ Category 5: Waste generated in operations
☑ Category 4: Upstream transportation and distribution
☑ Category 9: Downstream transportation and distribution
☑ Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

(7.26.4) Allocation level

Select from:

☑ Company wide

(7.26.6) Allocation method

Select from:

☑ Allocation based on mass of products purchased

(7.26.7) Unit for market value or quantity of goods/services supplied

Select from:

☑ Metric tons

(7.26.8) Market value or quantity of goods/services supplied to the requesting member

15507

(7.26.9) Emissions in metric tonnes of CO2e

58083

(7.26.10) Uncertainty (±%)

30

(7.26.11) Major sources of emissions

Purchasing of raw material

(7.26.12) Allocation verified by a third party?

Select from:

☑ Yes

(7.26.13) Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

The sources of emissions identified are the sources over which the company has operationnal control. Exclusions are noted in 7.4.1

(7.26.14) Where published information has been used, please provide a reference

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Row 28

(7.26.1) Requesting member

Select from:

(7.26.2) Scope of emissions

Select from:

☑ Scope 1

(7.26.4) Allocation level

Select from:

☑ Company wide

(7.26.6) Allocation method

Select from:

☑ Allocation based on mass of products purchased

(7.26.7) Unit for market value or quantity of goods/services supplied

Select from:

☑ Metric tons

(7.26.8) Market value or quantity of goods/services supplied to the requesting member

44346

(7.26.9) Emissions in metric tonnes of CO2e

14022

(7.26.10) Uncertainty (±%)

2

(7.26.11) Major sources of emissions

Energy consumption by onsite boilers

(7.26.12) Allocation verified by a third party?

Select from:
☑ Yes

(7.26.13) Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

The sources of emissions identified are the sources over which the company has operationnal control. Exclusions are noted in 7.4.1

(7.26.14) Where published information has been used, please provide a reference

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Row 29

(7.26.1) Requesting member

Select from:

(7.26.2) Scope of emissions

Select from:

☑ Scope 2: market-based

(7.26.4) Allocation level

Select from:

☑ Company wide

(7.26.6) Allocation method

Select from:

☑ Allocation based on mass of products purchased

(7.26.7) Unit for market value or quantity of goods/services supplied

Select from:

☑ Metric tons

(7.26.8) Market value or quantity of goods/services supplied to the requesting member

44346

(7.26.9) Emissions in metric tonnes of CO2e

17122

(7.26.10) Uncertainty (±%)

2

(7.26.11) Major sources of emissions

Net purchased electricity and steam

(7.26.12) Allocation verified by a third party?

Select from:

☑ Yes

(7.26.13) Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

The sources of emissions identified are the sources over which the company has operationnal control. Exclusions are noted in 7.4.1

(7.26.14) Where published information has been used, please provide a reference

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Row 30

(7.26.1) Requesting member

Select from:

(7.26.2) Scope of emissions

Select from:
☑ Scope 3

(7.26.3) Scope 3 category(ies)

Select all that apply
☑ Category 2: Capital goods
☑ Category 6: Business travel
☑ Category 7: Employee commuting
☑ Category 8: Upstream leased assets
☑ Category 1: Purchased goods and services
☑ Category 5: Waste generated in operations
☑ Category 4: Upstream transportation and distribution
☑ Category 9: Downstream transportation and distribution
☑ Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

(7.26.4) Allocation level

Select from:

☑ Company wide

(7.26.6) Allocation method

Select from:

☑ Allocation based on mass of products purchased

(7.26.7) Unit for market value or quantity of goods/services supplied

Select from:

☑ Metric tons

(7.26.8) Market value or quantity of goods/services supplied to the requesting member

44346

(7.26.9) Emissions in metric tonnes of CO2e

166102

(7.26.10) Uncertainty (±%)

30

(7.26.11) Major sources of emissions

Purchasing of raw material

(7.26.12) Allocation verified by a third party?

Select from:

☑ Yes

(7.26.13) Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

The sources of emissions identified are the sources over which the company has operationnal control. Exclusions are noted in 7.4.1

(7.26.14) Where published information has been used, please provide a reference

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Row 31

(7.26.1) Requesting member

Select from:

(7.26.2) Scope of emissions

Select from:

☑ Scope 1

(7.26.4) Allocation level

Select from:

☑ Company wide

(7.26.6) Allocation method

Select from:

☑ Allocation based on mass of products purchased

(7.26.7) Unit for market value or quantity of goods/services supplied

Select from:

☑ Metric tons

(7.26.8) Market value or quantity of goods/services supplied to the requesting member

18089

(7.26.9) Emissions in metric tonnes of CO2e

5719

(7.26.10) Uncertainty (±%)

2

(7.26.11) Major sources of emissions

Energy consumption by onsite boilers

(7.26.12) Allocation verified by a third party?

Select from:

☑ Yes

(7.26.13) Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

The sources of emissions identified are the sources over which the company has operationnal control. Exclusions are noted in 7.4.1

(7.26.14) Where published information has been used, please provide a reference

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Row 32

(7.26.1) Requesting member

Select from:

(7.26.2) Scope of emissions

Select from:

☑ Scope 2: market-based

(7.26.4) Allocation level

Select from:

☑ Company wide

(7.26.6) Allocation method

Select from:

☑ Allocation based on mass of products purchased

(7.26.7) Unit for market value or quantity of goods/services supplied

Select from:

☑ Metric tons

(7.26.8) Market value or quantity of goods/services supplied to the requesting member

18089

(7.26.9) Emissions in metric tonnes of CO2e

6984

(7.26.10) Uncertainty (±%)

2

(7.26.11) Major sources of emissions

Net purchased electricity and steam

(7.26.12) Allocation verified by a third party?

Select from:

☑ Yes

(7.26.13) Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

The sources of emissions identified are the sources over which the company has operationnal control. Exclusions are noted in 7.4.1

(7.26.14) Where published information has been used, please provide a reference

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Row 33

(7.26.1) Requesting member

Select from:

(7.26.2) Scope of emissions

Select from:
☑ Scope 3

(7.26.3) Scope 3 category(ies)

Select all that apply
☑ Category 2: Capital goods
☑ Category 6: Business travel
☑ Category 7: Employee commuting
☑ Category 8: Upstream leased assets
☑ Category 1: Purchased goods and services
☑ Category 5: Waste generated in operations
☑ Category 4: Upstream transportation and distribution
☑ Category 9: Downstream transportation and distribution
☑ Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

(7.26.4) Allocation level

Select from:

☑ Company wide

(7.26.6) Allocation method

Select from:

☑ Allocation based on mass of products purchased

(7.26.7) Unit for market value or quantity of goods/services supplied

Select from:

☑ Metric tons

(7.26.8) Market value or quantity of goods/services supplied to the requesting member

18089

(7.26.9) Emissions in metric tonnes of CO2e

67754

(7.26.10) Uncertainty (±%)

30

(7.26.11) Major sources of emissions

Purchasing of raw material

(7.26.12) Allocation verified by a third party?

Select from:

☑ Yes

(7.26.13) Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

The sources of emissions identified are the sources over which the company has operationnal control. Exclusions are noted in 7.4.1

(7.26.14) Where published information has been used, please provide a reference

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Row 34

(7.26.1) Requesting member

Select from:

(7.26.2) Scope of emissions

Select from:

☑ Scope 1

(7.26.4) Allocation level

Select from:

☑ Company wide

(7.26.6) Allocation method

Select from:

☑ Allocation based on mass of products purchased

(7.26.7) Unit for market value or quantity of goods/services supplied

Select from:

☑ Metric tons

(7.26.8) Market value or quantity of goods/services supplied to the requesting member

22091

(7.26.9) Emissions in metric tonnes of CO2e

6985

(7.26.10) Uncertainty (±%)

2

(7.26.11) Major sources of emissions

Energy consumption by onsite boilers

(7.26.12) Allocation verified by a third party?

Select from:

☑ Yes

(7.26.13) Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

The sources of emissions identified are the sources over which the company has operationnal control. Exclusions are noted in 7.4.1

(7.26.14) Where published information has been used, please provide a reference

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Row 35

(7.26.1) Requesting member

Select from:

(7.26.2) Scope of emissions

Select from:

☑ Scope 2: market-based

(7.26.4) Allocation level

Select from:

☑ Company wide

(7.26.6) Allocation method

Select from:

☑ Allocation based on mass of products purchased

(7.26.7) Unit for market value or quantity of goods/services supplied

Select from:

☑ Metric tons

(7.26.8) Market value or quantity of goods/services supplied to the requesting member

22091

(7.26.9) Emissions in metric tonnes of CO2e

8530

(7.26.10) Uncertainty (±%)

2

(7.26.11) Major sources of emissions

Net purchased electricity and steam

(7.26.12) Allocation verified by a third party?

Select from:

☑ Yes

(7.26.13) Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

The sources of emissions identified are the sources over which the company has operationnal control. Exclusions are noted in 7.4.1

(7.26.14) Where published information has been used, please provide a reference

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Row 36

(7.26.1) Requesting member

Select from:

(7.26.2) Scope of emissions

Select from:
☑ Scope 3

(7.26.3) Scope 3 category(ies)

Select all that apply
☑ Category 2: Capital goods
☑ Category 6: Business travel
☑ Category 7: Employee commuting
☑ Category 8: Upstream leased assets
☑ Category 1: Purchased goods and services
☑ Category 5: Waste generated in operations
☑ Category 4: Upstream transportation and distribution
☑ Category 9: Downstream transportation and distribution
☑ Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

(7.26.4) Allocation level

Select from:

☑ Company wide

(7.26.6) Allocation method

Select from:

☑ Allocation based on mass of products purchased

(7.26.7) Unit for market value or quantity of goods/services supplied

Select from:

☑ Metric tons

(7.26.8) Market value or quantity of goods/services supplied to the requesting member

22091

(7.26.9) Emissions in metric tonnes of CO2e

82744

(7.26.10) Uncertainty (±%)

30

(7.26.11) Major sources of emissions

Purchasing of raw material

(7.26.12) Allocation verified by a third party?

Select from:

☑ Yes

(7.26.13) Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

The sources of emissions identified are the sources over which the company has operationnal control. Exclusions are noted in 7.4.1

(7.26.14) Where published information has been used, please provide a reference

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Row 37

(7.26.1) Requesting member

Select from:

(7.26.2) Scope of emissions

Select from:

☑ Scope 1

(7.26.4) Allocation level

Select from:

☑ Company wide

(7.26.6) Allocation method

Select from:

☑ Allocation based on mass of products purchased

(7.26.7) Unit for market value or quantity of goods/services supplied

Select from:

☑ Metric tons

(7.26.8) Market value or quantity of goods/services supplied to the requesting member

397

(7.26.9) Emissions in metric tonnes of CO2e

125

(7.26.10) Uncertainty (±%)

2

(7.26.11) Major sources of emissions

Energy consumption by onsite boilers

(7.26.12) Allocation verified by a third party?

Select from:

☑ Yes

(7.26.13) Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

The sources of emissions identified are the sources over which the company has operationnal control. Exclusions are noted in 7.4.1

(7.26.14) Where published information has been used, please provide a reference

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Row 38

(7.26.1) Requesting member

Select from:

(7.26.2) Scope of emissions

Select from:

☑ Scope 2: market-based

(7.26.4) Allocation level

Select from:

☑ Company wide

(7.26.6) Allocation method

Select from:

☑ Allocation based on mass of products purchased

(7.26.7) Unit for market value or quantity of goods/services supplied

Select from:

☑ Metric tons

(7.26.8) Market value or quantity of goods/services supplied to the requesting member

397

(7.26.9) Emissions in metric tonnes of CO2e

153

(7.26.10) Uncertainty (±%)

2

(7.26.11) Major sources of emissions

Net purchased electricity and steam

(7.26.12) Allocation verified by a third party?

Select from:

☑ Yes

(7.26.13) Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

The sources of emissions identified are the sources over which the company has operationnal control. Exclusions are noted in 7.4.1

(7.26.14) Where published information has been used, please provide a reference

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Row 39

(7.26.1) Requesting member

Select from:

(7.26.2) Scope of emissions

Select from:
☑ Scope 3

(7.26.3) Scope 3 category(ies)

Select all that apply
☑ Category 2: Capital goods
☑ Category 6: Business travel
☑ Category 7: Employee commuting
☑ Category 8: Upstream leased assets
☑ Category 1: Purchased goods and services
☑ Category 5: Waste generated in operations
☑ Category 4: Upstream transportation and distribution
☑ Category 9: Downstream transportation and distribution
☑ Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

(7.26.4) Allocation level

Select from:

☑ Company wide

(7.26.6) Allocation method

Select from:

☑ Allocation based on mass of products purchased

(7.26.7) Unit for market value or quantity of goods/services supplied

Select from:

☑ Metric tons

(7.26.8) Market value or quantity of goods/services supplied to the requesting member

397

(7.26.9) Emissions in metric tonnes of CO2e

1486

(7.26.10) Uncertainty (±%)

30

(7.26.11) Major sources of emissions

Purchasing of raw material

(7.26.12) Allocation verified by a third party?

Select from:

☑ Yes

(7.26.13) Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

The sources of emissions identified are the sources over which the company has operationnal control. Exclusions are noted in 7.4.1

(7.26.14) Where published information has been used, please provide a reference

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Row 40

(7.26.1) Requesting member

Select from:

(7.26.2) Scope of emissions

Select from:

☑ Scope 1

(7.26.4) Allocation level

Select from:

☑ Company wide

(7.26.6) Allocation method

Select from:

☑ Allocation based on mass of products purchased

(7.26.7) Unit for market value or quantity of goods/services supplied

Select from:

☑ Metric tons

(7.26.8) Market value or quantity of goods/services supplied to the requesting member

75369

(7.26.9) Emissions in metric tonnes of CO2e

23831

(7.26.10) Uncertainty (±%)

2

(7.26.11) Major sources of emissions

Energy consumption by onsite boilers

(7.26.12) Allocation verified by a third party?

Select from:
☑ Yes

(7.26.13) Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

The sources of emissions identified are the sources over which the company has operationnal control. Exclusions are noted in 7.4.1

(7.26.14) Where published information has been used, please provide a reference

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Row 41

(7.26.1) Requesting member

Select from:

(7.26.2) Scope of emissions

Select from:

☑ Scope 2: market-based

(7.26.4) Allocation level

Select from:

☑ Company wide

(7.26.6) Allocation method

Select from:

☑ Allocation based on mass of products purchased

(7.26.7) Unit for market value or quantity of goods/services supplied

Select from:

☑ Metric tons

(7.26.8) Market value or quantity of goods/services supplied to the requesting member

75369

(7.26.9) Emissions in metric tonnes of CO2e

29101

(7.26.10) Uncertainty (±%)

2

(7.26.11) Major sources of emissions

Net purchased electricity and steam

(7.26.12) Allocation verified by a third party?

Select from:

☑ Yes

(7.26.13) Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

The sources of emissions identified are the sources over which the company has operationnal control. Exclusions are noted in 7.4.1

(7.26.14) Where published information has been used, please provide a reference

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Row 42

(7.26.1) Requesting member

Select from:

(7.26.2) Scope of emissions

Select from:
☑ Scope 3

(7.26.3) Scope 3 category(ies)

Select all that apply
☑ Category 2: Capital goods
☑ Category 6: Business travel
☑ Category 7: Employee commuting
☑ Category 8: Upstream leased assets
☑ Category 1: Purchased goods and services
☑ Category 5: Waste generated in operations
☑ Category 4: Upstream transportation and distribution
☑ Category 9: Downstream transportation and distribution
☑ Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

(7.26.4) Allocation level

Select from:

☑ Company wide

(7.26.6) Allocation method

Select from:

☑ Allocation based on mass of products purchased

(7.26.7) Unit for market value or quantity of goods/services supplied

Select from:

☑ Metric tons

(7.26.8) Market value or quantity of goods/services supplied to the requesting member

75369

(7.26.9) Emissions in metric tonnes of CO2e

282301

(7.26.10) Uncertainty (±%)

30

(7.26.11) Major sources of emissions

Purchasing of raw material

(7.26.12) Allocation verified by a third party?

Select from:

☑ Yes

(7.26.13) Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

The sources of emissions identified are the sources over which the company has operationnal control. Exclusions are noted in 7.4.1

(7.26.14) Where published information has been used, please provide a reference

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Row 43

(7.26.1) Requesting member

Select from:

(7.26.2) Scope of emissions

Select from:

☑ Scope 1

(7.26.4) Allocation level

Select from:

☑ Company wide

(7.26.6) Allocation method

Select from:

☑ Allocation based on mass of products purchased

(7.26.7) Unit for market value or quantity of goods/services supplied

Select from:

☑ Metric tons

(7.26.8) Market value or quantity of goods/services supplied to the requesting member

10744

(7.26.9) Emissions in metric tonnes of CO2e

3397

(7.26.10) Uncertainty (±%)

2

(7.26.11) Major sources of emissions

Energy consumption by onsite boilers

(7.26.12) Allocation verified by a third party?

Select from:

☑ Yes

(7.26.13) Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

The sources of emissions identified are the sources over which the company has operationnal control. Exclusions are noted in 7.4.1

(7.26.14) Where published information has been used, please provide a reference

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Row 44

(7.26.1) Requesting member

Select from:

(7.26.2) Scope of emissions

Select from:

☑ Scope 2: market-based

(7.26.4) Allocation level

Select from:

☑ Company wide

(7.26.6) Allocation method

Select from:

☑ Allocation based on mass of products purchased

(7.26.7) Unit for market value or quantity of goods/services supplied

Select from:

☑ Metric tons

(7.26.8) Market value or quantity of goods/services supplied to the requesting member

10744

(7.26.9) Emissions in metric tonnes of CO2e

4149

(7.26.10) Uncertainty (±%)

2

(7.26.11) Major sources of emissions

Net purchased electricity and steam

(7.26.12) Allocation verified by a third party?

Select from:

☑ Yes

(7.26.13) Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

The sources of emissions identified are the sources over which the company has operationnal control. Exclusions are noted in 7.4.1

(7.26.14) Where published information has been used, please provide a reference

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Row 45

(7.26.1) Requesting member

Select from:

(7.26.2) Scope of emissions

Select from:
☑ Scope 3

(7.26.3) Scope 3 category(ies)

Select all that apply
☑ Category 2: Capital goods
☑ Category 6: Business travel
☑ Category 7: Employee commuting
☑ Category 8: Upstream leased assets
☑ Category 1: Purchased goods and services
☑ Category 5: Waste generated in operations
☑ Category 4: Upstream transportation and distribution
☑ Category 9: Downstream transportation and distribution
☑ Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

(7.26.4) Allocation level

Select from:

☑ Company wide

(7.26.6) Allocation method

Select from:

☑ Allocation based on mass of products purchased

(7.26.7) Unit for market value or quantity of goods/services supplied

Select from:

☑ Metric tons

(7.26.8) Market value or quantity of goods/services supplied to the requesting member

10744

(7.26.9) Emissions in metric tonnes of CO2e

40244

(7.26.10) Uncertainty (±%)

30

(7.26.11) Major sources of emissions

Purchasing of raw material

(7.26.12) Allocation verified by a third party?

Select from:

☑ Yes

(7.26.13) Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

The sources of emissions identified are the sources over which the company has operationnal control. Exclusions are noted in 7.4.1

(7.26.14) Where published information has been used, please provide a reference

Michelin URD 2023, p.179 and 180.

Row 46

(7.26.1) Requesting member

Select from:

(7.26.2) Scope of emissions

Select from:

☑ Scope 1

(7.26.4) Allocation level

Select from:

☑ Company wide

(7.26.6) Allocation method

Select from:

☑ Allocation based on mass of products purchased

(7.26.7) Unit for market value or quantity of goods/services supplied

Select from:

☑ Metric tons

(7.26.8) Market value or quantity of goods/services supplied to the requesting member

13617

(7.26.9) Emissions in metric tonnes of CO2e

4305

(7.26.10) Uncertainty (±%)

2

(7.26.11) Major sources of emissions

Energy consumption by onsite boilers

(7.26.12) Allocation verified by a third party?

Select from:
☑ Yes

(7.26.13) Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

The sources of emissions identified are the sources over which the company has operationnal control. Exclusions are noted in 7.4.1

(7.26.14) Where published information has been used, please provide a reference

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Row 47

(7.26.1) Requesting member

Select from:

(7.26.2) Scope of emissions

Select from:

☑ Scope 2: market-based

(7.26.4) Allocation level

Select from:

☑ Company wide

(7.26.6) Allocation method

Select from:

☑ Allocation based on mass of products purchased

(7.26.7) Unit for market value or quantity of goods/services supplied

Select from:

☑ Metric tons

(7.26.8) Market value or quantity of goods/services supplied to the requesting member

13617

(7.26.9) Emissions in metric tonnes of CO2e

5258

(7.26.10) Uncertainty (±%)

2

(7.26.11) Major sources of emissions

Net purchased electricity and steam

(7.26.12) Allocation verified by a third party?

Select from:

☑ Yes

(7.26.13) Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

The sources of emissions identified are the sources over which the company has operationnal control. Exclusions are noted in 7.4.1

(7.26.14) Where published information has been used, please provide a reference

Michelin URD 2023, p.179 and 180.

Row 48

(7.26.1) Requesting member

Select from:

(7.26.2) Scope of emissions

Select from:
☑ Scope 3

(7.26.3) Scope 3 category(ies)

Select all that apply
☑ Category 2: Capital goods
☑ Category 6: Business travel
☑ Category 7: Employee commuting
☑ Category 8: Upstream leased assets
☑ Category 1: Purchased goods and services
☑ Category 5: Waste generated in operations
☑ Category 4: Upstream transportation and distribution
☑ Category 9: Downstream transportation and distribution
☑ Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

(7.26.4) Allocation level

Select from:

☑ Company wide

(7.26.6) Allocation method

Select from:

☑ Allocation based on mass of products purchased

(7.26.7) Unit for market value or quantity of goods/services supplied

Select from:

☑ Metric tons

(7.26.8) Market value or quantity of goods/services supplied to the requesting member

13617

(7.26.9) Emissions in metric tonnes of CO2e

51004

(7.26.10) Uncertainty (±%)

30

(7.26.11) Major sources of emissions

Purchasing of raw material

(7.26.12) Allocation verified by a third party?

Select from:

☑ Yes

(7.26.13) Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

The sources of emissions identified are the sources over which the company has operationnal control. Exclusions are noted in 7.4.1

(7.26.14) Where published information has been used, please provide a reference

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Row 49

(7.26.1) Requesting member

Select from:

(7.26.2) Scope of emissions

Select from:

☑ Scope 1

(7.26.4) Allocation level

Select from:

☑ Company wide

(7.26.6) Allocation method

Select from:

☑ Allocation based on mass of products purchased

(7.26.7) Unit for market value or quantity of goods/services supplied

Select from:

☑ Metric tons

(7.26.8) Market value or quantity of goods/services supplied to the requesting member

443

(7.26.9) Emissions in metric tonnes of CO2e

140

(7.26.10) Uncertainty (±%)

2

(7.26.11) Major sources of emissions

Energy consumption by onsite boilers

(7.26.12) Allocation verified by a third party?

Select from:
☑ Yes

(7.26.13) Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

The sources of emissions identified are the sources over which the company has operationnal control. Exclusions are noted in 7.4.1

(7.26.14) Where published information has been used, please provide a reference

Michelin URD 2023, p.179 and 180.

Row 50

(7.26.1) Requesting member

Select from:

(7.26.2) Scope of emissions

Select from:

☑ Scope 2: market-based

(7.26.4) Allocation level

Select from:

☑ Company wide

(7.26.6) Allocation method

Select from:

☑ Allocation based on mass of products purchased

(7.26.7) Unit for market value or quantity of goods/services supplied

Select from:

☑ Metric tons

(7.26.8) Market value or quantity of goods/services supplied to the requesting member

443

(7.26.9) Emissions in metric tonnes of CO2e

171

(7.26.10) Uncertainty (±%)

2

(7.26.11) Major sources of emissions

Net purchased electricity and steam

(7.26.12) Allocation verified by a third party?

Select from:

☑ Yes

(7.26.13) Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

The sources of emissions identified are the sources over which the company has operationnal control. Exclusions are noted in 7.4.1

(7.26.14) Where published information has been used, please provide a reference

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Row 51

(7.26.1) Requesting member

Select from:

(7.26.2) Scope of emissions

Select from:
☑ Scope 3

(7.26.3) Scope 3 category(ies)

Select all that apply
☑ Category 2: Capital goods
☑ Category 6: Business travel
☑ Category 7: Employee commuting
☑ Category 8: Upstream leased assets
☑ Category 1: Purchased goods and services
☑ Category 5: Waste generated in operations
☑ Category 4: Upstream transportation and distribution
☑ Category 9: Downstream transportation and distribution
☑ Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

(7.26.4) Allocation level

Select from:

☑ Company wide

(7.26.6) Allocation method

Select from:

☑ Allocation based on mass of products purchased

(7.26.7) Unit for market value or quantity of goods/services supplied

Select from:

☑ Metric tons

(7.26.8) Market value or quantity of goods/services supplied to the requesting member

443

(7.26.9) Emissions in metric tonnes of CO2e

1659

(7.26.10) Uncertainty (±%)

30

(7.26.11) Major sources of emissions

Purchasing of raw material

(7.26.12) Allocation verified by a third party?

Select from:

☑ Yes

(7.26.13) Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

The sources of emissions identified are the sources over which the company has operationnal control. Exclusions are noted in 7.4.1

(7.26.14) Where published information has been used, please provide a reference

Michelin URD 2023, p.179 and 180.

Row 52

(7.26.1) Requesting member

Select from:

(7.26.2) Scope of emissions

Select from:

☑ Scope 1

(7.26.4) Allocation level

Select from:

☑ Company wide

(7.26.6) Allocation method

Select from:

☑ Allocation based on mass of products purchased

(7.26.7) Unit for market value or quantity of goods/services supplied

Select from:

☑ Metric tons

(7.26.8) Market value or quantity of goods/services supplied to the requesting member

100

(7.26.9) Emissions in metric tonnes of CO2e

32

(7.26.10) Uncertainty (±%)

2

(7.26.11) Major sources of emissions

Energy consumption by onsite boilers

(7.26.12) Allocation verified by a third party?

Select from:

☑ Yes

(7.26.13) Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

The sources of emissions identified are the sources over which the company has operationnal control. Exclusions are noted in 7.4.1

(7.26.14) Where published information has been used, please provide a reference

Michelin URD 2023, p.179 and 180.

Row 53

(7.26.1) Requesting member

Select from:

(7.26.2) Scope of emissions

Select from:

☑ Scope 2: market-based

(7.26.4) Allocation level

Select from:

☑ Company wide

(7.26.6) Allocation method

Select from:

☑ Allocation based on mass of products purchased

(7.26.7) Unit for market value or quantity of goods/services supplied

Select from:

☑ Metric tons

(7.26.8) Market value or quantity of goods/services supplied to the requesting member

100

(7.26.9) Emissions in metric tonnes of CO2e

39

(7.26.10) Uncertainty (±%)

2

(7.26.11) Major sources of emissions

Net purchased electricity and steam

(7.26.12) Allocation verified by a third party?

Select from:

☑ Yes

(7.26.13) Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

The sources of emissions identified are the sources over which the company has operationnal control. Exclusions are noted in 7.4.1

(7.26.14) Where published information has been used, please provide a reference

Michelin URD 2023, p.179 and 180.

Row 54

(7.26.1) Requesting member

Select from:

(7.26.2) Scope of emissions

Select from:
☑ Scope 3

(7.26.3) Scope 3 category(ies)

Select all that apply
☑ Category 2: Capital goods
☑ Category 6: Business travel
☑ Category 7: Employee commuting
☑ Category 8: Upstream leased assets
☑ Category 1: Purchased goods and services
☑ Category 5: Waste generated in operations
☑ Category 4: Upstream transportation and distribution
☑ Category 9: Downstream transportation and distribution
☑ Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

(7.26.4) Allocation level

Select from:

☑ Company wide

(7.26.6) Allocation method

Select from:

☑ Allocation based on mass of products purchased

(7.26.7) Unit for market value or quantity of goods/services supplied

Select from:

☑ Metric tons

(7.26.8) Market value or quantity of goods/services supplied to the requesting member

100

(7.26.9) Emissions in metric tonnes of CO2e

374

(7.26.10) Uncertainty (±%)

30

(7.26.11) Major sources of emissions

Purchasing of raw material

(7.26.12) Allocation verified by a third party?

Select from:

☑ Yes

(7.26.13) Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

The sources of emissions identified are the sources over which the company has operationnal control. Exclusions are noted in 7.4.1

(7.26.14) Where published information has been used, please provide a reference

Michelin URD 2023, p.179 and 180.

Row 55

(7.26.1) Requesting member

Select from:

(7.26.2) Scope of emissions

Select from:

☑ Scope 1

(7.26.4) Allocation level

Select from:

☑ Company wide

(7.26.6) Allocation method

Select from:

☑ Allocation based on mass of products purchased

(7.26.7) Unit for market value or quantity of goods/services supplied

Select from:

☑ Metric tons

(7.26.8) Market value or quantity of goods/services supplied to the requesting member

86975

(7.26.9) Emissions in metric tonnes of CO2e

27500

(7.26.10) Uncertainty (±%)

2

(7.26.11) Major sources of emissions

Energy consumption by onsite boilers

(7.26.12) Allocation verified by a third party?

Select from:
☑ Yes

(7.26.13) Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

The sources of emissions identified are the sources over which the company has operationnal control. Exclusions are noted in 7.4.1

(7.26.14) Where published information has been used, please provide a reference

Michelin URD 2023, p.179 and 180.

Row 56

(7.26.1) Requesting member

Select from:

(7.26.2) Scope of emissions

Select from:

☑ Scope 2: market-based

(7.26.4) Allocation level

Select from:

☑ Company wide

(7.26.6) Allocation method

Select from:

☑ Allocation based on mass of products purchased

(7.26.7) Unit for market value or quantity of goods/services supplied

Select from:

☑ Metric tons

(7.26.8) Market value or quantity of goods/services supplied to the requesting member

86975

(7.26.9) Emissions in metric tonnes of CO2e

33582

(7.26.10) Uncertainty (±%)

2

(7.26.11) Major sources of emissions

Net purchased electricity and steam

(7.26.12) Allocation verified by a third party?

Select from:

☑ Yes

(7.26.13) Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

The sources of emissions identified are the sources over which the company has operationnal control. Exclusions are noted in 7.4.1

(7.26.14) Where published information has been used, please provide a reference

Michelin URD 2023, p.179 and 180.

Row 57

(7.26.1) Requesting member

Select from:

(7.26.2) Scope of emissions

Select from:
☑ Scope 3

(7.26.3) Scope 3 category(ies)

Select all that apply
☑ Category 2: Capital goods
☑ Category 6: Business travel
☑ Category 7: Employee commuting
☑ Category 8: Upstream leased assets
☑ Category 1: Purchased goods and services
☑ Category 5: Waste generated in operations
☑ Category 4: Upstream transportation and distribution
☑ Category 9: Downstream transportation and distribution
☑ Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

(7.26.4) Allocation level

Select from:

☑ Company wide

(7.26.6) Allocation method

Select from:

☑ Allocation based on mass of products purchased

(7.26.7) Unit for market value or quantity of goods/services supplied

Select from:

☑ Metric tons

(7.26.8) Market value or quantity of goods/services supplied to the requesting member

86975

(7.26.9) Emissions in metric tonnes of CO2e

325772

(7.26.10) Uncertainty (±%)

30

(7.26.11) Major sources of emissions

Purchasing of raw material

(7.26.12) Allocation verified by a third party?

Select from:

☑ Yes

(7.26.13) Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

The sources of emissions identified are the sources over which the company has operationnal control. Exclusions are noted in 7.4.1

(7.26.14) Where published information has been used, please provide a reference

Michelin URD 2023, p.179 and 180.
[Add row]

(7.27) What are the challenges in allocating emissions to different customers, and what would help you to overcome these challenges?

Row 1

(7.27.1) Allocation challenges

Select from:

☑ Diversity of product lines makes accurately accounting for each product/product line cost ineffective

(7.27.2) Please explain what would help you overcome these challenges

The main challenge in allocating emissions to different customers is that, as the emissions associated with tires are strongly dependent on the type of tire involved, the allocation of emissions depends on the dimensions of tires they buy. Several factors make it challenging to refine the allocation per customer: first, we have not been able to take into account the carbon sink associated with natural rubber plantations, as the accounting method is not yet established, and to incorporate this into the customer allocation based on the type of tires purchased and their natural rubber content; second, the manufacturing phase takes place at plants that typically produce at least two major lines of tires (e.g., passenger car and truck tires), as well as a variety of semi-finished products to be used at other plants. The breakdown at plant level of CO2 emissions associated with the production of one type of tire is not currently possible with our data reporting systems. This makes it complex, at a global level, to allocate a specific quantity of emissions to a specific customer. However, it must be kept in mind that the overwhelming contribution to the carbon footprint allocated to a given customer stems from the rolling resistance of the tires in their use phase, which represent between 85 and 90% of Scope 1, 2 and 3 emissions combined. Our aim is continue to refine our methodology for calculating Scope 3 use phase emissions by general product category, namely passenger car tires and truck tires.

Row 2

(7.27.1) Allocation challenges

Select from:

☑ Other, please specify :(Scope 3 emissions: use phase

(7.27.2) Please explain what would help you overcome these challenges

The main difficulty is the lack of data to account for the improved energy efficiency of Michelin tires actually on the road in year-on-year accounting. Our current calculation method is based on the IEA Mobility Model data available for the most recent year completed (2015). We know of no other method that can be used to reduce the uncertainty.
[Add row]

(7.28) Do you plan to develop your capabilities to allocate emissions to your customers in the future?

(7.28.1) Do you plan to develop your capabilities to allocate emissions to your customers in the future?

Select from:
☑ Yes

(7.28.2) Describe how you plan to develop your capabilities

Our main focus will be on the Scope 3 categories: First, "Purchased Goods and Services", for which our aim is to collect more primary data from our suppliers to 1) better understand the CO2 efficiency of categories of raw materials, and 2) reduce the uncertainty of the calculation of both total and customer-allocated CO2 emissions and 3) identify opportunities to promote CO2 reductions in the production of raw materials. Second, upstream and downstream transportation and distribution, for which we are working on three levels: logistics optimisation, increasing multi-modal transports, and lastly testing low-carbon transports, eg., hydrogen.
[Fixed row]

(7.29) What percentage of your total operational spend in the reporting year was on energy?

Select from:
☑ More than 10% but less than or equal to 15%

(7.30) Select which energy-related activities your organization has undertaken.

	Indicate whether your organization undertook this energy-related activity in the reporting year
Consumption of fuel (excluding feedstocks)	*Select from:* ☑ Yes
Consumption of purchased or acquired electricity	*Select from:* ☑ Yes
Consumption of purchased or acquired heat	*Select from:* ☑ Yes
Consumption of purchased or acquired steam	*Select from:* ☑ No
Consumption of purchased or acquired cooling	*Select from:* ☑ No
Generation of electricity, heat, steam, or cooling	*Select from:* ☑ Yes

[Fixed row]

(7.30.1) Report your organization’s energy consumption totals (excluding feedstocks) in MWh.

Consumption of fuel (excluding feedstock)

(7.30.1.1) Heating value

Select from:

☑ LHV (lower heating value)

(7.30.1.2) MWh from renewable sources

74224

(7.30.1.3) MWh from non-renewable sources

4647199

(7.30.1.4) Total (renewable and non-renewable) MWh

4721423

Consumption of purchased or acquired electricity

(7.30.1.1) Heating value

Select from:

☑ LHV (lower heating value)

(7.30.1.2) MWh from renewable sources

2462551

(7.30.1.3) MWh from non-renewable sources

2336081

(7.30.1.4) Total (renewable and non-renewable) MWh

4798632

Consumption of purchased or acquired heat

(7.30.1.1) Heating value

Select from:

☑ LHV (lower heating value)

(7.30.1.2) MWh from renewable sources

52802

(7.30.1.3) MWh from non-renewable sources

1408992

(7.30.1.4) Total (renewable and non-renewable) MWh

1461794

Consumption of self-generated non-fuel renewable energy

(7.30.1.1) Heating value

Select from:
☑ LHV (lower heating value)

(7.30.1.2) MWh from renewable sources

0

(7.30.1.4) Total (renewable and non-renewable) MWh

0

Total energy consumption

(7.30.1.1) Heating value

Select from:
☑ LHV (lower heating value)

(7.30.1.2) MWh from renewable sources

2589576

(7.30.1.3) MWh from non-renewable sources

8392273

(7.30.1.4) Total (renewable and non-renewable) MWh

10981849
[Fixed row]

(7.30.6) Select the applications of your organization’s consumption of fuel.

	Indicate whether your organization undertakes this fuel application
Consumption of fuel for the generation of electricity	*Select from:* ☑ No
Consumption of fuel for the generation of heat	*Select from:* ☑ Yes
Consumption of fuel for the generation of steam	*Select from:* ☑ No
Consumption of fuel for the generation of cooling	*Select from:* ☑ No
Consumption of fuel for co-generation or tri-generation	*Select from:* ☑ No

[Fixed row]

(7.30.7) State how much fuel in MWh your organization has consumed (excluding feedstocks) by fuel type.

Sustainable biomass

(7.30.7.1) Heating value

Select from:
☑ LHV

(7.30.7.2) Total fuel MWh consumed by the organization

74224

(7.30.7.8) Comment

None

Other biomass

(7.30.7.1) Heating value

Select from:
☑ LHV

(7.30.7.2) Total fuel MWh consumed by the organization

0

(7.30.7.8) Comment

None

Other renewable fuels (e.g. renewable hydrogen)

(7.30.7.1) Heating value

Select from:

☑ LHV

(7.30.7.2) Total fuel MWh consumed by the organization

0

(7.30.7.8) Comment

None

Coal

(7.30.7.1) Heating value

Select from:
☑ LHV

(7.30.7.2) Total fuel MWh consumed by the organization

680258

(7.30.7.8) Comment

None

Oil

(7.30.7.1) Heating value

Select from:
☑ LHV

(7.30.7.2) Total fuel MWh consumed by the organization

91786

(7.30.7.8) Comment

None

Gas

(7.30.7.1) Heating value

Select from:
☑ LHV

(7.30.7.2) Total fuel MWh consumed by the organization

3894222

(7.30.7.8) Comment

None

Other non-renewable fuels (e.g. non-renewable hydrogen)

(7.30.7.1) Heating value

Select from:
☑ LHV

(7.30.7.2) Total fuel MWh consumed by the organization

0

(7.30.7.8) Comment

None

Total fuel

(7.30.7.1) Heating value

Select from:

☑ LHV

(7.30.7.2) Total fuel MWh consumed by the organization

4740489

(7.30.7.8) Comment

None
[Fixed row]

(7.30.9) Provide details on the electricity, heat, steam, and cooling your organization has generated and consumed in the reporting year.

Electricity

(7.30.9.1) Total Gross generation (MWh)

0

(7.30.9.2) Generation that is consumed by the organization (MWh)

0

(7.30.9.3) Gross generation from renewable sources (MWh)

0

(7.30.9.4) Generation from renewable sources that is consumed by the organization (MWh)

0

Heat

(7.30.9.1) Total Gross generation (MWh)

3999114

(7.30.9.2) Generation that is consumed by the organization (MWh)

3978758

(7.30.9.3) Gross generation from renewable sources (MWh)

66802

(7.30.9.4) Generation from renewable sources that is consumed by the organization (MWh)

66802

Steam

(7.30.9.1) Total Gross generation (MWh)

0

(7.30.9.2) Generation that is consumed by the organization (MWh)

0

(7.30.9.3) Gross generation from renewable sources (MWh)

0

(7.30.9.4) Generation from renewable sources that is consumed by the organization (MWh)

0

Cooling

(7.30.9.1) Total Gross generation (MWh)

0

(7.30.9.2) Generation that is consumed by the organization (MWh)

0

(7.30.9.3) Gross generation from renewable sources (MWh)

0

(7.30.9.4) Generation from renewable sources that is consumed by the organization (MWh)

0
[Fixed row]

(7.30.14) Provide details on the electricity, heat, steam, and/or cooling amounts that were accounted for at a zero or near-zero emission factor in the market-based Scope 2 figure reported in 7.7.

Row 1

(7.30.14.1) Country/area

Select from:
☑ Brazil

(7.30.14.2) Sourcing method

Select from:
☑ Retail supply contract with an electricity supplier (retail green electricity)

(7.30.14.3) Energy carrier

Select from:

☑ Electricity

(7.30.14.4) Low-carbon technology type

Select from:

☑ Hydropower (capacity unknown)

(7.30.14.5) Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)

357978

(7.30.14.6) Tracking instrument used

Select from:

☑ I-REC

(7.30.14.7) Country/area of origin (generation) of the low-carbon energy or energy attribute

Select from:

☑ Brazil

(7.30.14.8) Are you able to report the commissioning or re-powering year of the energy generation facility?

Select from:

☑ Yes

(7.30.14.9) Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

2005

(7.30.14.10) Comment

None

Row 2

(7.30.14.1) Country/area

Select from:

☑ China

(7.30.14.2) Sourcing method

Select from:

☑ Unbundled procurement of energy attribute certificates (EACs)

(7.30.14.3) Energy carrier

Select from:

☑ Electricity

(7.30.14.4) Low-carbon technology type

Select from:

☑ Hydropower (capacity unknown)

(7.30.14.5) Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)

256627

(7.30.14.6) Tracking instrument used

Select from:

☑ GEC

(7.30.14.7) Country/area of origin (generation) of the low-carbon energy or energy attribute

Select from:

☑ China

(7.30.14.8) Are you able to report the commissioning or re-powering year of the energy generation facility?

Select from:

☑ Yes

(7.30.14.9) Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

2013

(7.30.14.10) Comment

None

Row 3

(7.30.14.1) Country/area

Select from:

☑ Thailand

(7.30.14.2) Sourcing method

Select from:

☑ Unbundled procurement of energy attribute certificates (EACs)

(7.30.14.3) Energy carrier

Select from:

☑ Electricity

(7.30.14.4) Low-carbon technology type

Select from:

☑ Solar

(7.30.14.5) Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)

269080

(7.30.14.6) Tracking instrument used

Select from:

☑ I-REC

(7.30.14.7) Country/area of origin (generation) of the low-carbon energy or energy attribute

Select from:

☑ Thailand

(7.30.14.8) Are you able to report the commissioning or re-powering year of the energy generation facility?

Select from:

☑ Yes

(7.30.14.9) Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

2014

(7.30.14.10) Comment

Solar Hydropower

Row 4

(7.30.14.1) Country/area

Select from:

☑ Germany

(7.30.14.2) Sourcing method

Select from:

☑ Unbundled procurement of energy attribute certificates (EACs)

(7.30.14.3) Energy carrier

Select from:

☑ Electricity

(7.30.14.4) Low-carbon technology type

Select from:

☑ Wind

(7.30.14.5) Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)

133276

(7.30.14.6) Tracking instrument used

Select from:

☑ GO

(7.30.14.7) Country/area of origin (generation) of the low-carbon energy or energy attribute

Select from:

☑ France

(7.30.14.8) Are you able to report the commissioning or re-powering year of the energy generation facility?

Select from:

☑ No

(7.30.14.10) Comment

Solar Wind Hydropower

Row 5

(7.30.14.1) Country/area

Select from:

☑ Hungary

(7.30.14.2) Sourcing method

Select from:

☑ Unbundled procurement of energy attribute certificates (EACs)

(7.30.14.3) Energy carrier

Select from:

☑ Electricity

(7.30.14.4) Low-carbon technology type

Select from:

☑ Hydropower (capacity unknown)

(7.30.14.5) Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)

42000

(7.30.14.6) Tracking instrument used

Select from:

☑ GO

(7.30.14.7) Country/area of origin (generation) of the low-carbon energy or energy attribute

Select from:

☑ Netherlands

(7.30.14.8) Are you able to report the commissioning or re-powering year of the energy generation facility?

Select from:

☑ No

(7.30.14.10) Comment

Solar Hydropower Sustainable biomass

Row 6

(7.30.14.1) Country/area

Select from:

☑ India

(7.30.14.2) Sourcing method

Select from:

☑ Retail supply contract with an electricity supplier (retail green electricity)

(7.30.14.3) Energy carrier

Select from:

☑ Electricity

(7.30.14.4) Low-carbon technology type

Select from:

☑ Solar

(7.30.14.5) Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)

100

(7.30.14.6) Tracking instrument used

Select from:

☑ TIGR

(7.30.14.7) Country/area of origin (generation) of the low-carbon energy or energy attribute

Select from:

☑ India

(7.30.14.8) Are you able to report the commissioning or re-powering year of the energy generation facility?

Select from:

☑ No

(7.30.14.10) Comment

None

Row 7

(7.30.14.1) Country/area

Select from:

☑ Italy

(7.30.14.2) Sourcing method

Select from:

☑ Retail supply contract with an electricity supplier (retail green electricity)

(7.30.14.3) Energy carrier

Select from:

☑ Electricity

(7.30.14.4) Low-carbon technology type

Select from:

☑ Solar

(7.30.14.5) Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)

19011

(7.30.14.6) Tracking instrument used

Select from:

☑ GO

(7.30.14.7) Country/area of origin (generation) of the low-carbon energy or energy attribute

Select from:

☑ Italy

(7.30.14.8) Are you able to report the commissioning or re-powering year of the energy generation facility?

Select from:

☑ No

(7.30.14.10) Comment

Solar Wind Hydropower Sustainable biomass coming from Italy, France and Spain

Row 8

(7.30.14.1) Country/area

Select from:

☑ Poland

(7.30.14.2) Sourcing method

Select from:

☑ Unbundled procurement of energy attribute certificates (EACs)

(7.30.14.3) Energy carrier

Select from:

☑ Electricity

(7.30.14.4) Low-carbon technology type

Select from:

☑ Hydropower (capacity unknown)

(7.30.14.5) Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)

208025

(7.30.14.6) Tracking instrument used

Select from:

☑ GO

(7.30.14.7) Country/area of origin (generation) of the low-carbon energy or energy attribute

Select from:

☑ France

(7.30.14.8) Are you able to report the commissioning or re-powering year of the energy generation facility?

Select from:

☑ No

(7.30.14.10) Comment

Hydropower Sustainable biomass

Row 9

(7.30.14.1) Country/area

Select from:

☑ United Kingdom of Great Britain and Northern Ireland

(7.30.14.2) Sourcing method

Select from:

☑ Retail supply contract with an electricity supplier (retail green electricity)

(7.30.14.3) Energy carrier

Select from:

☑ Electricity

(7.30.14.4) Low-carbon technology type

Select from:

☑ Sustainable biomass

(7.30.14.5) Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)

5518

(7.30.14.6) Tracking instrument used

Select from:

☑ GO

(7.30.14.7) Country/area of origin (generation) of the low-carbon energy or energy attribute

Select from:

☑ United Kingdom of Great Britain and Northern Ireland

(7.30.14.8) Are you able to report the commissioning or re-powering year of the energy generation facility?

Select from:

☑ No

(7.30.14.10) Comment

We report 2022 datas as 2023 cancellation evidences are not available until 2024

Row 10

(7.30.14.1) Country/area

Select from:

☑ Romania

(7.30.14.2) Sourcing method

Select from:

☑ Retail supply contract with an electricity supplier (retail green electricity)

(7.30.14.3) Energy carrier

Select from:

☑ Electricity

(7.30.14.4) Low-carbon technology type

Select from:

☑ Solar

(7.30.14.5) Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)

121624

(7.30.14.6) Tracking instrument used

Select from:

☑ GO

(7.30.14.7) Country/area of origin (generation) of the low-carbon energy or energy attribute

Select from:

☑ Romania

(7.30.14.8) Are you able to report the commissioning or re-powering year of the energy generation facility?

Select from:

☑ Yes

(7.30.14.9) Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

2013

(7.30.14.10) Comment

Solar Wind Hydropower

Row 11

(7.30.14.1) Country/area

Select from:

☑ Serbia

(7.30.14.2) Sourcing method

Select from:

☑ Retail supply contract with an electricity supplier (retail green electricity)

(7.30.14.3) Energy carrier

Select from:

☑ Electricity

(7.30.14.4) Low-carbon technology type

Select from:

☑ Hydropower (capacity unknown)

(7.30.14.5) Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)

96054

(7.30.14.6) Tracking instrument used

Select from:

☑ GO

(7.30.14.7) Country/area of origin (generation) of the low-carbon energy or energy attribute

Select from:

☑ Serbia

(7.30.14.8) Are you able to report the commissioning or re-powering year of the energy generation facility?

Select from:

☑ No

(7.30.14.10) Comment

None

Row 12

(7.30.14.1) Country/area

Select from:

☑ Spain

(7.30.14.2) Sourcing method

Select from:

☑ Retail supply contract with an electricity supplier (retail green electricity)

(7.30.14.3) Energy carrier

Select from:

☑ Electricity

(7.30.14.4) Low-carbon technology type

Select from:

☑ Wind

(7.30.14.5) Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)

418297

(7.30.14.6) Tracking instrument used

Select from:

☑ GO

(7.30.14.7) Country/area of origin (generation) of the low-carbon energy or energy attribute

Select from:

☑ Spain

(7.30.14.8) Are you able to report the commissioning or re-powering year of the energy generation facility?

Select from:

☑ No

(7.30.14.10) Comment

Wind Solar Hydropower

Row 13

(7.30.14.1) Country/area

Select from:

☑ France

(7.30.14.2) Sourcing method

Select from:

☑ Retail supply contract with an electricity supplier (retail green electricity)

(7.30.14.3) Energy carrier

Select from:

☑ Electricity

(7.30.14.4) Low-carbon technology type

Select from:

☑ Hydropower (capacity unknown)

(7.30.14.5) Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)

543178

(7.30.14.6) Tracking instrument used

Select from:

☑ GO

(7.30.14.7) Country/area of origin (generation) of the low-carbon energy or energy attribute

Select from:

☑ France

(7.30.14.8) Are you able to report the commissioning or re-powering year of the energy generation facility?

Select from:

☑ No

(7.30.14.10) Comment

Solar Wind Hydropower Sustainable biomass (solid, gas) Geothermal, from France, Hungary, Italy, Netherlands

Row 14

(7.30.14.1) Country/area

Select from:

☑ France

(7.30.14.2) Sourcing method

Select from:

☑ Heat/steam/cooling supply agreement

(7.30.14.3) Energy carrier

Select from:

☑ Steam

(7.30.14.4) Low-carbon technology type

Select from:

☑ Sustainable biomass

(7.30.14.5) Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)

60076

(7.30.14.6) Tracking instrument used

Select from:

☑ Contract

(7.30.14.7) Country/area of origin (generation) of the low-carbon energy or energy attribute

Select from:

☑ France

(7.30.14.8) Are you able to report the commissioning or re-powering year of the energy generation facility?

Select from:

☑ No

(7.30.14.10) Comment

Purchased steam / hot water / electricity produced from biomass combustion.
[Add row]

(7.30.16) Provide a breakdown by country/area of your electricity/heat/steam/cooling consumption in the reporting year.

Australia

(7.30.16.1) Consumption of purchased electricity (MWh)

13874

(7.30.16.2) Consumption of self-generated electricity (MWh)

0

(7.30.16.4) Consumption of purchased heat, steam, and cooling (MWh)

0

(7.30.16.5) Consumption of self-generated heat, steam, and cooling (MWh)

27730

(7.30.16.6) Total electricity/heat/steam/cooling energy consumption (MWh)

41604.00

Brazil

(7.30.16.1) Consumption of purchased electricity (MWh)

357861

(7.30.16.2) Consumption of self-generated electricity (MWh)

0

(7.30.16.4) Consumption of purchased heat, steam, and cooling (MWh)

31

(7.30.16.5) Consumption of self-generated heat, steam, and cooling (MWh)

238499

(7.30.16.6) Total electricity/heat/steam/cooling energy consumption (MWh)

596391.00

Canada

(7.30.16.1) Consumption of purchased electricity (MWh)

304313

(7.30.16.2) Consumption of self-generated electricity (MWh)

0

(7.30.16.4) Consumption of purchased heat, steam, and cooling (MWh)

0

(7.30.16.5) Consumption of self-generated heat, steam, and cooling (MWh)

295864

(7.30.16.6) Total electricity/heat/steam/cooling energy consumption (MWh)

600177.00

China

(7.30.16.1) Consumption of purchased electricity (MWh)

270052

(7.30.16.2) Consumption of self-generated electricity (MWh)

0

(7.30.16.4) Consumption of purchased heat, steam, and cooling (MWh)

203237

(7.30.16.5) Consumption of self-generated heat, steam, and cooling (MWh)

19344

(7.30.16.6) Total electricity/heat/steam/cooling energy consumption (MWh)

492633.00

France

(7.30.16.1) Consumption of purchased electricity (MWh)

497871

(7.30.16.2) Consumption of self-generated electricity (MWh)

0

(7.30.16.4) Consumption of purchased heat, steam, and cooling (MWh)

55623

(7.30.16.5) Consumption of self-generated heat, steam, and cooling (MWh)

735296

(7.30.16.6) Total electricity/heat/steam/cooling energy consumption (MWh)

1288790.00

Germany

(7.30.16.1) Consumption of purchased electricity (MWh)

128639

(7.30.16.2) Consumption of self-generated electricity (MWh)

0

(7.30.16.4) Consumption of purchased heat, steam, and cooling (MWh)

9422

(7.30.16.5) Consumption of self-generated heat, steam, and cooling (MWh)

318280

(7.30.16.6) Total electricity/heat/steam/cooling energy consumption (MWh)

456341.00

Hungary

(7.30.16.1) Consumption of purchased electricity (MWh)

38829

(7.30.16.2) Consumption of self-generated electricity (MWh)

0

(7.30.16.4) Consumption of purchased heat, steam, and cooling (MWh)

29034

(7.30.16.5) Consumption of self-generated heat, steam, and cooling (MWh)

17818

(7.30.16.6) Total electricity/heat/steam/cooling energy consumption (MWh)

85681.00

India

(7.30.16.1) Consumption of purchased electricity (MWh)

49978

(7.30.16.2) Consumption of self-generated electricity (MWh)

0

(7.30.16.4) Consumption of purchased heat, steam, and cooling (MWh)

0

(7.30.16.5) Consumption of self-generated heat, steam, and cooling (MWh)

3554

(7.30.16.6) Total electricity/heat/steam/cooling energy consumption (MWh)

53532.00

Indonesia

(7.30.16.1) Consumption of purchased electricity (MWh)

178419

(7.30.16.2) Consumption of self-generated electricity (MWh)

0

(7.30.16.4) Consumption of purchased heat, steam, and cooling (MWh)

347482

(7.30.16.5) Consumption of self-generated heat, steam, and cooling (MWh)

124276

(7.30.16.6) Total electricity/heat/steam/cooling energy consumption (MWh)

650177.00

Italy

(7.30.16.1) Consumption of purchased electricity (MWh)

181806

(7.30.16.2) Consumption of self-generated electricity (MWh)

0

(7.30.16.4) Consumption of purchased heat, steam, and cooling (MWh)

162579

(7.30.16.5) Consumption of self-generated heat, steam, and cooling (MWh)

141523

(7.30.16.6) Total electricity/heat/steam/cooling energy consumption (MWh)

485908.00

Japan

(7.30.16.1) Consumption of purchased electricity (MWh)

2664

(7.30.16.2) Consumption of self-generated electricity (MWh)

0

(7.30.16.4) Consumption of purchased heat, steam, and cooling (MWh)

0

(7.30.16.5) Consumption of self-generated heat, steam, and cooling (MWh)

25

(7.30.16.6) Total electricity/heat/steam/cooling energy consumption (MWh)

2689.00

Mexico

(7.30.16.1) Consumption of purchased electricity (MWh)

94376

(7.30.16.2) Consumption of self-generated electricity (MWh)

0

(7.30.16.4) Consumption of purchased heat, steam, and cooling (MWh)

0

(7.30.16.5) Consumption of self-generated heat, steam, and cooling (MWh)

13418

(7.30.16.6) Total electricity/heat/steam/cooling energy consumption (MWh)

107794.00

Netherlands

(7.30.16.1) Consumption of purchased electricity (MWh)

9330

(7.30.16.2) Consumption of self-generated electricity (MWh)

0

(7.30.16.4) Consumption of purchased heat, steam, and cooling (MWh)

0

(7.30.16.5) Consumption of self-generated heat, steam, and cooling (MWh)

13879

(7.30.16.6) Total electricity/heat/steam/cooling energy consumption (MWh)

23209.00

Poland

(7.30.16.1) Consumption of purchased electricity (MWh)

187849

(7.30.16.2) Consumption of self-generated electricity (MWh)

0

(7.30.16.4) Consumption of purchased heat, steam, and cooling (MWh)

0

(7.30.16.5) Consumption of self-generated heat, steam, and cooling (MWh)

300394

(7.30.16.6) Total electricity/heat/steam/cooling energy consumption (MWh)

488243.00

Romania

(7.30.16.1) Consumption of purchased electricity (MWh)

158406

(7.30.16.2) Consumption of self-generated electricity (MWh)

0

(7.30.16.4) Consumption of purchased heat, steam, and cooling (MWh)

0

(7.30.16.5) Consumption of self-generated heat, steam, and cooling (MWh)

169840

(7.30.16.6) Total electricity/heat/steam/cooling energy consumption (MWh)

328246.00

Serbia

(7.30.16.1) Consumption of purchased electricity (MWh)

95604

(7.30.16.2) Consumption of self-generated electricity (MWh)

0

(7.30.16.4) Consumption of purchased heat, steam, and cooling (MWh)

0

(7.30.16.5) Consumption of self-generated heat, steam, and cooling (MWh)

188281

(7.30.16.6) Total electricity/heat/steam/cooling energy consumption (MWh)

283885.00

Spain

(7.30.16.1) Consumption of purchased electricity (MWh)

401628

(7.30.16.2) Consumption of self-generated electricity (MWh)

0

(7.30.16.4) Consumption of purchased heat, steam, and cooling (MWh)

308745

(7.30.16.5) Consumption of self-generated heat, steam, and cooling (MWh)

150598

(7.30.16.6) Total electricity/heat/steam/cooling energy consumption (MWh)

860971.00

Sri Lanka

(7.30.16.1) Consumption of purchased electricity (MWh)

93242

(7.30.16.2) Consumption of self-generated electricity (MWh)

0

(7.30.16.4) Consumption of purchased heat, steam, and cooling (MWh)

0

(7.30.16.5) Consumption of self-generated heat, steam, and cooling (MWh)

84882

(7.30.16.6) Total electricity/heat/steam/cooling energy consumption (MWh)

178124.00

Thailand

(7.30.16.1) Consumption of purchased electricity (MWh)

393214

(7.30.16.2) Consumption of self-generated electricity (MWh)

0

(7.30.16.4) Consumption of purchased heat, steam, and cooling (MWh)

189086

(7.30.16.5) Consumption of self-generated heat, steam, and cooling (MWh)

79600

(7.30.16.6) Total electricity/heat/steam/cooling energy consumption (MWh)

661900.00

United Kingdom of Great Britain and Northern Ireland

(7.30.16.1) Consumption of purchased electricity (MWh)

11133

(7.30.16.2) Consumption of self-generated electricity (MWh)

0

(7.30.16.4) Consumption of purchased heat, steam, and cooling (MWh)

0

(7.30.16.5) Consumption of self-generated heat, steam, and cooling (MWh)

32381

(7.30.16.6) Total electricity/heat/steam/cooling energy consumption (MWh)

43514.00

United States of America

(7.30.16.1) Consumption of purchased electricity (MWh)

1325808

(7.30.16.2) Consumption of self-generated electricity (MWh)

0

(7.30.16.4) Consumption of purchased heat, steam, and cooling (MWh)

103753

(7.30.16.5) Consumption of self-generated heat, steam, and cooling (MWh)

1748113

(7.30.16.6) Total electricity/heat/steam/cooling energy consumption (MWh)

3177674.00

Viet Nam

(7.30.16.1) Consumption of purchased electricity (MWh)

7003

(7.30.16.2) Consumption of self-generated electricity (MWh)

0

(7.30.16.4) Consumption of purchased heat, steam, and cooling (MWh)

0

(7.30.16.5) Consumption of self-generated heat, steam, and cooling (MWh)

10873

(7.30.16.6) Total electricity/heat/steam/cooling energy consumption (MWh)

17876.00
[Fixed row]

(7.45) Describe your gross global combined Scope 1 and 2 emissions for the reporting year in metric tons CO2e per unit currency total revenue and provide any additional intensity metrics that are appropriate to your business operations.

Row 1

(7.45.1) Intensity figure

0.000082

(7.45.2) Metric numerator (Gross global combined Scope 1 and 2 emissions, metric tons CO2e)

2311124

(7.45.3) Metric denominator

Select from:

☑ unit total revenue

(7.45.4) Metric denominator: Unit total

28342927102

(7.45.5) Scope 2 figure used

Select from:

☑ Market-based

(7.45.6) % change from previous year

9.1

(7.45.7) Direction of change

Select from:

☑ Decreased

(7.45.8) Reasons for change

Select all that apply

☑ Change in renewable energy consumption

☑ Other emissions reduction activities

☑ Acquisitions

☑ Change in revenue

(7.45.9) Please explain

Compared to 2023 CDP declaration (for the year 2022), we have integrated the emissions of our recent acquisitions (Camso, Fenner and Multistrada) for 2022 and 2023 in order to compare the same perimeter. We made some progress in energy efficiency and the part of renewable energy consumption that represent savings of 82 000 t of CO2e. (-3.5%) The other variations come from volume and revenue variations.
[Add row]

(7.53) Did you have an emissions target that was active in the reporting year?

Select all that apply

☑ Absolute target

(7.53.1) Provide details of your absolute emissions targets and progress made against those targets.

Row 1

(7.53.1.1) Target reference number

Select from:

☑ Abs 2

(7.53.1.2) Is this a science-based target?

Select from:

☑ Yes, we consider this a science-based target, but we have not committed to seek validation of this target by the Science Based Targets initiative within the next two years

(7.53.1.4) Target ambition

Select from:

☑ Other, please specify :Race to Zero - Business Ambition for 1.5°C

(7.53.1.5) Date target was set

12/30/2019

(7.53.1.6) Target coverage

Select from:

☑ Organization-wide

(7.53.1.7) Greenhouse gases covered by target

Select all that apply

☑ Carbon dioxide (CO2)

(7.53.1.8) Scopes

Select all that apply

☑ Scope 1

☑ Scope 2

(7.53.1.9) Scope 2 accounting method

Select from:

☑ Market-based

(7.53.1.11) End date of base year

12/30/2010

(7.53.1.12) Base year Scope 1 emissions covered by target (metric tons CO2e)

1854670

(7.53.1.13) Base year Scope 2 emissions covered by target (metric tons CO2e)

2022603

(7.53.1.31) Base year total Scope 3 emissions covered by target (metric tons CO2e)

0.000

(7.53.1.32) Total base year emissions covered by target in all selected Scopes (metric tons CO2e)

3877273.000

(7.53.1.33) Base year Scope 1 emissions covered by target as % of total base year emissions in Scope 1

96

(7.53.1.34) Base year Scope 2 emissions covered by target as % of total base year emissions in Scope 2

96

(7.53.1.53) Base year emissions covered by target in all selected Scopes as % of total base year emissions in all selected Scopes

96

(7.53.1.54) End date of target

12/30/2050

(7.53.1.55) Targeted reduction from base year (%)

100

(7.53.1.56) Total emissions at end date of target covered by target in all selected Scopes (metric tons CO2e)

0.000

(7.53.1.57) Scope 1 emissions in reporting year covered by target (metric tons CO2e)

1177326

(7.53.1.58) Scope 2 emissions in reporting year covered by target (metric tons CO2e)

1126537

(7.53.1.77) Total emissions in reporting year covered by target in all selected scopes (metric tons CO2e)

2303863.000

(7.53.1.78) Land-related emissions covered by target

Select from:

☑ No, it does not cover any land-related emissions (e.g. non-FLAG SBT)

(7.53.1.79) % of target achieved relative to base year

40.58

(7.53.1.80) Target status in reporting year

Select from:

☑ Replaced

(7.53.1.81) Explain the reasons for the revision, replacement, or retirement of the target

The 3 reasons why we have resubmitted new targets to SBTi are: 1) Exclusions in the inventory or target boundary changed significantly and/or exceeded allowable exclusion limits (more than 5% of scope 1 and 2 emissions and/or more than 33% of scope 3 emissions). 2) Significant changes in data used to calculate the targets such as growth projections (e.g., the discovery of a significant error, several cumulative errors that are collectively significant or significant change in emissions due to emission factor changes) 3) Submitting new targets to meet current SBTi criteria outside of the mandatory recalculation process.

(7.53.1.82) Explain target coverage and identify any exclusions

See new targets

(7.53.1.83) Target objective

See new targets

(7.53.1.85) Target derived using a sectoral decarbonization approach

Select from:

☑ No

Row 2

(7.53.1.1) Target reference number

Select from:

☑ Abs 5

(7.53.1.2) Is this a science-based target?

Select from:

☑ Yes, and this target has been approved by the Science Based Targets initiative

(7.53.1.3) Science Based Targets initiative official validation letter

MICH-FRA-003-OFF Certificate Target 2022 by SBTi.pdf

(7.53.1.4) Target ambition

Select from:

☑ Well-below 2°C aligned

(7.53.1.5) Date target was set

12/30/2022

(7.53.1.6) Target coverage

Select from:

☑ Organization-wide

(7.53.1.7) Greenhouse gases covered by target

Select all that apply

☑ Carbon dioxide (CO2)

(7.53.1.8) Scopes

Select all that apply

☑ Scope 1

☑ Scope 2

(7.53.1.9) Scope 2 accounting method

Select from:
☑ Market-based

(7.53.1.11) End date of base year

12/30/2019

(7.53.1.12) Base year Scope 1 emissions covered by target (metric tons CO2e)

1493879.0

(7.53.1.13) Base year Scope 2 emissions covered by target (metric tons CO2e)

1730420.0

(7.53.1.31) Base year total Scope 3 emissions covered by target (metric tons CO2e)

0.000

(7.53.1.32) Total base year emissions covered by target in all selected Scopes (metric tons CO2e)

3224299.000

(7.53.1.33) Base year Scope 1 emissions covered by target as % of total base year emissions in Scope 1

96.0

(7.53.1.34) Base year Scope 2 emissions covered by target as % of total base year emissions in Scope 2

96.0

(7.53.1.53) Base year emissions covered by target in all selected Scopes as % of total base year emissions in all selected Scopes

96.0

(7.53.1.54) End date of target

12/30/2030

(7.53.1.55) Targeted reduction from base year (%)

27.5

(7.53.1.56) Total emissions at end date of target covered by target in all selected Scopes (metric tons CO2e)

2337616.775

(7.53.1.57) Scope 1 emissions in reporting year covered by target (metric tons CO2e)

1246855

(7.53.1.58) Scope 2 emissions in reporting year covered by target (metric tons CO2e)

1317234

(7.53.1.77) Total emissions in reporting year covered by target in all selected scopes (metric tons CO2e)

2564089.000

(7.53.1.78) Land-related emissions covered by target

Select from:

☑ No, it does not cover any land-related emissions (e.g. non-FLAG SBT)

(7.53.1.79) % of target achieved relative to base year

74.46

(7.53.1.80) Target status in reporting year

Select from:

☑ Replaced

(7.53.1.81) Explain the reasons for the revision, replacement, or retirement of the target

The 3 reasons why we have resubmitted new targets to SBTi are: 1) Exclusions in the inventory or target boundary changed significantly and/or exceeded allowable exclusion limits (more than 5% of scope 1 and 2 emissions and/or more than 33% of scope 3 emissions). 2) Significant changes in data used to calculate the targets such as growth projections (e.g., the discovery of a significant error, several cumulative errors that are collectively significant or significant change in emissions due to emission factor changes) 3) Submitting new targets to meet current SBTi criteria outside of the mandatory recalculation process.

(7.53.1.82) Explain target coverage and identify any exclusions

See new targets

(7.53.1.83) Target objective

See new targets

(7.53.1.85) Target derived using a sectoral decarbonization approach

Select from:

☑ No

Row 5

(7.53.1.1) Target reference number

Select from:

☑ Abs 6

(7.53.1.2) Is this a science-based target?

Select from:

☑ Yes, we consider this a science-based target, but we have not committed to seek validation of this target by the Science Based Targets initiative within the next two years

(7.53.1.4) Target ambition

Select from:

☑ 1.5°C aligned

(7.53.1.5) Date target was set

12/30/2022

(7.53.1.6) Target coverage

Select from:

☑ Organization-wide

(7.53.1.7) Greenhouse gases covered by target

Select all that apply

☑ Carbon dioxide (CO2)

(7.53.1.8) Scopes

Select all that apply

☑ Scope 3

(7.53.1.10) Scope 3 categories

Select all that apply

☑ Scope 3, Category 6 – Business travel

(7.53.1.11) End date of base year

12/30/2019

(7.53.1.19) Base year Scope 3, Category 6: Business travel emissions covered by target (metric tons CO2e)

33888

(7.53.1.31) Base year total Scope 3 emissions covered by target (metric tons CO2e)

33888.000

(7.53.1.32) Total base year emissions covered by target in all selected Scopes (metric tons CO2e)

33888.000

(7.53.1.40) Base year Scope 3, Category 6: Business travel emissions covered by target as % of total base year emissions in Scope 3, Category 6: Business travel (metric tons CO2e)

0.3

(7.53.1.52) Base year total Scope 3 emissions covered by target as % of total base year emissions in Scope 3 (in all Scope 3 categories)

0.2

(7.53.1.53) Base year emissions covered by target in all selected Scopes as % of total base year emissions in all selected Scopes

0.2

(7.53.1.54) End date of target

12/30/2025

(7.53.1.55) Targeted reduction from base year (%)

30

(7.53.1.56) Total emissions at end date of target covered by target in all selected Scopes (metric tons CO2e)

23721.600

(7.53.1.64) Scope 3, Category 6: Business travel emissions in reporting year covered by target (metric tons CO2e)

24075

(7.53.1.76) Total Scope 3 emissions in reporting year covered by target (metric tons CO2e)

24075.000

(7.53.1.77) Total emissions in reporting year covered by target in all selected scopes (metric tons CO2e)

24075.000

(7.53.1.78) Land-related emissions covered by target

Select from:

☑ No, it does not cover any land-related emissions (e.g. non-FLAG SBT)

(7.53.1.79) % of target achieved relative to base year

96.52

(7.53.1.80) Target status in reporting year

Select from:

☑ Underway

(7.53.1.82) Explain target coverage and identify any exclusions

The target covers all business travel of the whole company.

(7.53.1.83) Target objective

Although it is relatively small at the company scale, business travel permits to many employees to contribute directely for the carbon footprint reduction. For this reason, the company sets itself the objective of reducing its Cat 6 emissions by 43% in absolute value in 2025, compared to the base year 2019.

(7.53.1.84) Plan for achieving target, and progress made to the end of the reporting year

Cat 6: Use of videoconference to reduce the number of travels; reduce the number of events requiring business travel.

(7.53.1.85) Target derived using a sectoral decarbonization approach

Select from:

☑ No

Row 6

(7.53.1.1) Target reference number

Select from:

☑ Abs 3

(7.53.1.2) Is this a science-based target?

Select from:

☑ Yes, we consider this a science-based target, but we have not committed to seek validation of this target by the Science Based Targets initiative within the next two years

(7.53.1.4) Target ambition

Select from:

☑ Well-below 2°C aligned

(7.53.1.5) Date target was set

12/30/2020

(7.53.1.6) Target coverage

Select from:

☑ Organization-wide

(7.53.1.7) Greenhouse gases covered by target

Select all that apply

☑ Carbon dioxide (CO2)

(7.53.1.8) Scopes

Select all that apply

☑ Scope 1

☑ Scope 2

(7.53.1.9) Scope 2 accounting method

Select from:

☑ Market-based

(7.53.1.11) End date of base year

12/30/2010

(7.53.1.12) Base year Scope 1 emissions covered by target (metric tons CO2e)

1854670.0

(7.53.1.13) Base year Scope 2 emissions covered by target (metric tons CO2e)

2022603.32

(7.53.1.31) Base year total Scope 3 emissions covered by target (metric tons CO2e)

0.000

(7.53.1.32) Total base year emissions covered by target in all selected Scopes (metric tons CO2e)

3877273.320

(7.53.1.33) Base year Scope 1 emissions covered by target as % of total base year emissions in Scope 1

96.0

(7.53.1.34) Base year Scope 2 emissions covered by target as % of total base year emissions in Scope 2

96.0

(7.53.1.53) Base year emissions covered by target in all selected Scopes as % of total base year emissions in all selected Scopes

96

(7.53.1.54) End date of target

12/30/2030

(7.53.1.55) Targeted reduction from base year (%)

50

(7.53.1.56) Total emissions at end date of target covered by target in all selected Scopes (metric tons CO2e)

1938636.660

(7.53.1.57) Scope 1 emissions in reporting year covered by target (metric tons CO2e)

1177326

(7.53.1.58) Scope 2 emissions in reporting year covered by target (metric tons CO2e)

1126537

(7.53.1.77) Total emissions in reporting year covered by target in all selected scopes (metric tons CO2e)

2303863.000

(7.53.1.78) Land-related emissions covered by target

Select from:

☑ No, it does not cover any land-related emissions (e.g. non-FLAG SBT)

(7.53.1.79) % of target achieved relative to base year

81.16

(7.53.1.80) Target status in reporting year

Select from:

☑ Replaced

(7.53.1.81) Explain the reasons for the revision, replacement, or retirement of the target

The 3 reasons why we have resubmitted new targets to SBTi are: 1) Exclusions in the inventory or target boundary changed significantly and/or exceeded allowable exclusion limits (more than 5% of scope 1 and 2 emissions and/or more than 33% of scope 3 emissions). 2) Significant changes in data used to calculate the targets such as growth projections (e.g., the discovery of a significant error, several cumulative errors that are collectively significant or significant change in emissions due to emission factor changes) 3) Submitting new targets to meet current SBTi criteria outside of the mandatory recalculation process.

(7.53.1.82) Explain target coverage and identify any exclusions

See new targets

(7.53.1.83) Target objective

See new targets

(7.53.1.85) Target derived using a sectoral decarbonization approach

Select from:

☑ No

Row 7

(7.53.1.1) Target reference number

Select from:

☑ Abs 4

(7.53.1.2) Is this a science-based target?

Select from:

☑ Yes, and this target has been approved by the Science Based Targets initiative

(7.53.1.3) Science Based Targets initiative official validation letter

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(7.53.1.4) Target ambition

Select from:

☑ Well-below 2°C aligned

(7.53.1.5) Date target was set

12/30/2022

(7.53.1.6) Target coverage

Select from:

☑ Organization-wide

(7.53.1.7) Greenhouse gases covered by target

Select all that apply

☑ Carbon dioxide (CO2)

(7.53.1.8) Scopes

Select all that apply

☑ Scope 3

(7.53.1.10) Scope 3 categories

Select all that apply

☑ Scope 3, Category 3 – Fuel- and energy- related activities (not included in Scope 1 or 2)

☑ Scope 3, Category 4 – Upstream transportation and distribution

☑ Scope 3, Category 9 – Downstream transportation and distribution

☑ Scope 3, Category 12 – End-of-life treatment of sold products

(7.53.1.11) End date of base year

12/30/2018

(7.53.1.16) Base year Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) emissions covered by target (metric tons CO2e)

574953

(7.53.1.17) Base year Scope 3, Category 4: Upstream transportation and distribution emissions covered by target (metric tons CO2e)

1271021

(7.53.1.22) Base year Scope 3, Category 9: Downstream transportation and distribution emissions covered by target (metric tons CO2e)

981722

(7.53.1.25) Base year Scope 3, Category 12: End-of-life treatment of sold products emissions covered by target (metric tons CO2e)

270820

(7.53.1.31) Base year total Scope 3 emissions covered by target (metric tons CO2e)

3098516.000

(7.53.1.32) Total base year emissions covered by target in all selected Scopes (metric tons CO2e)

3098516.000

(7.53.1.37) Base year Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) emissions covered by target as % of total base year emissions in Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) (metric tons CO2e)

4.0

(7.53.1.38) Base year Scope 3, Category 4: Upstream transportation and distribution covered by target as % of total base year emissions in Scope 3, Category 4: Upstream transportation and distribution (metric tons CO2e)

7.0

(7.53.1.43) Base year Scope 3, Category 9: Downstream transportation and distribution emissions covered by target as % of total base year emissions in Scope 3, Category 9: Downstream transportation and distribution (metric tons CO2e)

5.0

(7.53.1.46) Base year Scope 3, Category 12: End-of-life treatment of sold products emissions covered by target as % of total base year emissions in Scope 3, Category 12: End-of-life treatment of sold products (metric tons CO2e)

21.0

(7.53.1.52) Base year total Scope 3 emissions covered by target as % of total base year emissions in Scope 3 (in all Scope 3 categories)

38.0

(7.53.1.53) Base year emissions covered by target in all selected Scopes as % of total base year emissions in all selected Scopes

38

(7.53.1.54) End date of target

12/30/2030

(7.53.1.55) Targeted reduction from base year (%)

15

(7.53.1.56) Total emissions at end date of target covered by target in all selected Scopes (metric tons CO2e)

2633738.600

(7.53.1.61) Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) emissions in reporting year covered by target (metric tons CO2e)

466416

(7.53.1.62) Scope 3, Category 4: Upstream transportation and distribution emissions in reporting year covered by target (metric tons CO2e)

1170951

(7.53.1.67) Scope 3, Category 9: Downstream transportation and distribution emissions in reporting year covered by target (metric tons CO2e)

737471

(7.53.1.70) Scope 3, Category 12: End-of-life treatment of sold products emissions in reporting year covered by target (metric tons CO2e)

247043

(7.53.1.76) Total Scope 3 emissions in reporting year covered by target (metric tons CO2e)

2621881.000

(7.53.1.77) Total emissions in reporting year covered by target in all selected scopes (metric tons CO2e)

2621881.000

(7.53.1.78) Land-related emissions covered by target

Select from:

☑ No, it does not cover any land-related emissions (e.g. non-FLAG SBT)

(7.53.1.79) % of target achieved relative to base year

102.55

(7.53.1.80) Target status in reporting year

Select from:

☑ Replaced

(7.53.1.81) Explain the reasons for the revision, replacement, or retirement of the target

The 3 reasons why we have resubmitted new targets to SBTi are: 1) Exclusions in the inventory or target boundary changed significantly and/or exceeded allowable exclusion limits (more than 5% of scope 1 and 2 emissions and/or more than 33% of scope 3 emissions). 2) Significant changes in data used to calculate the targets such as growth projections (e.g., the discovery of a significant error, several cumulative errors that are collectively significant or significant change in emissions due to emission factor changes) 3) Submitting new targets to meet current SBTi criteria outside of the mandatory recalculation process.

(7.53.1.82) Explain target coverage and identify any exclusions

See new targets

(7.53.1.83) Target objective

See new targets

(7.53.1.85) Target derived using a sectoral decarbonization approach

Select from:
☑ No

Row 8

(7.53.1.1) Target reference number

Select from:
☑ Abs 7

(7.53.1.2) Is this a science-based target?

Select from:
☑ Yes, and this target has been approved by the Science Based Targets initiative

(7.53.1.3) Science Based Targets initiative official validation letter

Michelin - SBTi v5.1 Near-Term Approval Letter - Wednesday_ 12 June 2024.pdf

(7.53.1.4) Target ambition

Select from:
☑ 1.5°C aligned

(7.53.1.5) Date target was set

12/30/2023

(7.53.1.6) Target coverage

Select from:

☑ Organization-wide

(7.53.1.7) Greenhouse gases covered by target

Select all that apply

☑ Carbon dioxide (CO2)

(7.53.1.8) Scopes

Select all that apply

☑ Scope 1

☑ Scope 2

(7.53.1.9) Scope 2 accounting method

Select from:

☑ Market-based

(7.53.1.11) End date of base year

12/30/2019

(7.53.1.12) Base year Scope 1 emissions covered by target (metric tons CO2e)

1522486

(7.53.1.13) Base year Scope 2 emissions covered by target (metric tons CO2e)

1701813

(7.53.1.31) Base year total Scope 3 emissions covered by target (metric tons CO2e)

0.000

(7.53.1.32) Total base year emissions covered by target in all selected Scopes (metric tons CO2e)

3224299.000

(7.53.1.33) Base year Scope 1 emissions covered by target as % of total base year emissions in Scope 1

98.8

(7.53.1.34) Base year Scope 2 emissions covered by target as % of total base year emissions in Scope 2

98.8

(7.53.1.53) Base year emissions covered by target in all selected Scopes as % of total base year emissions in all selected Scopes

98.8

(7.53.1.54) End date of target

12/30/2030

(7.53.1.55) Targeted reduction from base year (%)

47.2

(7.53.1.56) Total emissions at end date of target covered by target in all selected Scopes (metric tons CO2e)

1702429.872

(7.53.1.57) Scope 1 emissions in reporting year covered by target (metric tons CO2e)

1047115

(7.53.1.58) Scope 2 emissions in reporting year covered by target (metric tons CO2e)

1264009

(7.53.1.77) Total emissions in reporting year covered by target in all selected scopes (metric tons CO2e)

2311124.000

(7.53.1.78) Land-related emissions covered by target

Select from:

☑ No, it does not cover any land-related emissions (e.g. non-FLAG SBT)

(7.53.1.79) % of target achieved relative to base year

60.00

(7.53.1.80) Target status in reporting year

Select from:

☑ New

(7.53.1.82) Explain target coverage and identify any exclusions

This target covers the whole company perimeter, with some exclusions: We have not included the subsidiaries and joint ventures that are not under operational control per the GHG Protocol and CSRD criteria. List of exclusions which amount is

(7.53.1.83) Target objective

This target has been established to be compliant with our Race to Zero commitment.

(7.53.1.84) Plan for achieving target, and progress made to the end of the reporting year

Our road map is driven by a two-pronged strategy designed to: 1) reduce energy use and 2) shift to a less carbon-intensive energy mix. The first objective is being pursued through an energy efficiency process in the production plants, while the second is being met by activating both structural levers, to upgrade energy supply infrastructure to use less carbon-intensive energies, and market levers to purchase less carbon-intensive energies. To spur progress, an internal carbon price is used

in analyzing return on investment in capital projects. Because the challenge of carbon neutrality can be met only if global energy demand is kept under control, the Group has defined a "prioritizing hierarchy of drivers," applicable to every project impacting the energy consumption of its production plants. 2030 Roadmap Since 2020, the technical levers to be activated over the current decade have been identified and organized into three families: 1. Applications of best technical practices. 2. Process electrification. 3. Heating plant and utility decarbonization projects. In addition to improving energy efficiency, the Group is increasingly using renewable energy in the form of electricity as well as in the form of heat. As part of its commitment to achieving net-zero carbon emissions across its entire production base by 2050, the Group has set an intermediate target of reducing its emissions by 50% by 2030 compared to 2010. In addition to improving energy efficiency, the Group is exploring a wide array of sustainable solutions to use renewable sources to generate not only electricity but also heat by burning biomass and biogas as fuel. The latter is a more difficult challenge, as the commercial supply of sustainably produced biogas and biomass is not growing as fast as the supply of electricity from guaranteed renewable sources. Driving the Group's energy transition 2023-2027 plan The 2023-2027 strategic plan is built on a forecast gain in energy performance of around 3% a year. The capital budget to meet these objectives has been increased to more than 90 million a year.

(7.53.1.85) Target derived using a sectoral decarbonization approach

Select from:

☑ No

Row 9

(7.53.1.1) Target reference number

Select from:

☑ Abs 8

(7.53.1.2) Is this a science-based target?

Select from:

☑ Yes, and this target has been approved by the Science Based Targets initiative

(7.53.1.3) Science Based Targets initiative official validation letter

Michelin - SBTi Net-Zero Approval Letter - Wednesday_ 12 June 2024.pdf

(7.53.1.4) Target ambition

Select from:

☑ 1.5°C aligned

(7.53.1.5) Date target was set

12/30/2023

(7.53.1.6) Target coverage

Select from:

☑ Organization-wide

(7.53.1.7) Greenhouse gases covered by target

Select all that apply

☑ Carbon dioxide (CO2)

(7.53.1.8) Scopes

Select all that apply

☑ Scope 1

☑ Scope 2

(7.53.1.9) Scope 2 accounting method

Select from:

☑ Market-based

(7.53.1.11) End date of base year

12/30/2019

(7.53.1.12) Base year Scope 1 emissions covered by target (metric tons CO2e)

1522486

(7.53.1.13) Base year Scope 2 emissions covered by target (metric tons CO2e)

1701813

(7.53.1.31) Base year total Scope 3 emissions covered by target (metric tons CO2e)

0.000

(7.53.1.32) Total base year emissions covered by target in all selected Scopes (metric tons CO2e)

3224299.000

(7.53.1.33) Base year Scope 1 emissions covered by target as % of total base year emissions in Scope 1

98.8

(7.53.1.34) Base year Scope 2 emissions covered by target as % of total base year emissions in Scope 2

98.8

(7.53.1.53) Base year emissions covered by target in all selected Scopes as % of total base year emissions in all selected Scopes

98.8

(7.53.1.54) End date of target

12/30/2050

(7.53.1.55) Targeted reduction from base year (%)

100

(7.53.1.56) Total emissions at end date of target covered by target in all selected Scopes (metric tons CO2e)

0.000

(7.53.1.57) Scope 1 emissions in reporting year covered by target (metric tons CO2e)

1047115

(7.53.1.58) Scope 2 emissions in reporting year covered by target (metric tons CO2e)

1264009

(7.53.1.77) Total emissions in reporting year covered by target in all selected scopes (metric tons CO2e)

2311124.000

(7.53.1.78) Land-related emissions covered by target

Select from:

☑ No, it does not cover any land-related emissions (e.g. non-FLAG SBT)

(7.53.1.79) % of target achieved relative to base year

28.32

(7.53.1.80) Target status in reporting year

Select from:

☑ New

(7.53.1.82) Explain target coverage and identify any exclusions

This target covers the whole company perimeter, with some exclusions: We have not included the subsidiaries and joint ventures that are not under operational control per the GHG Protocol and CSRD criteria. List of exclusions which amount is

(7.53.1.83) Target objective

This target has been established to be compliant with our Race to Zero commitment.

(7.53.1.84) Plan for achieving target, and progress made to the end of the reporting year

In the long term, reaching net-zero will involve the electrification of our industrial lines, making it possible both to gain in energy efficiency (electric cooking consumes up to 5 times less energy than steam-based cooking) and to use renewable energy sources such as solar, hydro or wind power more easily. By 2050, not all the process of tire manufacture will be converted from thermal energy to power, and bio-energy sourced from sustainably managed sources is part of the Group's strategy for thermal energy production. The Group is also considering the use of electrical boilers. Besides, the Group is organized to carry out technological watch regarding the use of hydrogen as a primary energy, as well as carbon capture.*

(7.53.1.85) Target derived using a sectoral decarbonization approach

Select from:

☑ No

Row 10

(7.53.1.1) Target reference number

Select from:

☑ Abs 9

(7.53.1.2) Is this a science-based target?

Select from:

☑ Yes, and this target has been approved by the Science Based Targets initiative

(7.53.1.3) Science Based Targets initiative official validation letter

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(7.53.1.4) Target ambition

Select from:

☑ 1.5°C aligned

(7.53.1.5) Date target was set

12/30/2023

(7.53.1.6) Target coverage

Select from:

☑ Organization-wide

(7.53.1.7) Greenhouse gases covered by target

Select all that apply

☑ Carbon dioxide (CO2)

(7.53.1.8) Scopes

Select all that apply

☑ Scope 3

(7.53.1.10) Scope 3 categories

Select all that apply

☑ Scope 3, Category 1 – Purchased goods and services

☑ Scope 3, Category 3 – Fuel- and energy- related activities (not included in Scope 1 or 2)

☑ Scope 3, Category 4 – Upstream transportation and distribution

☑ Scope 3, Category 9 – Downstream transportation and distribution

(7.53.1.11) End date of base year

12/30/2019

(7.53.1.14) Base year Scope 3, Category 1: Purchased goods and services emissions covered by target (metric tons CO2e)

8931703

(7.53.1.16) Base year Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) emissions covered by target (metric tons CO2e)

574953

(7.53.1.17) Base year Scope 3, Category 4: Upstream transportation and distribution emissions covered by target (metric tons CO2e)

368596

(7.53.1.22) Base year Scope 3, Category 9: Downstream transportation and distribution emissions covered by target (metric tons CO2e)

981722

(7.53.1.31) Base year total Scope 3 emissions covered by target (metric tons CO2e)

10856974.000

(7.53.1.32) Total base year emissions covered by target in all selected Scopes (metric tons CO2e)

10856974.000

(7.53.1.35) Base year Scope 3, Category 1: Purchased goods and services emissions covered by target as % of total base year emissions in Scope 3, Category 1: Purchased goods and services (metric tons CO2e)

85

(7.53.1.37) Base year Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) emissions covered by target as % of total base year emissions in Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) (metric tons CO2e)

97.3

(7.53.1.38) Base year Scope 3, Category 4: Upstream transportation and distribution covered by target as % of total base year emissions in Scope 3, Category 4: Upstream transportation and distribution (metric tons CO2e)

29

(7.53.1.43) Base year Scope 3, Category 9: Downstream transportation and distribution emissions covered by target as % of total base year emissions in Scope 3, Category 9: Downstream transportation and distribution (metric tons CO2e)

97.3

(7.53.1.52) Base year total Scope 3 emissions covered by target as % of total base year emissions in Scope 3 (in all Scope 3 categories)

72.6

(7.53.1.53) Base year emissions covered by target in all selected Scopes as % of total base year emissions in all selected Scopes

72.6

(7.53.1.54) End date of target

12/30/2030

(7.53.1.55) Targeted reduction from base year (%)

27.5

(7.53.1.56) Total emissions at end date of target covered by target in all selected Scopes (metric tons CO2e)

7871306.150

(7.53.1.59) Scope 3, Category 1: Purchased goods and services emissions in reporting year covered by target (metric tons CO2e)

7698881

(7.53.1.61) Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) emissions in reporting year covered by target (metric tons CO2e)

466416

(7.53.1.62) Scope 3, Category 4: Upstream transportation and distribution emissions in reporting year covered by target (metric tons CO2e)

298755

(7.53.1.67) Scope 3, Category 9: Downstream transportation and distribution emissions in reporting year covered by target (metric tons CO2e)

737471

(7.53.1.76) Total Scope 3 emissions in reporting year covered by target (metric tons CO2e)

9201523.000

(7.53.1.77) Total emissions in reporting year covered by target in all selected scopes (metric tons CO2e)

9201523.000

(7.53.1.78) Land-related emissions covered by target

Select from:

☑ No, it does not cover any land-related emissions (e.g. non-FLAG SBT)

(7.53.1.79) % of target achieved relative to base year

55.45

(7.53.1.80) Target status in reporting year

Select from:

☑ New

(7.53.1.82) Explain target coverage and identify any exclusions

This target covers the whole company perimeter, with some exclusions: Subsidiaries and joint ventures Camso, Fenner, AlloPneu, Ihle, Masternaut, Sascar have been excluded of the inventory for those categories that represent 2.73% of total scope 3 emissions: 1 - Purchased goods and services: 1.96% 2 - Capital goods: 0.03% 4 - Upstream transportation & distribution: 0.01% 5 - Waste generated in operations: 0.03% 6 - Business travel: 0.10% 7 - Employee commuting: 0.11% 8 - Upstream leased assets: 0.03% 9 - Downstream transportation & distribution: 0.11% 12 - End-of-life treatment of sold products: 0.18% 14 - Franchises: 0.17%

(7.53.1.83) Target objective

This target has been established to be compliant with our Race to Zero commitment.

(7.53.1.84) Plan for achieving target, and progress made to the end of the reporting year

We expect emissions from raw materials purchases to be reduced through 3 levers: - Replacing raw materials with renewable or recycled materials. Michelin is committed to using 40% of these materials in its products by 2030 and 100% by 2050. These materials have a lower carbon footprint than non-renewable materials. - Taking into account the reduction in national emission factors (notably electricity) in the countries where we source our raw materials. - Specific work with each raw materials supplier. For upstream and downstream logistics, we work on 3 levers: - Transport less - Transport better - Transport differently For upstream energy, energy savings and the transition from carbon-based energies to renewable energies enable us to reduce our indirect emissions.

(7.53.1.85) Target derived using a sectoral decarbonization approach

Select from:

☑ No

Row 11

(7.53.1.1) Target reference number

Select from:

☑ Abs 10

(7.53.1.2) Is this a science-based target?

Select from:

☑ Yes, and this target has been approved by the Science Based Targets initiative

(7.53.1.3) Science Based Targets initiative official validation letter

Michelin - SBTi Net-Zero Approval Letter - Wednesday_ 12 June 2024.pdf

(7.53.1.4) Target ambition

Select from:
☑ 1.5°C aligned

(7.53.1.5) Date target was set

12/30/2023

(7.53.1.6) Target coverage

Select from:
☑ Organization-wide

(7.53.1.7) Greenhouse gases covered by target

Select all that apply
☑ Carbon dioxide (CO2)

(7.53.1.8) Scopes

Select all that apply
☑ Scope 3

(7.53.1.10) Scope 3 categories

Select all that apply
☑ Scope 3, Category 14 – Franchises
☑ Scope 3, Category 15 – Investments
☑ Scope 3, Category 8 - Upstream leased assets
☑ Scope 3, Category 1 – Purchased goods and services

☑ Scope 3, Category 2 – Capital goods
☑ Scope 3, Category 5 – Waste generated in operations
☑ Scope 3, Category 6 – Business travel
☑ Scope 3, Category 12 – End-of-life treatment of sold products
☑ Scope 3, Category 7 – Employee commuting
☑ Scope 3, Category 4 – Upstream transportation and distribution
☑ Scope 3, Category 9 – Downstream transportation and distribution
☑ Scope 3, Category 3 – Fuel- and energy- related activities (not included in Scope 1 or 2)

(7.53.1.11) End date of base year

12/30/2019

(7.53.1.14) Base year Scope 3, Category 1: Purchased goods and services emissions covered by target (metric tons CO2e)

10507886

(7.53.1.15) Base year Scope 3, Category 2: Capital goods emissions covered by target (metric tons CO2e)

561141

(7.53.1.16) Base year Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) emissions covered by target (metric tons CO2e)

574953

(7.53.1.17) Base year Scope 3, Category 4: Upstream transportation and distribution emissions covered by target (metric tons CO2e)

1271021

(7.53.1.18) Base year Scope 3, Category 5: Waste generated in operations emissions covered by target (metric tons CO2e)

96882

(7.53.1.19) Base year Scope 3, Category 6: Business travel emissions covered by target (metric tons CO2e)

33888

(7.53.1.20) Base year Scope 3, Category 7: Employee commuting emissions covered by target (metric tons CO2e)

230545

(7.53.1.21) Base year Scope 3, Category 8: Upstream leased assets emissions covered by target (metric tons CO2e)

42172

(7.53.1.22) Base year Scope 3, Category 9: Downstream transportation and distribution emissions covered by target (metric tons CO2e)

981722

(7.53.1.25) Base year Scope 3, Category 12: End-of-life treatment of sold products emissions covered by target (metric tons CO2e)

270820

(7.53.1.27) Base year Scope 3, Category 14: Franchises emissions covered by target (metric tons CO2e)

233589

(7.53.1.28) Base year Scope 3, Category 15: Investments emissions covered by target (metric tons CO2e)

150199

(7.53.1.31) Base year total Scope 3 emissions covered by target (metric tons CO2e)

14954818.000

(7.53.1.32) Total base year emissions covered by target in all selected Scopes (metric tons CO2e)

14954818.000

(7.53.1.35) Base year Scope 3, Category 1: Purchased goods and services emissions covered by target as % of total base year emissions in Scope 3, Category 1: Purchased goods and services (metric tons CO2e)

97.3

(7.53.1.36) Base year Scope 3, Category 2: Capital goods emissions covered by target as % of total base year emissions in Scope 3, Category 2: Capital goods (metric tons CO2e)

97.3

(7.53.1.37) Base year Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) emissions covered by target as % of total base year emissions in Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) (metric tons CO2e)

97.3

(7.53.1.38) Base year Scope 3, Category 4: Upstream transportation and distribution covered by target as % of total base year emissions in Scope 3, Category 4: Upstream transportation and distribution (metric tons CO2e)

97.3

(7.53.1.39) Base year Scope 3, Category 5: Waste generated in operations emissions covered by target as % of total base year emissions in Scope 3, Category 5: Waste generated in operations (metric tons CO2e)

97.3

(7.53.1.40) Base year Scope 3, Category 6: Business travel emissions covered by target as % of total base year emissions in Scope 3, Category 6: Business travel (metric tons CO2e)

97.3

(7.53.1.41) Base year Scope 3, Category 7: Employee commuting covered by target as % of total base year emissions in Scope 3, Category 7: Employee commuting (metric tons CO2e)

97.3

(7.53.1.42) Base year Scope 3, Category 8: Upstream leased assets emissions covered by target as % of total base year emissions in Scope 3, Category 8: Upstream leased assets (metric tons CO2e)

97.3

(7.53.1.43) Base year Scope 3, Category 9: Downstream transportation and distribution emissions covered by target as % of total base year emissions in Scope 3, Category 9: Downstream transportation and distribution (metric tons CO2e)

97.3

(7.53.1.46) Base year Scope 3, Category 12: End-of-life treatment of sold products emissions covered by target as % of total base year emissions in Scope 3, Category 12: End-of-life treatment of sold products (metric tons CO2e)

97.3

(7.53.1.48) Base year Scope 3, Category 14: Franchises emissions covered by target as % of total base year emissions in Scope 3, Category 14: Franchises (metric tons CO2e)

97.3

(7.53.1.49) Base year Scope 3, Category 15: Investments emissions covered by target as % of total base year emissions in Scope 3, Category 15: Investments (metric tons CO2e)

97.3

(7.53.1.52) Base year total Scope 3 emissions covered by target as % of total base year emissions in Scope 3 (in all Scope 3 categories)

97.3

(7.53.1.53) Base year emissions covered by target in all selected Scopes as % of total base year emissions in all selected Scopes

96.3

(7.53.1.54) End date of target

12/30/2050

(7.53.1.55) Targeted reduction from base year (%)

100

(7.53.1.56) Total emissions at end date of target covered by target in all selected Scopes (metric tons CO2e)

0.000

(7.53.1.59) Scope 3, Category 1: Purchased goods and services emissions in reporting year covered by target (metric tons CO2e)

9474812

(7.53.1.60) Scope 3, Category 2: Capital goods emissions in reporting year covered by target (metric tons CO2e)

523716

(7.53.1.61) Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) emissions in reporting year covered by target (metric tons CO2e)

466416

(7.53.1.62) Scope 3, Category 4: Upstream transportation and distribution emissions in reporting year covered by target (metric tons CO2e)

1170951

(7.53.1.63) Scope 3, Category 5: Waste generated in operations emissions in reporting year covered by target (metric tons CO2e)

101931

(7.53.1.64) Scope 3, Category 6: Business travel emissions in reporting year covered by target (metric tons CO2e)

24075

(7.53.1.65) Scope 3, Category 7: Employee commuting emissions in reporting year covered by target (metric tons CO2e)

241196

(7.53.1.66) Scope 3, Category 8: Upstream leased assets emissions in reporting year covered by target (metric tons CO2e)

741237

(7.53.1.67) Scope 3, Category 9: Downstream transportation and distribution emissions in reporting year covered by target (metric tons CO2e)

737471

(7.53.1.70) Scope 3, Category 12: End-of-life treatment of sold products emissions in reporting year covered by target (metric tons CO2e)

247044

(7.53.1.72) Scope 3, Category 14: Franchises emissions in reporting year covered by target (metric tons CO2e)

250584

(7.53.1.73) Scope 3, Category 15: Investments emissions in reporting year covered by target (metric tons CO2e)

187735

(7.53.1.76) Total Scope 3 emissions in reporting year covered by target (metric tons CO2e)

14167168.000

(7.53.1.77) Total emissions in reporting year covered by target in all selected scopes (metric tons CO2e)

14167168.000

(7.53.1.78) Land-related emissions covered by target

Select from:

☑ No, it does not cover any land-related emissions (e.g. non-FLAG SBT)

(7.53.1.79) % of target achieved relative to base year

5.27

(7.53.1.80) Target status in reporting year

Select from:

☑ New

(7.53.1.82) Explain target coverage and identify any exclusions

This target covers the whole company perimeter, with some exclusions: Subsidiaries and joint ventures Camso, Fenner, AlloPneu, Ihle, Masternaut, Sascar have been excluded of the inventory for those categories that represent 2.73% of total scope 3 emissions: 1 - Purchased goods and services: 1.96% 2 - Capital goods: 0.03% 4 - Upstream transportation & distribution: 0.01% 5 - Waste generated in operations: 0.03% 6 - Business travel: 0.10% 7 - Employee commuting: 0.11% 8 - Upstream leased assets: 0.03% 9 - Downstream transportation & distribution: 0.11% 12 - End-of-life treatment of sold products: 0.18% 14 - Franchises: 0.17%

(7.53.1.83) Target objective

This target has been established to be compliant with our Race to Zero commitment.

(7.53.1.84) Plan for achieving target, and progress made to the end of the reporting year

We expect emissions from raw materials purchases to be reduced through 3 levers: - Replacing raw materials with renewable or recycled materials. Michelin is committed to using 40% of these materials in its products by 2030 and 100% by 2050. These materials have a lower carbon footprint than non-renewable materials. - Taking into account the reduction in national emission factors (notably electricity) in the countries where we source our raw materials. - Specific work with each raw materials supplier. For upstream and downstream logistics, we work on 3 levers: - Transport less - Transport better - Transport differently For upstream energy, energy savings and the transition from carbon-based energies to renewable energies enable us to reduce our indirect emissions.

(7.53.1.85) Target derived using a sectoral decarbonization approach

Select from:

☑ No

[Add row]

(7.54) Did you have any other climate-related targets that were active in the reporting year?

Select all that apply

☑ Targets to increase or maintain low-carbon energy consumption or production

☑ Net-zero targets

☑ Other climate-related targets

(7.54.1) Provide details of your targets to increase or maintain low-carbon energy consumption or production.

Row 1

(7.54.1.1) Target reference number

Select from:

☑ Low 2

(7.54.1.2) Date target was set

12/30/2023

(7.54.1.3) Target coverage

Select from:

☑ Organization-wide

(7.54.1.4) Target type: energy carrier

Select from:

☑ Electricity

(7.54.1.5) Target type: activity

Select from:

☑ Consumption

(7.54.1.6) Target type: energy source

Select from:

☑ Renewable energy source(s) only

(7.54.1.7) End date of base year

12/30/2019

(7.54.1.8) Consumption or production of selected energy carrier in base year (MWh)

1525357

(7.54.1.9) % share of low-carbon or renewable energy in base year

13.3

(7.54.1.10) End date of target

12/30/2030

(7.54.1.11) % share of low-carbon or renewable energy at end date of target

87

(7.54.1.12) % share of low-carbon or renewable energy in reporting year

23.8

(7.54.1.13) % of target achieved relative to base year

14.25

(7.54.1.14) Target status in reporting year

Select from:

☑ Underway

(7.54.1.16) Is this target part of an emissions target?

Abs7 and Abs8

(7.54.1.17) Is this target part of an overarching initiative?

Select all that apply

☑ Science Based Targets initiative

(7.54.1.18) Science Based Targets initiative official validation letter

Michelin - SBTi v5.1 Near-Term Approval Letter - Wednesday_ 12 June 2024.pdf

(7.54.1.19) Explain target coverage and identify any exclusions

In accordance with the GHG Protocol, Scope 1, 2 and 3 inventory is calculated for an overall base corresponding to the Group's consolidated financial reporting. Exclusion perimeter is explain in 7.4.1

(7.54.1.20) Target objective

This target has not been set as a target in itself, but as a projection of what will be needed to reach our targets in absolute value by 2030 (Abs7 and Abs8).

(7.54.1.21) Plan for achieving target, and progress made to the end of the reporting year

At the end of the reporting year: - % sustainable thermal energy: 1% - sustainable electricity: 53,1% Europe zone is mostly driving the progress until now. Plan consists in continuing the work to improve sustainable thermal and electrical energy share with: - Renewable energy project implementation/contribution of development (solar pannels, biomass boilers). - Energy purchases covered by energy attribute certificates.

Row 2

(7.54.1.1) Target reference number

Select from:

☑ Low 1

(7.54.1.2) Date target was set

12/30/2020

(7.54.1.3) Target coverage

Select from:

☑ Organization-wide

(7.54.1.4) Target type: energy carrier

Select from:

☑ Electricity

(7.54.1.5) Target type: activity

Select from:

☑ Consumption

(7.54.1.6) Target type: energy source

Select from:

☑ Renewable energy source(s) only

(7.54.1.7) End date of base year

12/30/2010

(7.54.1.8) Consumption or production of selected energy carrier in base year (MWh)

8612

(7.54.1.9) % share of low-carbon or renewable energy in base year

0.2

(7.54.1.10) End date of target

12/30/2030

(7.54.1.11) % share of low-carbon or renewable energy at end date of target

45

(7.54.1.12) % share of low-carbon or renewable energy in reporting year

23

(7.54.1.13) % of target achieved relative to base year

50.89

(7.54.1.14) Target status in reporting year

Select from:
☑ Replaced

(7.54.1.15) Explain the reasons for the revision, replacement, or retirement of the target

Change of base year.

(7.54.1.16) Is this target part of an emissions target?

Abs 1, 2, 3 and 5

(7.54.1.17) Is this target part of an overarching initiative?

Select all that apply

☑ Science Based Targets initiative

(7.54.1.18) Science Based Targets initiative official validation letter

MICH-FRA-003-OFF Certificate Target 2022 by SBTi.pdf

(7.54.1.19) Explain target coverage and identify any exclusions

In accordance with the GHG Protocol, Scope 1, 2 and 3 inventory is calculated for an overall base corresponding to the Group's consolidated operationnal reporting, with the calculations for each Scope based on GHG Protocol methodologies and guidelines. Operations excluded: Retail distribution (3 %) are excluded because they are not material against our primary operations. HFC (0,34%) are excluded because the quantities emitted are not material compared with primary operations. Facilities excluded: Wholesale distribution Michelin-owned warehouses are excluded because they are not material against our primary operations and industrial sites (0.61 %). Operations excluded: Michelin Air Service (0.22 %) are excluded because they are not material against our primary operations. In the framework of our proposed science-based targets, validated by the SBTi in April 2020, we updated our estimate of all potential exclusions: together they represents 4.25%, or less than 5% which is the maximum allowed according to the Greenhouse Gas Protocol.

(7.54.1.20) Target objective

This target has not been set as a target in itself, but as a projection of what will be needed to reach our targets in absolute value by 2030 (Abs7 and Abs8).
[Add row]

(7.54.2) Provide details of any other climate-related targets, including methane reduction targets.

Row 1

(7.54.2.1) Target reference number

Select from:

☑ Oth 3

(7.54.2.2) Date target was set

12/30/2020

(7.54.2.3) Target coverage

Select from:

☑ Organization-wide

(7.54.2.4) Target type: absolute or intensity

Select from:

☑ Absolute

(7.54.2.5) Target type: category & Metric (target numerator if reporting an intensity target)

Engagement with suppliers

☑ Percentage of suppliers (by emissions) with a science-based target

(7.54.2.7) End date of base year

12/30/2019

(7.54.2.8) Figure or percentage in base year

0

(7.54.2.9) End date of target

12/30/2024

(7.54.2.10) Figure or percentage at end of date of target

70

(7.54.2.11) Figure or percentage in reporting year

42

(7.54.2.12) % of target achieved relative to base year

60.0000000000

(7.54.2.13) Target status in reporting year

Select from:

☑ Underway

(7.54.2.15) Is this target part of an emissions target?

Not part of emissions target

(7.54.2.16) Is this target part of an overarching initiative?

Select all that apply

☑ Science Based Targets initiative – approved supplier engagement target

(7.54.2.17) Science Based Targets initiative official validation letter

MICH-FRA-003-OFF Certificate Target 2022 by SBTi.pdf

(7.54.2.18) Please explain target coverage and identify any exclusions

This target is part of the SBT target that has been approved by the SBTi. The approved target is the following: "Michelin commits that 70% of its suppliers by emissions covering purchased goods and services will have science-based targets by 2024." Purchased goods and services emissions are represented by the Scope 3 category 1 emissions, per GHG protocol.

(7.54.2.19) Target objective

We have achieved 42%. However we have received formal commitments from most of the targeted suppliers to set a SBT by 2024.

(7.54.2.20) Plan for achieving target, and progress made to the end of the reporting year

We have received formal commitments from most of the targeted suppliers to set a SBT by 2024.

Row 3

(7.54.2.1) Target reference number

Select from:

☑ Oth 4

(7.54.2.2) Date target was set

12/30/2016

(7.54.2.3) Target coverage

Select from:

☑ Site/facility

(7.54.2.4) Target type: absolute or intensity

Select from:

☑ Absolute

(7.54.2.5) Target type: category & Metric (target numerator if reporting an intensity target)

Energy productivity

☑ Other, energy productivity, please specify :Area (ha) of degraded landscape planted with rubber trees

(7.54.2.7) End date of base year

12/30/2016

(7.54.2.8) Figure or percentage in base year

0

(7.54.2.9) End date of target

12/30/2027

(7.54.2.10) Figure or percentage at end of date of target

25000

(7.54.2.11) Figure or percentage in reporting year

21250

(7.54.2.12) % of target achieved relative to base year

85.0000000000

(7.54.2.13) Target status in reporting year

Select from:

☑ Underway

(7.54.2.15) Is this target part of an emissions target?

Not part of emissions target

(7.54.2.16) Is this target part of an overarching initiative?

Select all that apply

☑ Remove deforestation

(7.54.2.18) Please explain target coverage and identify any exclusions

This target corresponds to the sustainable land use (including reforestation) of 3 concessions totaling 88,000 ha in the provinces of Jambi and East Kalimantan in Indonesia which have been affected by deforestation. In addition to protecting the remaining forest, up to 25,000 hectares of non-HCV and non-HCS area will be

planted with rubber trees by 2027. This target was revised from earlier targets due to operational complexities on the ground, which include allocating adequate time for free, prior and informed consent processes with local communities.

(7.54.2.19) Target objective

• Our Indonesia sites of RLU (Royal Lestari Utama) continues to implement planting activity in accordance with HCV and HCS assessment results. • Planting activities follow the direction of the Chief Agricultural Officer, and consist of high-performing rubber tree varieties. • 21,250 hectares of rubber trees have been planted by the end of 2023 (including the write-offs).

(7.54.2.20) Plan for achieving target, and progress made to the end of the reporting year

The road-map of plantation is established and on-going.

Row 4

(7.54.2.1) Target reference number

Select from:

☑ Oth 1

(7.54.2.2) Date target was set

12/30/2019

(7.54.2.3) Target coverage

Select from:

☑ Organization-wide

(7.54.2.4) Target type: absolute or intensity

Select from:

☑ Intensity

(7.54.2.5) Target type: category & Metric (target numerator if reporting an intensity target)

Energy consumption or efficiency

☑ GJ

(7.54.2.6) Target denominator (intensity targets only)

Select from:

☑ Other, please specify :metric ton of semi-finished and finished product

(7.54.2.7) End date of base year

12/30/2019

(7.54.2.8) Figure or percentage in base year

4.398

(7.54.2.9) End date of target

12/30/2030

(7.54.2.10) Figure or percentage at end of date of target

3.346

(7.54.2.11) Figure or percentage in reporting year

4.281

(7.54.2.12) % of target achieved relative to base year

11.1216730038

(7.54.2.13) Target status in reporting year

Select from:

☑ Underway

(7.54.2.15) Is this target part of an emissions target?

The target is part of our 2030 SBTi target (Abs7) and of our 2050 target to reach zero net CO2 emission vs 2019 (Abs 8)

(7.54.2.16) Is this target part of an overarching initiative?

Select all that apply

☑ Science Based targets initiative - approved other

(7.54.2.17) Science Based Targets initiative official validation letter

Michelin - SBTi v5.1 Near-Term Approval Letter - Wednesday_ 12 June 2024.pdf

(7.54.2.18) Please explain target coverage and identify any exclusions

In accordance with the GHG Protocol, Scope 1, 2 and 3 inventory is calculated for an overall base corresponding to the Group's consolidated operational reporting. Exclusion perimeter is explain in 7.4.1

(7.54.2.19) Target objective

In 2023, the Group's energy consumption stood at 4,28 GJ per tonne of semi-finished productfinished product. Energy efficiency improved by 1.56% year-on-year in 2023. The performance, which fell short of the targeted 3% a year, stemmed from fixed energy use. In response to the energy crisis in Europe, in 2022 the Group launched an energy conservation plan.

(7.54.2.20) Plan for achieving target, and progress made to the end of the reporting year

The plan to achieve the target is supported by the following levers: 1. Applications of best technical practices (Temperature setpoint per building per season, control of fluid leaks, management of production shutdowns and restarts...). 2. Process electrification. 3. Heating plant and utility decarbonization projects. Together, these projects are expected to improve energy efficiency by 24% in 2030 compared to 2019. The capital budget to meet our objectives will remain around an average 90 million a year.

Row 5

(7.54.2.1) Target reference number

Select from:

☑ Oth 2

(7.54.2.2) Date target was set

12/30/2021

(7.54.2.3) Target coverage

Select from:

☑ Organization-wide

(7.54.2.4) Target type: absolute or intensity

Select from:

☑ Absolute

(7.54.2.5) Target type: category & Metric (target numerator if reporting an intensity target)

Energy productivity

☑ Other, energy productivity, please specify :Purchasing spend amount covered by CSR assessments

(7.54.2.7) End date of base year

12/30/2021

(7.54.2.8) Figure or percentage in base year

60.0

(7.54.2.9) End date of target

12/30/2030

(7.54.2.10) Figure or percentage at end of date of target

70

(7.54.2.11) Figure or percentage in reporting year

72

(7.54.2.12) % of target achieved relative to base year

120.0000000000

(7.54.2.13) Target status in reporting year

Select from:

☑ Underway

(7.54.2.15) Is this target part of an emissions target?

Not part of emissions target

(7.54.2.16) Is this target part of an overarching initiative?

Select all that apply

☑ No, it's not part of an overarching initiative

(7.54.2.18) Please explain target coverage and identify any exclusions

Since 2012, Michelin has evaluated the CSR performance of its key suppliers through EcoVadis. The Group assures a regular follow up of suppliers with which it works with through evaluations of their performance including CSR performance. The Group Sustainable Purchasing Policy released in 2021 introduced a new goal for 2030 to have 70% of the purchasing spend covered by supplier CSR surveys, covering the whole Group.

(7.54.2.19) Target objective

End of 2023, about 72% of the purchasing spend covered by supplier CSR surveys. Coverage increases as we are requesting more companies to respond to the CSR surveys, and are taking action to make sure that suppliers do respond.

(7.54.2.20) Plan for achieving target, and progress made to the end of the reporting year

Coverage increases as we are requesting more companies to respond to the CSR surveys, and are taking action to make sure that suppliers do respond.
[Add row]

(7.54.3) Provide details of your net-zero target(s).

Row 1

(7.54.3.1) Target reference number

Select from:
☑ NZ2

(7.54.3.2) Date target was set

12/30/2023

(7.54.3.3) Target Coverage

Select from:
☑ Organization-wide

(7.54.3.4) Targets linked to this net zero target

Select all that apply
☑ Abs8
☑ Abs10

(7.54.3.5) End date of target for achieving net zero

12/30/2050

(7.54.3.6) Is this a science-based target?

Select from:

☑ Yes, and this target has been approved by the Science Based Targets initiative

(7.54.3.7) Science Based Targets initiative official validation letter

Michelin - SBTi Net-Zero Approval Letter - Wednesday_ 12 June 2024.pdf

(7.54.3.8) Scopes

Select all that apply

☑ Scope 1

☑ Scope 2

☑ Scope 3

(7.54.3.9) Greenhouse gases covered by target

Select all that apply

☑ Carbon dioxide (CO2)

(7.54.3.10) Explain target coverage and identify any exclusions

Scopes 1&2 inventory: Greenhouse gases excluded: CH4, N2O, HFC HFC (0.37%), CH4 (0.07%) and N2O (0.01%) are excluded because the quantities emitted are not material compared with primary operations. They are part of the 1.18% excluded from the Scopes 1&2 inventory. Facilities excluded: Wholesale distribution Michelin-owned warehouses are excluded from Scopes 1&2 because they are not material against our primary operations and industrial sites (0.40%). Activities excluded: Testing- (testing-ground vehicles 0.15% Geographies excluded: No Operations excluded: Wholesales and retail distribution by companies other than Euromaster (0.04%), Michelin Air Service (0.14%) are excluded from the Scopes 1&2 inventory because they are not material against our primary operations. Other exclusions: No Scope 3 inventory: Subsidiaries and joint ventures Camso, Fenner, Multistrada, AlloPneu, Ihle, Masternaut, Sascar have been excluded of the inventory for those categories that represent 2.73% of total scope 3 emissions: 1 - Purchased goods and services: 1.96% 2 - Capital goods: 0.03% 4 - Upstream transportation & distribution: 0.01% 5 - Waste generated in operations: 0.03% 6 - Business travel: 0.10% 7 - Employee commuting: 0.11% 8 - Upstream leased assets: 0.03% 9 - Downstream transportation & distribution: 0.11% 12 - End-of-life treatment of sold products: 0.18% 14 - Franchises: 0.17%

(7.54.3.11) Target objective

To contribute to the global effort to reach Net Zero emissions at a global scale. To be in accordance with our Race to Zero commitment.

(7.54.3.12) Do you intend to neutralize any residual emissions with permanent carbon removals at the end of the target?

Select from:

☑ Yes

(7.54.3.13) Do you plan to mitigate emissions beyond your value chain?

Select from:

☑ No, we do not plan to mitigate emissions beyond our value chain

(7.54.3.14) Do you intend to purchase and cancel carbon credits for neutralization and/or beyond value chain mitigation?

Select all that apply

☑ No, we do not plan to purchase and cancel carbon credits for neutralization and/or beyond value chain mitigation

(7.54.3.15) Planned milestones and/or near-term investments for neutralization at the end of the target

No planned milestone or near term investments for neutralization included in our current roadmaps. Priority will be given to mitigation down to zero. We are studying the feasibility of CCS (Carbon Capture and Storage).

(7.54.3.17) Target status in reporting year

Select from:

☑ New

(7.54.3.19) Process for reviewing target

The targets revision process will be following all the triggering elements described in the GhG Protocol and SBTi guidance documents. The significance thresholds and frequencies of re-examination are determined based on the best possible balance between materiality and required depth of analysis. The 3 triggers are Calculation methodology and accuracy, Structural changes and Growing exclusions
[Add row]

(7.55) Did you have emissions reduction initiatives that were active within the reporting year? Note that this can include those in the planning and/or implementation phases.

Select from:

☑ Yes

(7.55.1) Identify the total number of initiatives at each stage of development, and for those in the implementation stages, the estimated CO2e savings.

	Number of initiatives	Total estimated annual CO2e savings in metric tonnes CO2e (only for rows marked *)
Under investigation	*1163*	*`Numeric input*
To be implemented	*291*	*224138*
Implementation commenced	*3*	*158360*
Implemented	*362*	*48100*
Not to be implemented	*0*	*`Numeric input*

[Fixed row]

(7.55.2) Provide details on the initiatives implemented in the reporting year in the table below.

Row 1

(7.55.2.1) Initiative category & Initiative type

Energy efficiency in buildings

☑ Heating, Ventilation and Air Conditioning (HVAC)

(7.55.2.2) Estimated annual CO2e savings (metric tonnes CO2e)

515

(7.55.2.3) Scope(s) or Scope 3 category(ies) where emissions savings occur

Select all that apply

☑ Scope 1

☑ Scope 2 (market-based)

(7.55.2.4) Voluntary/Mandatory

Select from:

☑ Voluntary

(7.55.2.5) Annual monetary savings (unit currency – as specified in C0.4)

576345

(7.55.2.6) Investment required (unit currency – as specified in C0.4)

2551000

(7.55.2.7) Payback period

Select from:

☑ 4-10 years

(7.55.2.8) Estimated lifetime of the initiative

Select from:

☑ 11-15 years

(7.55.2.9) Comment

Monetary savings are estimates based on the difference in energy expenditure between 2022 and 2023. The evolution in the unit price of energy has been removed in order to estimate the savings due solely to the projects.

Row 2

(7.55.2.1) Initiative category & Initiative type

Energy efficiency in buildings

☑ Lighting

(7.55.2.2) Estimated annual CO2e savings (metric tonnes CO2e)

608

(7.55.2.3) Scope(s) or Scope 3 category(ies) where emissions savings occur

Select all that apply

☑ Scope 2 (market-based)

(7.55.2.4) Voluntary/Mandatory

Select from:

☑ Voluntary

(7.55.2.5) Annual monetary savings (unit currency – as specified in C0.4)

680413

(7.55.2.6) Investment required (unit currency – as specified in C0.4)

3012000

(7.55.2.7) Payback period

Select from:

☑ 1-3 years

(7.55.2.8) Estimated lifetime of the initiative

Select from:

☑ 11-15 years

(7.55.2.9) Comment

Monetary savings are estimates based on the difference in energy expenditure between 2022 and 2023. The evolution in the unit price of energy has been removed in order to estimate the savings due solely to the projects.

Row 3

(7.55.2.1) Initiative category & Initiative type

Energy efficiency in production processes

☑ Waste heat recovery

(7.55.2.2) Estimated annual CO2e savings (metric tonnes CO2e)

200

(7.55.2.3) Scope(s) or Scope 3 category(ies) where emissions savings occur

Select all that apply

☑ Scope 1

(7.55.2.4) Voluntary/Mandatory

Select from:

☑ Voluntary

(7.55.2.5) Annual monetary savings (unit currency – as specified in C0.4)

224230

(7.55.2.6) Investment required (unit currency – as specified in C0.4)

993000

(7.55.2.7) Payback period

Select from:

☑ 4-10 years

(7.55.2.8) Estimated lifetime of the initiative

Select from:

☑ 6-10 years

(7.55.2.9) Comment

Monetary savings are estimates based on the difference in energy expenditure between 2022 and 2023. The evolution in the unit price of energy has been removed in order to estimate the savings due solely to the projects.

Row 4

(7.55.2.1) Initiative category & Initiative type

Energy efficiency in production processes

☑ Cooling technology

(7.55.2.2) Estimated annual CO2e savings (metric tonnes CO2e)

3008

(7.55.2.3) Scope(s) or Scope 3 category(ies) where emissions savings occur

Select all that apply

☑ Scope 2 (market-based)

(7.55.2.4) Voluntary/Mandatory

Select from:

☑ Voluntary

(7.55.2.5) Annual monetary savings (unit currency – as specified in C0.4)

3367045

(7.55.2.6) Investment required (unit currency – as specified in C0.4)

4712000

(7.55.2.7) Payback period

Select from:

☑ 1-3 years

(7.55.2.8) Estimated lifetime of the initiative

Select from:

☑ 6-10 years

(7.55.2.9) Comment

Monetary savings are estimates based on the difference in energy expenditure between 2022 and 2023. The evolution in the unit price of energy has been removed in order to estimate the savings due solely to the projects.

Row 5

(7.55.2.1) Initiative category & Initiative type

Energy efficiency in production processes

☑ Compressed air

(7.55.2.2) Estimated annual CO2e savings (metric tonnes CO2e)

671

(7.55.2.3) Scope(s) or Scope 3 category(ies) where emissions savings occur

Select all that apply

☑ Scope 2 (market-based)

(7.55.2.4) Voluntary/Mandatory

Select from:

☑ Voluntary

(7.55.2.5) Annual monetary savings (unit currency – as specified in C0.4)

751296

(7.55.2.6) Investment required (unit currency – as specified in C0.4)

3326000

(7.55.2.7) Payback period

Select from:

☑ 4-10 years

(7.55.2.8) Estimated lifetime of the initiative

Select from:

☑ 6-10 years

(7.55.2.9) Comment

Monetary savings are estimates based on the difference in energy expenditure between 2022 and 2023. The evolution in the unit price of energy has been removed in order to estimate the savings due solely to the projects.

Row 6

(7.55.2.1) Initiative category & Initiative type

Energy efficiency in production processes

☑ Reuse of steam

(7.55.2.2) Estimated annual CO2e savings (metric tonnes CO2e)

256

(7.55.2.3) Scope(s) or Scope 3 category(ies) where emissions savings occur

Select all that apply

☑ Scope 1

(7.55.2.4) Voluntary/Mandatory

Select from:

☑ Voluntary

(7.55.2.5) Annual monetary savings (unit currency – as specified in C0.4)

286228

(7.55.2.6) Investment required (unit currency – as specified in C0.4)

1267000

(7.55.2.7) Payback period

Select from:

☑ 4-10 years

(7.55.2.8) Estimated lifetime of the initiative

Select from:

☑ 6-10 years

(7.55.2.9) Comment

Monetary savings are estimates based on the difference in energy expenditure between 2022 and 2023. The evolution in the unit price of energy has been removed in order to estimate the savings due solely to the projects.

Row 7

(7.55.2.1) Initiative category & Initiative type

Energy efficiency in production processes

☑ Smart control system

(7.55.2.2) Estimated annual CO2e savings (metric tonnes CO2e)

440

(7.55.2.3) Scope(s) or Scope 3 category(ies) where emissions savings occur

Select all that apply

☑ Scope 1

☑ Scope 2 (market-based)

(7.55.2.4) Voluntary/Mandatory

Select from:

☑ Voluntary

(7.55.2.5) Annual monetary savings (unit currency – as specified in C0.4)

492149

(7.55.2.6) Investment required (unit currency – as specified in C0.4)

2179000

(7.55.2.7) Payback period

Select from:

☑ 4-10 years

(7.55.2.8) Estimated lifetime of the initiative

Select from:

☑ 11-15 years

(7.55.2.9) Comment

Monetary savings are estimates based on the difference in energy expenditure between 2022 and 2023. The evolution in the unit price of energy has been removed in order to estimate the savings due solely to the projects.

Row 8

(7.55.2.1) Initiative category & Initiative type

Energy efficiency in production processes

☑ Motors and drives

(7.55.2.2) Estimated annual CO2e savings (metric tonnes CO2e)

846

(7.55.2.3) Scope(s) or Scope 3 category(ies) where emissions savings occur

Select all that apply

☑ Scope 2 (market-based)

(7.55.2.4) Voluntary/Mandatory

Select from:

☑ Voluntary

(7.55.2.5) Annual monetary savings (unit currency – as specified in C0.4)

947167

(7.55.2.6) Investment required (unit currency – as specified in C0.4)

4193000

(7.55.2.7) Payback period

Select from:

☑ 4-10 years

(7.55.2.8) Estimated lifetime of the initiative

Select from:

☑ 11-15 years

(7.55.2.9) Comment

Monetary savings are estimates based on the difference in energy expenditure between 2022 and 2023. The evolution in the unit price of energy has been removed in order to estimate the savings due solely to the projects.

Row 9

(7.55.2.1) Initiative category & Initiative type

Transportation

☑ Other, please specify :Utilities

(7.55.2.2) Estimated annual CO2e savings (metric tonnes CO2e)

15101

(7.55.2.3) Scope(s) or Scope 3 category(ies) where emissions savings occur

Select all that apply

☑ Scope 1

(7.55.2.4) Voluntary/Mandatory

Select from:

☑ Voluntary

(7.55.2.5) Annual monetary savings (unit currency – as specified in C0.4)

16909036

(7.55.2.6) Investment required (unit currency – as specified in C0.4)

25517000

(7.55.2.7) Payback period

Select from:

☑ 1-3 years

(7.55.2.8) Estimated lifetime of the initiative

Select from:

☑ >30 years

(7.55.2.9) Comment

Monetary savings are estimates based on the difference in energy expenditure between 2022 and 2023. The evolution in the unit price of energy has been removed in order to estimate the savings due solely to the projects.

Row 10

(7.55.2.1) Initiative category & Initiative type

Transportation

☑ Other, please specify :Change management on site

(7.55.2.2) Estimated annual CO2e savings (metric tonnes CO2e)

51

(7.55.2.3) Scope(s) or Scope 3 category(ies) where emissions savings occur

Select all that apply

☑ Scope 1

☑ Scope 2 (market-based)

(7.55.2.4) Voluntary/Mandatory

Select from:

☑ Voluntary

(7.55.2.5) Annual monetary savings (unit currency – as specified in C0.4)

56547

(7.55.2.6) Investment required (unit currency – as specified in C0.4)

250000

(7.55.2.7) Payback period

Select from:

☑ 4-10 years

(7.55.2.8) Estimated lifetime of the initiative

Select from:

☑ 3-5 years

(7.55.2.9) Comment

Monetary savings are estimates based on the difference in energy expenditure between 2022 and 2023. The evolution in the unit price of energy has been removed in order to estimate the savings due solely to the projects.

Row 11

(7.55.2.1) Initiative category & Initiative type

Transportation

☑ Other, please specify :Best practices curing and mixing

(7.55.2.2) Estimated annual CO2e savings (metric tonnes CO2e)

931

(7.55.2.3) Scope(s) or Scope 3 category(ies) where emissions savings occur

Select all that apply

☑ Scope 1

☑ Scope 2 (market-based)

(7.55.2.4) Voluntary/Mandatory

Select from:

☑ Voluntary

(7.55.2.5) Annual monetary savings (unit currency – as specified in C0.4)

1042662

(7.55.2.6) Investment required (unit currency – as specified in C0.4)

4616000

(7.55.2.7) Payback period

Select from:

☑ 4-10 years

(7.55.2.8) Estimated lifetime of the initiative

Select from:

☑ 6-10 years

(7.55.2.9) Comment

Monetary savings are estimates based on the difference in energy expenditure between 2022 and 2023. The evolution in the unit price of energy has been removed in order to estimate the savings due solely to the projects.

Row 12

(7.55.2.1) Initiative category & Initiative type

Transportation

☑ Other, please specify :Process electrification

(7.55.2.2) Estimated annual CO2e savings (metric tonnes CO2e)

14431

(7.55.2.3) Scope(s) or Scope 3 category(ies) where emissions savings occur

Select all that apply

☑ Scope 1

(7.55.2.4) Voluntary/Mandatory

Select from:

☑ Voluntary

(7.55.2.5) Annual monetary savings (unit currency – as specified in C0.4)

4615001

(7.55.2.6) Investment required (unit currency – as specified in C0.4)

61789000

(7.55.2.7) Payback period

Select from:

☑ 4-10 years

(7.55.2.8) Estimated lifetime of the initiative

Select from:

☑ 6-10 years

(7.55.2.9) Comment

Monetary savings are estimates based on the difference in energy expenditure between 2022 and 2023. The evolution in the unit price of energy has been removed in order to estimate the savings due solely to the projects.

Row 13

(7.55.2.1) Initiative category & Initiative type

Low-carbon energy consumption

☑ Low-carbon electricity mix

(7.55.2.2) Estimated annual CO2e savings (metric tonnes CO2e)

11000

(7.55.2.3) Scope(s) or Scope 3 category(ies) where emissions savings occur

Select all that apply

☑ Scope 2 (market-based)

(7.55.2.4) Voluntary/Mandatory

Select from:

☑ Voluntary

(7.55.2.5) Annual monetary savings (unit currency – as specified in C0.4)

0

(7.55.2.6) Investment required (unit currency – as specified in C0.4)

0

(7.55.2.7) Payback period

Select from:

☑ No payback

(7.55.2.8) Estimated lifetime of the initiative

Select from:

☑ Ongoing

(7.55.2.9) Comment

No CAPEX, only OPEX every year.
[Add row]

(7.55.3) What methods do you use to drive investment in emissions reduction activities?

Row 1

(7.55.3.1) Method

Select from:

☑ Employee engagement

(7.55.3.2) Comment

The Climate Fresk workshop was chosen as the preferred tool to impart knowledge and a shared language on global warming issues among group employees and has been rolled out worldwide. By 2023, the workshop had brought together more than 8,000 people across the Group. To maintain the pace of deployment at all levels of the organization, more than 200 facilitators have been trained.

Row 3

(7.55.3.1) Method

Select from:

☑ Dedicated budget for low-carbon product R&D

(7.55.3.2) Comment

Michelin is gradually rolling out a process to systematically assess the environmental footprint of all its new product projects based on eco-design principles (see URD 2023 p186).

Row 4

(7.55.3.1) Method

Select from:

☑ Dedicated budget for energy efficiency

(7.55.3.2) Comment

In 2023, the energy efficiency improvement program was supported by 114 million in capital expenditure. The budget is allocated according to a prioritization matrix based on a list of criteria. Each Capex project is reviewed through the matrix by the Group's team of energy and CO2 experts.

Row 5

(7.55.3.1) Method

Select from:

☑ Other :Engagement with energy project managers.

(7.55.3.2) Comment

Method: Engagement with energy project managers. On each energy-saving project, the impact of CO2 reductions on the Michelin Environmental Footprint (I-MEP) is highlighted.

Row 6

(7.55.3.1) Method

Select from:

☑ Other : Energy portfolio oversight.

(7.55.3.2) Comment

Method: Energy portfolio oversight. The corporate Energy and CO2 Expert Team, covering all industrial operations in its scope, oversees all projects involving energy transformation or major energy efficiency gains.

Row 7

(7.55.3.1) Method

Select from:

☑ Internal price on carbon

(7.55.3.2) Comment

In 2015, the Group made the decision to introduce an internal CO2 price in its return on investment (ROI) analysis tools as a decisionmaking element. As of 2016, the price has been set at 50 per ton of CO2. In April 2021, it was updated to 100 per ton of CO2. Since 2023, it is set at 200 per ton of CO2.
[Add row]

(7.73) Are you providing product level data for your organization's goods or services?

Select from:

☑ Yes, I will provide data through the CDP questionnaire

(7.73.1) Give the overall percentage of total emissions, for all Scopes, that are covered by these products.

96

(7.73.2) Complete the following table for the goods/services for which you want to provide data.

Row 1

(7.73.2.2) Name of good/ service

Passenger car tires

(7.73.2.3) Description of good/ service

Thick elastic rubber ring, filled with air, fitted around the outer edge of the wheel of a car, allowing the vehicle to stick to the road surface and to travel over the ground more easily, increasing safety and facilitating driving.

(7.73.2.4) Type of product

Select from:

☑ Final

(7.73.2.5) Unique product identifier

Single 11.56-kg tire

Row 3

(7.73.2.2) Name of good/ service

Truck tires

(7.73.2.3) Description of good/ service

Thick elastic rubber ring, filled with air, fitted around the outer edge of the wheel of a car, allowing the vehicle to stick to the road surface and to travel over the ground more easily, increasing safety and facilitating driving.

(7.73.2.4) Type of product

Select from:

☑ Final

(7.73.2.5) Unique product identifier

Single 62-kg tire
[Add row]

(7.73.4) Please detail emissions reduction initiatives completed or planned for this product.

Row 1

(7.73.4.1) Name of good/ service

Passenger car, truck, two-wheel, aviation, earth-movers and agricultural engines: Reducing the carbon emissions of our manufacturing plants.

(7.73.4.2) Initiative ID

Select from:

☑ Initiative 3

(7.73.4.3) Description of initiative

The emissions reduction program of our operations is built around two major processes: consuming less (energy efficiency); consuming better (energy transition). Because the challenge of carbon neutrality can be met only if global energy demand is kept under control, the Group has defined a “prioritizing hierarchy of levers,” applicable to every project impacting energy use in its production plants. Avoid - Reduce - Reuse - Recycle - Renew. (i) Avoid: Instill an "energy-efficient" culture (ii) Reduce / Reuse / Recycle: Reduce by doing more with less. Use insulation, automation, more energy-efficient equipment Reuse by closing heat transfer loops Recycle by capturing heat for another application Install dual-flow ventilation and heat pump systems (iii) Renew: Use of renewable energies

(7.73.4.4) Completed or planned

Select from:

☑ Ongoing

(7.73.4.5) Emission reductions in kg CO2e per unit

69

Row 3

(7.73.4.1) Name of good/ service

Truck tires

(7.73.4.2) Initiative ID

Select from:

☑ Initiative 2

(7.73.4.3) Description of initiative

Since 1992, Michelin has been increasing the energy efficiency of vehicles by reducing the energy required for a vehicle to overcome rolling resistance. The figure reported to the right represents Michelin's ambition for 2030 to achieve a reduction in CO2 emissions associated with the rolling resistance of a truck tire on a unit basis and over the course of one year. In truck tires, the technological innovations collectively known as "Michelin Durable Technologies" offer a wide range of benefits, including a significant improvement in fuel efficiency and therefore also in CO2 emissions. These technologies also increase a truck's load capacity and the tire's total life-span, which has doubled since 1980. In Truck tires, a myriad of technological advances is delivering not only improvements in fuel efficiency and with them reductions in CO2 emissions, but also the ability to run the tire down to the last millimeter of the legal wear limit thanks to remarkably long tread life. Brought to market in 2016, the MICHELIN X LINE ENERGY tires for long-haul trucks were the first set of big rig tires to be rated A in energy efficiency, on any axle, under EU tire-labeling rules. Since 2021, Michelin has sustained its innovation drive in this area by renewing and expanding its MICHELIN X LINE ENERGY and MICHELIN X MULTI ENERGY ranges to meet the challenges of CO2 emissions standards in Europe and North America. The ENERGY lines are now being deployed in the fastgrowing markets of Brazil, China and India. 2021 also saw the launch of a number of new products to enable more sustainable mobility in both long-distance and urban transportation environments. With the introduction of the MICHELIN X Incity EV Z tire, MICHELIN is supporting the electrification of city buses, with improved energy efficiency and load bearing capacity. To further the environmental transition in the road transportation industry, Michelin is supporting the deployment of zeroemission vehicles by forging partnerships with its OEM customers.

(7.73.4.4) Completed or planned

Select from:

☑ Ongoing

(7.73.4.5) Emission reductions in kg CO2e per unit

95.0

Row 4

(7.73.4.1) Name of good/ service

Passenger car tires

(7.73.4.2) Initiative ID

Select from:

☑ Initiative 1

(7.73.4.3) Description of initiative

Since 1992, Michelin has been increasing the energy efficiency of vehicles by reducing the energy required for a vehicle to overcome rolling resistance. The figure reported at the right represents Michelin's ambition for 2030 to achieve a reduction in CO2 emissions associated with the rolling resistance of a passenger car tire on a unit basis and over the course of one year. Improvements in the rolling resistance of tires brought to market in 2023 were led by two lines, the MICHELIN e.Primacy and the MICHELIN Pilot Sport EV, both of which deliver a wide array of new technologies. On average, driving on MICHELIN e.Primacy tires reduces a vehicle's fuel consumption by 0.2l/100km and its CO2 emissions by 5g/km, which throughout the life of the tire represents 174kg in avoided CO2 emissions. For drivers of electric vehicles, this record energy efficiency translates into 7% longer range. Additionally, the MICHELIN Pilot Sport EV, the first sport tire specifically designed for electric cars, improves range by 10% while significantly reducing CO2 emissions. The life cycle assessments (LCAs) of both these lines werediscloseed in an Environmental Product Declaration (EPD). In addition to these two examples, the Michelin Group is steadily improving the rolling resistance of all its tires with each new generation. This development is aligned with the Group's All Sustainable vision, which is focused on gradually attenuating the environmental impact of its tires.

(7.73.4.4) Completed or planned

Select from:

☑ Ongoing

(7.73.4.5) Emission reductions in kg CO2e per unit

15.5
[Add row]

(7.73.5) Have any of the initiatives described in 7.73.4 been driven by requesting CDP Supply Chain members?

Select from:

☑ No

(7.74) Do you classify any of your existing goods and/or services as low-carbon products?

Select from:

☑ Yes

(7.74.1) Provide details of your products and/or services that you classify as low-carbon products.

Row 1

(7.74.1.1) Level of aggregation

Select from:

☑ Group of products or services

(7.74.1.2) Taxonomy used to classify product(s) or service(s) as low-carbon

Select from:

☑ The EU Taxonomy for environmentally sustainable economic activities

(7.74.1.3) Type of product(s) or service(s)

Road

☑ Other, please specify :Low-rolling-resistance tires

(7.74.1.4) Description of product(s) or service(s)

EU-Taxonomy eligible tires comply with the “low carbon intensity” concept, based on: the direct link between tires' rolling resistance (RR) and the reduction in emissions for the transportation industry, Michelin's decades-long track record of steadily reducing the RR of its tires to improve fuel efficiency and there by decarbonize the transportation industry, and its commitment to continue improving the energy efficiency of its products (targeted 10% improvement over the 2021-2030 decade); the exclusion from eligible activities of passenger car, light truck and truck tires with class E -RR, which is the least efficient. The European classes have been translated into minimum RR standards, expressed in kg/t, so that every tire sold around the world can be compared to a universal criterion. Michelin has calculated an alignment criterion for the tire business by analogy with the specifications in the Delegated Act (EU) 2021/2178 of the Taxonomy Regulation, while restricting it to the two highest rolling resistance classes on the market. The European classes have been translated into minimum RR standards, expressed in kg/t, so that every tire sold around the world can be compared to a universal criterion. As a result, only the most energy efficient tires on the market, with RR within the upper limits defined in the table below, will be considered as aligned. In 2023, 52% of sales were taxonomy-eligible and 16% taxonomy-aligned

(7.74.1.5) Have you estimated the avoided emissions of this low-carbon product(s) or service(s)

Select from:

☑ No

(7.74.1.13) Revenue generated from low-carbon product(s) or service(s) as % of total revenue in the reporting year

52

[Add row]

(7.79) Has your organization canceled any project-based carbon credits within the reporting year?

Select from:

☑ No

C8. Environmental performance - Forests

(8.1) Are there any exclusions from your disclosure of forests-related data?

	Exclusion from disclosure
Rubber	*Select from:* ☑ Yes

[Fixed row]

(8.1.1) Provide details on these exclusions.

Rubber

(8.1.1.1) Exclusion

Select from:

☑ Other, please specify :Specific input material, including compound, purchased directly for specialized applications

(8.1.1.2) Description of exclusion

Compound rubber is a specific compound material occasionally purchased directly in low volumes for use in limited applications, which can contain varying amounts of natural rubber. The exclusion also includes a very limited amount of natural rubber used in specialized applications.

(8.1.1.3) Value chain stage

Select from:

☑ Upstream value chain

(8.1.1.4) Reason for exclusion

Select from:

☑ Other, please specify :Specific input material, including compound, purchased directly for specialized applications

(8.1.1.8) Indicate if you are providing the commodity volume that is being excluded from your disclosure of forests-related data

Select from:

☑ No, other reason, please specify :Estimated % spend is declared due to different compositions of natural rubber in different compound materials.

(8.1.1.10) Please explain

A vast majority of our natural rubber is purchased in the form of 'pure' processed natural rubber. For limited applications, compound rubber (where synthetic rubber, natural rubber and other materials are pre-mixed) is purchased directly from suppliers. The exclusion, which comprise of the natural rubber components of the volume of compound material, and the limited natural rubber purchases used in specialized applications only accounts for approximately 1% of our natural rubber related procurement spend. The Group has also been incrementally internalising procurement of natural rubber purchased for compound rubber, narrowing the scope of exclusions as compared to previous years. For the remaining volumes, we continue to actively engage with suppliers of compound rubber to assess the forest-related risks of their natural rubber component supply chains.
[Add row]

(8.2) Provide a breakdown of your disclosure volume per commodity.

Rubber

(8.2.1) Disclosure volume (metric tons)

750000

(8.2.2) Volume type

Select all that apply

☑ Produced

☑ Sourced

(8.2.3) Produced volume (metric tons)

5580

(8.2.4) Sourced volume (metric tons)

745000
[Fixed row]

(8.3) Provide details on the land you own, manage and/or control that is used to produce your disclosed commodities.

Rubber

(8.3.1) Type of control

Select from:
☑ Own land

(8.3.2) Country/area

Select from:
☑ Brazil

(8.3.3) First-level administrative division

Select from:
☑ States/equivalent jurisdictions

(8.3.4) Specify the states or equivalent jurisdictions

State of Bahia in Brazil

(8.3.6) Area (hectares)

1366

(8.3.7) Indicate if you can provide the volume produced on land you own, manage and/or control

Select from:

☑ Yes

(8.3.8) Volume produced on land you own, manage and/or control (metric tons)

20

Rubber

(8.3.1) Type of control

Select from:

☑ Concessions/lease

(8.3.2) Country/area

Select from:

☑ Indonesia

(8.3.3) First-level administrative division

Select from:

☑ States/equivalent jurisdictions

(8.3.4) Specify the states or equivalent jurisdictions

Jambi Regency in Indonesia; East Kalimantan Regency in Indonesia

(8.3.6) Area (hectares)

23000

(8.3.7) Indicate if you can provide the volume produced on land you own, manage and/or control

Select from:

☑ Yes

(8.3.8) Volume produced on land you own, manage and/or control (metric tons)

5860

(8.3.9) % area third-party certified

100

(8.3.10) Third-party certification scheme

Select all that apply

☑ Other forest management/producer certification, please specify :Ministry of Environment and Forestry Certification: Sustainable Forest Management Performance

[Add row]

(8.4) Indicate if any of the land you own, manage and/or control was not used to produce your disclosed commodities in the reporting year.

Select from:

☑ Some of the land we own, manage and/or control is not used for production

(8.4.1) Provide details on the land you own, manage and/or control that was not used to produce your disclosed commodities in the reporting year.

Row 1

(8.4.1.1) Country/area

Select from:

☑ Brazil

(8.4.1.2) Type of control

Select from:

☑ Own land

(8.4.1.3) Land type

Select from:

☑ Set-aside land for conservation

(8.4.1.4) Area (hectares)

3182

(8.4.1.5) % covered by natural forests and other natural ecosystems

100

(8.4.1.6) Please explain

Michelin (Plantações Michelin da Bahia ltda) manages 4578 hectares of land in Bahia, Brazil. Of this, 3182 hectares are officially designated as protected areas (either Reserva Legal, Área de Preservação Permanente or Reserva Particular do Patrimônio Natural), and most of this area is managed as part of the Michelin Ecological Reserve. This results in the remainder of 1366 hectares which are productive areas. Within the productive areas, we are only retaining a small portion of 628 hectares for research and development activities. The rest of the land area has been dedicated to reserve areas, bringing the total area managed under the purview of the Michelin Ecological Reserve to 3,900 hectares. The reserve was created to preserve one of the world's most species-rich tropical rainforests, the southern Bahian Atlantic rainforest, in a region suffering from widespread deforestation and environmental degradation. This area includes primary forest, mature secondary forest, and pioneer forest on retired rubber groves that have been incorporated into the reserve over time as restoration areas. The retired rubber groves are in various stages of natural succession, with 314 hectares having undergone enrichment planting with native species as part of the reserve's restoration program. Other than non-forest ecosystems such as wetlands and water bodies, and including the pioneer/regenerating forests in the restoration areas, it can be said that the Reserve area is largely covered by natural forests.

Row 2

(8.4.1.1) Country/area

Select from:

☑ Indonesia

(8.4.1.2) Type of control

Select from:

☑ Concessions/lease

(8.4.1.3) Land type

Select from:

☑ Set-aside land for conservation

(8.4.1.4) Area (hectares)

15000

(8.4.1.5) % covered by natural forests and other natural ecosystems

88

(8.4.1.6) Please explain

In mid-2022, the Michelin Group fully acquired PT Royal Lestari Utama (RLU). RLU manages a total concession area of 88,645 hectares in Indonesia, divided between Jambi and East Kalimantan. Of this area, a total of 15,000 hectares have been designated as Protected area and Conservation set-aside areas which consist of forests, pioneer vegetation, and controlled riparian areas. Within this area, about 2,967 Ha are undergoing active restoration as part of RLU's long-term restoration plan.

Row 3

(8.4.1.1) Country/area

Select from:

☑ Indonesia

(8.4.1.2) Type of control

Select from:

☑ Concessions/lease

(8.4.1.3) Land type

Select from:

☑ Other land type, please specify :Social forestry zones; reserved land area for planting; infrastructure and non-accessible areas

(8.4.1.4) Area (hectares)

50645

(8.4.1.5) % covered by natural forests and other natural ecosystems

0

(8.4.1.6) Please explain

RLU manages a total concession area of 88,645 hectares in Indonesia, divided between Jambi and East Kalimantan. Alongside the production area (23,000 ha) and conservation area, a total of 1,500 hectares have been designated as social forestry zones. The remaining areas include those for infrastructure and non-accessible areas which total to 49,145 hectares.
[Add row]

(8.5) Provide details on the origins of your sourced volumes.

Rubber

(8.5.1) Country/area of origin

Select from:

☑ Brazil

(8.5.2) First level administrative division

Select from:

☑ Not disclosing

(8.5.5) Source

Select all that apply

☑ Independent smallholders

☑ Single contracted producer

☑ Multiple contracted producers

☑ Contracted suppliers (processors)

(8.5.7) Please explain

The countries listed represent the full list of countries of origin at time of reporting. We have 100% traceability to our direct suppliers (natural rubber processing factories) and are actively working with them to better understand our indirect suppliers through supply chain mapping and risk mapping initiatives. A small proportion of our purchased volumes is purchased through traders, but any purchased volumes must originate from a pre-approved list of suppliers, and volumes are known. This includes our suppliers who primarily source from smallholder farmers, where supply chains can be especially complex and be several layers deep with multiple intermediaries. To help tackle this, we are deploying the RubberWay tool with the vast majority of our suppliers by volume which empowers them to map environmental and social risks throughout their supply chains, through a field-ready questionnaire housed on a mobile application, which aggregates risk mapping data on a dashboard so that Michelin and natural rubber suppliers can prioritize interventions. This dashboard includes an actual map showing the geographical sourcing areas where the RubberWay tool has been deployed, within a country, at a jurisdiction level. In 2023, we started working with our natural rubber network and suppliers to geolocalize our supply chain at the farm level. These farms are also analysed for compliance with deforestation-free commitments and regulations.

Rubber

(8.5.1) Country/area of origin

Select from:

☑ Côte d'Ivoire

(8.5.2) First level administrative division

Select from:

☑ Not disclosing

(8.5.5) Source

Select all that apply

☑ Independent smallholders

☑ Single contracted producer

☑ Multiple contracted producers

☑ Contracted suppliers (processors)

(8.5.7) Please explain

The countries listed represent the full list of countries at the time of reporting.

Rubber

(8.5.1) Country/area of origin

Select from:

☑ Ghana

(8.5.2) First level administrative division

Select from:

☑ Not disclosing

(8.5.5) Source

Select all that apply

☑ Independent smallholders

☑ Single contracted producer

☑ Multiple contracted producers

☑ Contracted suppliers (processors)

(8.5.7) Please explain

The countries listed represent the full list of countries at the time of reporting.

Rubber

(8.5.1) Country/area of origin

Select from:
☑ India

(8.5.2) First level administrative division

Select from:
☑ Not disclosing

(8.5.5) Source

Select all that apply
☑ Contracted suppliers (processors)

(8.5.7) Please explain

The countries listed represent the full list of countries at the time of reporting.

Rubber

(8.5.1) Country/area of origin

Select from:
☑ Indonesia

(8.5.2) First level administrative division

Select from:

☑ Not disclosing

(8.5.5) Source

Select all that apply

☑ Independent smallholders

☑ Single contracted producer

☑ Multiple contracted producers

☑ Contracted suppliers (processors)

(8.5.7) Please explain

The countries listed represent the full list of countries at the time of reporting.

Rubber

(8.5.1) Country/area of origin

Select from:

☑ Guinea

(8.5.2) First level administrative division

Select from:

☑ Not disclosing

(8.5.5) Source

Select all that apply

☑ Independent smallholders

☑ Single contracted producer

☑ Contracted suppliers (processors)

(8.5.7) Please explain

The countries listed represent the full list of countries at the time of reporting.

Rubber

(8.5.1) Country/area of origin

Select from:

☑ Liberia

(8.5.2) First level administrative division

Select from:

☑ Not disclosing

(8.5.5) Source

Select all that apply

☑ Independent smallholders

☑ Single contracted producer

☑ Contracted suppliers (processors)

(8.5.7) Please explain

The countries listed represent the full list of countries at the time of reporting.

Rubber

(8.5.1) Country/area of origin

Select from:

☑ Malaysia

(8.5.2) First level administrative division

Select from:

☑ Not disclosing

(8.5.5) Source

Select all that apply

☑ Independent smallholders

☑ Multiple contracted producers

☑ Contracted suppliers (processors)

(8.5.7) Please explain

The countries listed represent the full list of countries at the time of reporting.

Rubber

(8.5.1) Country/area of origin

Select from:

☑ Nigeria

(8.5.2) First level administrative division

Select from:

☑ Not disclosing

(8.5.5) Source

Select all that apply

☑ Independent smallholders

☑ Single contracted producer

☑ Multiple contracted producers

☑ Contracted suppliers (processors)

(8.5.7) Please explain

The countries listed represent the full list of countries at the time of reporting.

Rubber

(8.5.1) Country/area of origin

Select from:

☑ Thailand

(8.5.2) First level administrative division

Select from:

☑ Not disclosing

(8.5.5) Source

Select all that apply

☑ Independent smallholders

☑ Multiple contracted producers

☑ Contracted suppliers (processors)

(8.5.7) Please explain

The countries listed represent the full list of countries at the time of reporting.

Rubber

(8.5.1) Country/area of origin

Select from:

☑ Sri Lanka

(8.5.2) First level administrative division

Select from:

☑ Not disclosing

(8.5.5) Source

Select all that apply

☑ Independent smallholders

☑ Contracted suppliers (processors)

(8.5.7) Please explain

The countries listed represent the full list of countries at the time of reporting.

Rubber

(8.5.1) Country/area of origin

Select from:

☑ Viet Nam

(8.5.2) First level administrative division

Select from:

☑ Not disclosing

(8.5.5) Source

Select all that apply

☑ Independent smallholders

☑ Multiple contracted producers

☑ Contracted suppliers (processors)

(8.5.7) Please explain

The countries listed represent the full list of countries at the time of reporting.

[Add row]

(8.7) Did your organization have a no-deforestation or no-conversion target, or any other targets for sustainable production/ sourcing of your disclosed commodities, active in the reporting year?

Rubber

(8.7.1) Active no-deforestation or no-conversion target

Select from:
☑ Yes, we have a no-deforestation target

(8.7.2) No-deforestation or no-conversion target coverage

Select from:
☑ Organization-wide (including suppliers)

(8.7.5) Other active targets related to this commodity, including any which contribute to your no-deforestation or no-conversion target

Select from:
☑ Yes, we have other targets related to this commodity
[Fixed row]

(8.7.1) Provide details on your no-deforestation or no-conversion target that was active during the reporting year.

Rubber

(8.7.1.1) No-deforestation or no-conversion target

Select from:
☑ No-deforestation

(8.7.1.2) Your organization’s definition of “no-deforestation” or “no-conversion”

The Group’s “no-deforestation” definition is aligned with the GPSNR Policy Framework which follows that of the Accountability Framework initiative. GPSNR policy framework: https://rubberplatform.sharepoint.com/:b:/r/sites/GPSNRMembers/Shared%20Documents/Website/04_Membership%20Requirements/GPSNR%20Policy%20Framework.pdf?csf1&web1&eZZgy6I

(8.7.1.3) Cutoff date

Select from:

☑ 2019

(8.7.1.4) Geographic scope of cutoff date

Select from:

☑ Applied globally

(8.7.1.5) Rationale for selecting cutoff date

Select from:

☑ Sector-wide agreement/recommendation

(8.7.1.6) Target date for achieving no-deforestation or no-conversion

Select from:

☑ 2026-2030

[Add row]

(8.7.2) Provide details of other targets related to your commodities, including any which contribute to your no-deforestation or no-conversion target, and progress made against them.

Rubber

(8.7.2.1) Target reference number

Select from:

☑ Target 1

(8.7.2.2) Target contributes to no-deforestation or no-conversion target reported in 8.7

Select from:

☑ Yes, this target contributes to our no-deforestation target

(8.7.2.3) Target coverage

Select from:

☑ Organization-wide (including suppliers)

(8.7.2.4) Commodity volume covered by target (metric tons)

Select from:

☑ Disclosure volume

(8.7.2.5) Category of target & Quantitative metric

Other target category, please specify

☑ Other target metric, please specify :% of supply with deforestation risk, with zero deforestation principle adopted and applied

(8.7.2.8) Date target was set

12/31/2019

(8.7.2.11) End date of target

12/30/2025

(8.7.2.12) Target year figure

95

(8.7.2.13) Reporting year figure

87

(8.7.2.14) Target status in reporting year

Select from:

☑ Underway

(8.7.2.16) Global environmental treaties/ initiatives/ frameworks aligned with or supported by this target

Select all that apply

☑ Sustainable Development Goals

☑ Other, please specify :GPSNR policy framework

(8.7.2.17) Explain target coverage and identify any exclusions

This target is in our Sustainable Natural Rubber Roadmap 2020-2025 (medium term targets), there are plans to develop longer term targets which will cover our full supply chain, with an aim to have 100% of natural rubber volumes used by the group to be assessed as deforestation-free by 2030.

(8.7.2.18) Plan for achieving target, and progress made to the end of the reporting year

Engagement of natural rubber network and suppliers on the topic of zero-deforestation and providing support to help suppliers take zero-deforestation commitments. Since 2023, we started working with our natural rubber network and suppliers to geolocalize our supply chain at the farm level. Deforestation checks are being conducted on all the geolocalized farms. While the progress towards this target has been variable over the years, progress is expected to increase linearly going forward with the increase in the geolocalisation of farms and with more suppliers becoming more sensitised to zero-deforestation requirements.

(8.7.2.20) Further details of target

The target year figure and reporting year figure are provided in percentage format. Our Sustainable Natural Rubber Roadmap 2020 - 2025 sets key indicators to guide the implementation of Michelin's Sustainable Natural Rubber Policy. Currently, supply determined to be at risk is defined to be supply originating from large natural rubber plantations where an individual management unit has an area 500ha (estates). Adopted: zero deforestation clause is adopted in company policy. Applied: Implementation of zero deforestation commitment (including HCV and HCS assessments) where there has been new development since Michelin's policies have been published. Where there are ongoing issues related to deforestation, there should be an active engagement process. The full definition of this indicator can be found in our Sustainable Natural Rubber Roadmap 2020 – 2025. Compliance is benchmarked against a large plantation compliance checklist which large plantations are expected to review annually.

Rubber

(8.7.2.1) Target reference number

Select from:

☑ Target 3

(8.7.2.2) Target contributes to no-deforestation or no-conversion target reported in 8.7

Select from:

☑ No, this target is separate from our no-deforestation or no-conversion target

(8.7.2.3) Target coverage

Select from:

☑ Organization-wide (including suppliers)

(8.7.2.4) Commodity volume covered by target (metric tons)

Select from:

☑ Disclosure volume

(8.7.2.5) Category of target & Quantitative metric

Other target category, please specify

☑ Other target metric, please specify :% of supply with 'confirmed' performance on environmental practices as assessed by EcoVadis

(8.7.2.8) Date target was set

12/31/2019

(8.7.2.11) End date of target

12/30/2025

(8.7.2.12) Target year figure

80

(8.7.2.13) Reporting year figure

95

(8.7.2.14) Target status in reporting year

Select from:

☑ Achieved

(8.7.2.16) Global environmental treaties/ initiatives/ frameworks aligned with or supported by this target

Select all that apply

☑ Sustainable Development Goals

(8.7.2.17) Explain target coverage and identify any exclusions

This target is in our Sustainable Natural Rubber Roadmap 2020-2025 (medium term targets), there are plans to develop longer term targets which will cover our full supply chain.

(8.7.2.19) List the actions which contributed most to achieving or maintaining this target

Through the engagement of our natural rubber network and suppliers on the topic on labour and human rights, many have been able to take commitments and implement policies on this topic. A dedicated supplier training module covering CSR fundamentals and desktop review practices has also been developed to supplement the training available to suppliers on the EcoVadis platform (EcoVadis Academy). Michelin tracks the performance of our suppliers annually, with the results reported in our Sustainable Natural Rubber Roadmap 2020-2025. Suppliers that fall short of the target(s) are engaged closely and are subsequently requested to deploy corrective action plans.

(8.7.2.20) Further details of target

The target year figure and reporting year figure are provided in percentage format. Our Sustainable Natural Rubber Roadmap 2020 - 2025 sets key indicators to guide the implementation of Michelin's Sustainable Natural Rubber Policy. To help evaluate the sustainability performance of our suppliers, we are leveraging EcoVadis, a business sustainability rating provider. We aim to assess 80% of our supply (by spend) to have 'confirmed' performance (as defined by EcoVadis) on (1)

Labor and Human Rights, (2) Environment, and (3) Ethics by 2025. The full definition of this indicator can be found in our Sustainable Natural Rubber Roadmap 2020 – 2025.

Rubber

(8.7.2.1) Target reference number

Select from:

☑ Target 2

(8.7.2.2) Target contributes to no-deforestation or no-conversion target reported in 8.7

Select from:

☑ No, this target is separate from our no-deforestation or no-conversion target

(8.7.2.3) Target coverage

Select from:

☑ Organization-wide (including suppliers)

(8.7.2.4) Commodity volume covered by target (metric tons)

Select from:

☑ Disclosure volume

(8.7.2.5) Category of target & Quantitative metric

Other target category, please specify

☑ Other target metric, please specify :% of supply with 'confirmed' performance on labor & human rights practices as assessed by EcoVadis

(8.7.2.8) Date target was set

12/31/2019

(8.7.2.11) End date of target

12/30/2025

(8.7.2.12) Target year figure

80

(8.7.2.13) Reporting year figure

94

(8.7.2.14) Target status in reporting year

Select from:

☑ Achieved

(8.7.2.16) Global environmental treaties/ initiatives/ frameworks aligned with or supported by this target

Select all that apply

☑ Sustainable Development Goals

(8.7.2.17) Explain target coverage and identify any exclusions

This target is in our Sustainable Natural Rubber Roadmap 2020-2025 (medium term targets), there are plans to develop longer term targets which will cover our full supply chain.

(8.7.2.19) List the actions which contributed most to achieving or maintaining this target

Through the engagement of our natural rubber network and suppliers on the topic on labour and human rights, many have been able to take commitments and implement policies on this topic. A dedicated supplier training module covering CSR fundamentals and desktop review practices has also been developed to supplement the training available to suppliers on the EcoVadis platform (EcoVadis Academy). Michelin tracks the performance of our suppliers annually, with the results reported in our Sustainable Natural Rubber Roadmap 2020-2025. Suppliers that fall short of the target(s) are engaged closely and are subsequently requested to develop and implement corrective action plans.

(8.7.2.20) Further details of target

Through the engagement of our natural rubber network and suppliers on the topic on labour and human rights, many have been able to take commitments and implement policies on this topic. A dedicated supplier training module covering CSR fundamentals and desktop review practices has also been developed to supplement the training available to suppliers on the EcoVadis platform (EcoVadis Academy). Michelin tracks the performance of our suppliers annually, with the results reported in our Sustainable Natural Rubber Roadmap 2020-2025. Suppliers that fall short of the target(s) are engaged closely and are subsequently requested to develop and implement corrective action plans.

Rubber

(8.7.2.1) Target reference number

Select from:

☑ Target 4

(8.7.2.2) Target contributes to no-deforestation or no-conversion target reported in 8.7

Select from:

☑ No, this target is separate from our no-deforestation or no-conversion target

(8.7.2.3) Target coverage

Select from:

☑ Organization-wide (including suppliers)

(8.7.2.4) Commodity volume covered by target (metric tons)

Select from:

☑ Disclosure volume

(8.7.2.5) Category of target & Quantitative metric

Engagement with Tier 2+ suppliers

☑ Other Tier 2+ suppliers engagement target metric, please specify :% of supply where source has been risk-assessed at a jurisdictional level (RubberWay®)

(8.7.2.8) Date target was set

12/31/2019

(8.7.2.11) End date of target

12/30/2025

(8.7.2.12) Target year figure

80

(8.7.2.13) Reporting year figure

69

(8.7.2.14) Target status in reporting year

Select from:

☑ Underway

(8.7.2.16) Global environmental treaties/ initiatives/ frameworks aligned with or supported by this target

Select all that apply

☑ Sustainable Development Goals

(8.7.2.17) Explain target coverage and identify any exclusions

This target is in our Sustainable Natural Rubber Roadmap 2020-2025 (medium term targets), there are plans to develop longer term targets which will cover our full supply chain.

(8.7.2.18) Plan for achieving target, and progress made to the end of the reporting year

We work closely with suppliers (Natural Rubber Processing Factories) to ensure that they are effectively deploying the RubberWay risk mapping tool within their own supply sheds down to the farm level. Suppliers are also encouraged to identify risks within their supply sheds and deploy corresponding mitigation actions to manage risks identified. However, conducting risk assessments and mapping in the supply chain is very challenging. The challenge arises not only in that fact that 85% of the global natural rubber supply originates from smallholder farms, but also through the multiple tiers of intermediates that buy and sell natural rubber. This results in a very complex supply chain, with a single natural rubber processing factory having thousands (and sometime tens of thousands) of smallholder farmers in their supply

shed, most of whom they have little to no direct interaction with. Despite these challenges, progress observed over the years have been linear, with a steady increase of smallholders being risk assessed each year.

(8.7.2.20) Further details of target

The target year figure and reporting year figure are provided in percentage format. RubberWay is a risk mapping tool that maps environmental and social risks throughout the natural rubber supply chain. The tool allows factories to assess environmental and social risks in a readily deployable questionnaire housed in a mobile application. Data is easily aggregated in a web dashboard; the tool also allows for a jurisdictional form of supply chain mapping. Suppliers (Natural Rubber Processing Factories) are considered to have risk-assessed their supply shed at a jurisdictional level when they have deployed RubberWay with a statistical representation of their smallholders, ranging from 5% to 25% of their theoretical smallholder supply shed. The full definition of this indicator can be found in our Sustainable Natural Rubber Roadmap 2020 – 2025.

Rubber

(8.7.2.1) Target reference number

Select from:

☑ Target 5

(8.7.2.2) Target contributes to no-deforestation or no-conversion target reported in 8.7

Select from:

☑ No, this target is separate from our no-deforestation or no-conversion target

(8.7.2.3) Target coverage

Select from:

☑ Organization-wide (including suppliers)

(8.7.2.4) Commodity volume covered by target (metric tons)

Select from:

☑ Disclosure volume

(8.7.2.5) Category of target & Quantitative metric

Engagement with smallholders

☑ Number of smallholders engaged

(8.7.2.8) Date target was set

12/31/2019

(8.7.2.11) End date of target

12/30/2030

(8.7.2.12) Target year figure

30000

(8.7.2.13) Reporting year figure

2617

(8.7.2.14) Target status in reporting year

Select from:

☑ Underway

(8.7.2.16) Global environmental treaties/ initiatives/ frameworks aligned with or supported by this target

Select all that apply

☑ Sustainable Development Goals

(8.7.2.17) Explain target coverage and identify any exclusions

This target is in our Sustainable Natural Rubber Roadmap 2020-2025 (medium term targets), there are plans to develop longer term targets which will cover our full supply chain.

(8.7.2.18) Plan for achieving target, and progress made to the end of the reporting year

Michelin has a number of targets relating to engaging smallholders. The result above describes 'the number of smallholder farmers who have received training under Michelin's holistic capacity building projects' (Target #23 in the Sustainable Natural Rubber Roadmap 2020 – 2025). In addition, we have two more targets relating to 'the number of smallholder farmers whose working conditions and/or livelihoods have improved as a result of mitigation projects' and 'the number of smallholder farmers trained on themes relating to biodiversity or agroecological practices' (Target #24 and #25 in the Sustainable Natural Rubber Roadmap 2020 – 2025), with an achievement of 1855 and 1437 smallholders in 2023 respectively. Altogether, we aim to reach at least 30,000 smallholder farmers by 2030 through these targets.

(8.7.2.20) Further details of target

Michelin believes that responsible and resilient farmers are key to the success of a sustainable natural rubber industry and are committed to empowering farmers to enable better livelihoods together with positive environmental and social practices. Through the rich risk-mapping data from RubberWay we have been able to identify priority jurisdictions for intervention. At the end of 2020, Michelin, with its partners, launched a project that is targeting smallholder farmers in the central Sumatra region. Named Project CASCADE (Committed Actions for Smallholders Capacity Development), the project aims to address sustainability risks linked to natural rubber production in the target communities through a holistic capacity building program, supported by a digital training and impact measurement tool, that empowers farmers to adopt good practices. The project aims to address income generation, worker's rights, health and safety, and environmental practices. It also aims to create opportunities for livelihood diversification through intercropping and agroforestry models. Using CASCADE as a model, other holistic capacity building projects are also being deployed in East Kalimantan and Sri Lanka. In Southern Thailand, we are deploying an Agroforestry project in partnership with GPSNR and a car manufacturer to help smallholder farmers develop agroforestry systems. In the Brazilian Amazon, where local communities extract natural rubber from wild rubber trees in an environment unique on Earth, the Michelin Foundation is supporting a project that aims to empower local producers, with a focus on forest conservation.

Rubber

(8.7.2.1) Target reference number

Select from:

☑ Target 6

(8.7.2.2) Target contributes to no-deforestation or no-conversion target reported in 8.7

Select from:

☑ No, this target is separate from our no-deforestation or no-conversion target

(8.7.2.3) Target coverage

Select from:

☑ Organization-wide (including suppliers)

(8.7.2.4) Commodity volume covered by target (metric tons)

Select from:

☑ Disclosure volume

(8.7.2.5) Category of target & Quantitative metric

Engagement with Tier 1 suppliers

☑ % of Tier 1 suppliers engaged

(8.7.2.8) Date target was set

12/31/2019

(8.7.2.12) Target year figure

80

(8.7.2.13) Reporting year figure

83

(8.7.2.14) Target status in reporting year

Select from:

☑ Achieved

(8.7.2.16) Global environmental treaties/ initiatives/ frameworks aligned with or supported by this target

Select all that apply

☑ Sustainable Development Goals

(8.7.2.17) Explain target coverage and identify any exclusions

This target was taken in our Sustainable Natural Rubber Roadmap 2020-2025 (medium term targets), there are plans to develop longer term targets which will cover our full supply chain.

(8.7.2.19) List the actions which contributed most to achieving or maintaining this target

To exercise Michelin's duty of care in its sourcing countries, we have been deploying the RubberWay application which maps social and environmental risks at a jurisdictional level. We work closely with suppliers (Natural Rubber Processing Factories) to ensure that they are effectively deploying the RubberWay risk mapping tool within their own supply sheds. The digital mobile-based application makes it easy for suppliers to deploy in the field, with an offline mode which greatly increases the accessibility and reach of the tool.

(8.7.2.20) Further details of target

Developed in 2017, the RubberWay risk-mapping system uses a mobile app to map environmental and social risks in the natural rubber supply chain. Supply chain stakeholders, including raw rubber processing plants, brokers, large plantations and smallholders, are asked to respond to a questionnaire about their practices in such areas as human rights, the environment, agricultural training and market transparency. Michelin requests that suppliers initially deploy the RubberWay app in their production facilities and with their own direct suppliers. In this way, 83% of the Group's sourced natural rubber volumes were assessed in 2023.

Rubber

(8.7.2.1) Target reference number

Select from:

☑ Target 7

(8.7.2.2) Target contributes to no-deforestation or no-conversion target reported in 8.7

Select from:

☑ No, this target is separate from our no-deforestation or no-conversion target

(8.7.2.3) Target coverage

Select from:

☑ Organization-wide (including suppliers)

(8.7.2.4) Commodity volume covered by target (metric tons)

Select from:

☑ Disclosure volume

(8.7.2.5) Category of target & Quantitative metric

Traceability

☑ Other traceability target metric, please specify :% of supply from medium and industrial plantations traceable to plantation level

(8.7.2.6) Traceability point

Select from:

☑ Production unit

(8.7.2.8) Date target was set

12/31/2019

(8.7.2.11) End date of target

12/30/2025

(8.7.2.12) Target year figure

100

(8.7.2.13) Reporting year figure

98

(8.7.2.14) Target status in reporting year

Select from:

☑ Underway

(8.7.2.16) Global environmental treaties/ initiatives/ frameworks aligned with or supported by this target

Select all that apply

☑ Sustainable Development Goals

(8.7.2.17) Explain target coverage and identify any exclusions

This target is in our Sustainable Natural Rubber Roadmap 2020-2025 (medium term targets), there are plans to develop longer term targets which will cover our full supply chain.

(8.7.2.18) Plan for achieving target, and progress made to the end of the reporting year

The target year figure and reporting year figure are provided in percentage format. The result above describes the "% of supply from medium and industrial plantations traceable to plantation level" (Target #44 in the Sustainable Natural Rubber Roadmap 2020 – 2025). This target aims to have 100% of our supply which comes from medium (50ha – 500 ha) and large (500 ha) sized plantations be traceable to plantation level. There is 100% traceability to suppliers which own plantations of these sizes. We are working closely with our suppliers who source from 3rd party medium and/or industrial plantations to geolocate these remaining plantations.

(8.7.2.20) Further details of target

Traceability for this target refers to knowledge of farm or plantation location (geolocation through central GPS location or address) or boundary information (polygon). Industrial plantations: 500ha. Medium plantations: 50ha. Medium plantations are typically owned by individual landowners and exist in limited number primarily in West Africa and South America; they are sometimes difficult to differentiate from smallholder farms. Michelin working with its suppliers to refine the delineation between small and medium farms, as well as to consider specific approaches for non-industrial medium farms. The full definition of this indicator can be found in our Sustainable Natural Rubber Roadmap 2020 – 2025.

Rubber

(8.7.2.1) Target reference number

Select from:

☑ Target 8

(8.7.2.2) Target contributes to no-deforestation or no-conversion target reported in 8.7

Select from:

☑ No, this target is separate from our no-deforestation or no-conversion target

(8.7.2.3) Target coverage

Select from:

☑ Organization-wide (including suppliers)

(8.7.2.4) Commodity volume covered by target (metric tons)

Select from:

☑ Disclosure volume

(8.7.2.5) Category of target & Quantitative metric

Traceability

☑ Other traceability target metric, please specify :% supply from smallholders traceable to jurisdictional level

(8.7.2.6) Traceability point

Select from:

☑ Sourcing area, but not to production unit

(8.7.2.8) Date target was set

12/31/2019

(8.7.2.11) End date of target

12/30/2025

(8.7.2.12) Target year figure

50

(8.7.2.13) Reporting year figure

96

(8.7.2.14) Target status in reporting year

Select from:

☑ Achieved

(8.7.2.16) Global environmental treaties/ initiatives/ frameworks aligned with or supported by this target

Select all that apply

☑ Sustainable Development Goals

(8.7.2.17) Explain target coverage and identify any exclusions

This target is in our Sustainable Natural Rubber Roadmap 2020-2025 (medium term targets), there are plans to develop longer term targets which will cover our full supply chain.

(8.7.2.19) List the actions which contributed most to achieving or maintaining this target

The target year figure and reporting year figure are provided in percentage format. The result describes the "% of supply from smallholders traceable to jurisdictional level" (Target #45 in the Sustainable Natural Rubber Roadmap 2020 – 2025). This target aims to be able to trace 50% of our supply from rubber smallholders to the jurisdictional level by 2025, with the goal of 100% by 2030. In 2023, we have gone one step further by starting to geolocalise all plots which contribute to our supply, which means we are tracing our smallholder supply beyond the jurisdictional level and to the individual farm. We continue working closely with our natural rubber network and suppliers on geolocalisation of their supply chain.

(8.7.2.20) Further details of target

Traceability to smallholders at jurisdictional level currently defined as minimum 'province level or equivalent' (sub-national level), but generally follows administrative divisions used in RubberWay (e.g. Côte d'Ivoire-Department; Indonesia-Regency; Thailand-Province). The full definition of this indicator can be found in our Sustainable Natural Rubber Roadmap 2020 – 2025.
[Add row]

(8.8) Indicate if your organization has a traceability system to determine the origins of your sourced volumes and provide details of the methods and tools used.

Rubber

(8.8.1) Traceability system

Select from:

☑ Yes

(8.8.2) Methods/tools used in traceability system

Select all that apply

☑ Value chain mapping

☑ Supplier engagement/communication

☑ Internal traceability system

(8.8.3) Description of methods/tools used in traceability system

Michelin maintains traceability to the natural rubber processing factory (equivalent to mill) level for 100% of its volume. Engagement with our direct suppliers begins during their initial approval process, where we engage them with a Preliminary Evaluation Questionnaire that includes queries on their sustainability policy, management system and actions, which includes their compliance to the prevailing environmental, labor and social regulations in their country. The approval process for all natural rubber processing factories includes an on-site quality audit which includes environmental and social aspects; these are then repeated at least once every two years. We source exclusively from this approved factory list, meaning that even volumes purchased from wholesalers and dealers maintain traceability to factory level. We are also going beyond this list of 'tier-1' suppliers, by querying them on their sourcing structures, and conducting additional risk assessments on those sourcing from certain geographies or from large plantation estates. The complexity of a smallholder farmer-dominated natural rubber supply chain is a consistent challenge faced by many natural rubber processing factories, especially since farmers often sell their raw material through layers of intermediaries, making it hard for processing factories to engage farmers in their upstream supply chains. To help tackle this challenge, Michelin developed RubberWay, a risk mapping tool that maps environmental and social risks throughout the natural rubber supply chain. The tool allows factories to assess environmental and social risks in a readily deployable questionnaire housed in a mobile application, and data is easily aggregated in a web dashboard; the tool also allows for a jurisdictional form of supply chain mapping. We are currently deploying the tool with suppliers representing 83% of our volumes and have reached 239,583 smallholder farmers in ten countries. In 2023, we started working with our natural rubber network and suppliers to geolocalize our supply chain at the farm level.
[Fixed row]

(8.8.1) Provide details of the point to which your organization can trace its sourced volumes.

Rubber

(8.8.1.1) % of sourced volume traceable to production unit

35

(8.8.1.2) % of sourced volume traceable to sourcing area and not to production unit

61

(8.8.1.3) % sourced volume traceable to country/area of origin and not to sourcing area or production unit

4

(8.8.1.4) % of sourced volume traceable to other point (i.e., processing facility/first importer) not in the country/area of origin

0

(8.8.1.5) % of sourced volume from unknown origin

0

(8.8.1.6) % of sourced volume reported

100.00
[Fixed row]

(8.9) Provide details of your organization's assessment of the deforestation-free (DF) or deforestation- and conversion-free (DCF) status of its disclosed commodities.

Rubber

(8.9.1) DF/DCF status assessed for this commodity

Select from:

☑ Yes, deforestation-free (DF) status assessed

(8.9.2) % of disclosure volume determined as DF/DCF in the reporting year

9

(8.9.3) % of disclosure volume determined as DF/DCF through a third-party certification scheme providing full DF/DCF assurance

0

(8.9.4) % of disclosure volume determined as DF/DCF through monitoring of production unit

100

(8.9.5) % of disclosure volume determined as DF/DCF through monitoring of sourcing area

0

(8.9.6) Is a proportion of your disclosure volume certified through a scheme not providing full DF/DCF assurance?

Select from:

☑ No

[Fixed row]

(8.9.3) Provide details of production unit monitoring used to determine deforestation-free (DF) or deforestation- and conversion-free (DCF) status of volumes since specified cutoff date.

Rubber

(8.9.3.1) % of disclosure volume determined as DF/DCF through monitoring of production unit

100.00

(8.9.3.2) Production unit monitoring approach

Select all that apply

☑ Geospatial monitoring or remote sensing tool

☑ Ground-based monitoring system

☑ Other, please specify :Supplier assessments

(8.9.3.3) Description of production unit monitoring approach

All our supplier processing factories are known through our supplier approval process. Our supplier on-boarding questionnaire queries sourcing structure, and we prioritize suppliers in specific geographies or those with large estate-based sourcing for further assessments. This includes their implementation of zero-deforestation commitments evidenced by HCV/HCS assessments prior to any new development. Compliance is benchmarked against a large plantation compliance checklist which large plantations are expected to review annually (check GPSNR RR to see if there is more detail). Satellite monitoring approaches are used in our own operations at RLU and with our joint-venture partner SIPH, which have ongoing projects with Satelligence for a satellite monitoring system around its sites and source sheds in Indonesia (Jambi and East Kalimantan) and in the West African region (Côte d'Ivoire and Liberia) respectively. This initiative aims to provide real-time forest mapping to mitigate deforestation risk. In our direct operations, we also use ground-based monitoring systems to protect our reserve and protected areas. In addition, physical monitoring by forest rangers is deployed in both Brazil (5 rangers) and Indonesia (28 rangers). Brazil conducted a total of 741 patrols in 2023, while Indonesia conducts patrols daily in their own concession areas and an additional 134 patrols together with rangers from the neighbouring Bukit Tigapuluh National Park also in 2023. Michelin is also implementing a global deforestation risk analysis for smallholder source sheds. Starting in 2023, Michelin took this commitment to the next level by working with its natural rubber network and suppliers to geolocalise its supply chain at farm level. These farms were then monitored for any deforestation activity.

(8.9.3.4) DF/DCF status verified

Select from:

☑ Yes

(8.9.3.5) Type of verification

Select all that apply

☑ First party

☑ Second party

(8.9.3.6) % of your disclosure volume that is both determined as DF/DCF through monitoring of production unit and is verified as DF/DCF

9

(8.9.3.7) Explain the process of verifying DF/DCF status

The natural rubber market, industry and sustainable development risks are assessed on an annual basis using a group-level raw material risk screening tool. Natural rubber as a forest-risk commodity has also been prioritized for sustainability risk management, and Michelin utilizes an integrated sustainability risk-based framework that includes a specified supplier approval process, sustainability management system assessments, a jurisdictional upstream supply chain risk mapping tool, organized stakeholder dialogues (conducted every two years), and additional assessments for higher risk segments. The risk assessment processes begin with an approval process for all new suppliers, which includes a supplier questionnaire and initial on-site audit, both of which include environmental and social aspects. Suppliers operating in specific countries, or those with specific sourcing structures (e.g. sourcing originating from large plantations) are subject to additional assessments, including on their raw material sourcing structures and the implementation of zero-deforestation commitments evidenced by HCV/HCS assessments prior to any new development. Compliance is benchmarked against a large plantation compliance checklist which large plantations are expected to review annually. In our direct operations, deforestation alerts received via satellite monitoring systems are verified through on-the-ground verification by rangers. In 2016, Michelin developed RubberWay, a jurisdictional level risk mapping tool, to help address the complex and smallholder-dominated nature of natural rubber supply chains and at the end of 2023, suppliers accounting for 83% of its volume are deploying the tool. A pilot of the second phase of the deforestation risk analysis on eight of its prioritised supplier factories' supply sheds has also been conducted. Action plans were identified based on the results. In 2023, Michelin started working with its natural rubber network and suppliers to geolocalise its supply chain at farm level. These farms were then analysed and verified for compliance with deforestation-free commitments and regulations.
[Fixed row]

(8.10) Indicate whether you have monitored or estimated the deforestation and conversion of other natural ecosystems footprint for your disclosed commodities.

Rubber

(8.10.1) Monitoring or estimating your deforestation and conversion footprint

Select from:

☑ No, and we do not plan to monitor or estimate our deforestation and conversion footprint in the next two years

(8.10.2) Primary reason for not monitoring or estimating deforestation and conversion footprint

Select from:

☑ Other, please specify :Focused on moving towards deforestation free supply chain with efforts to increase deforestation assessments to farm level

(8.10.3) Explain why you do not monitor or estimate your deforestation and conversion footprint

All suppliers are bound by our Sustainable Natural Rubber Policy and are required to acknowledge conformance to all requirements for each delivery. Suppliers operating in specific countries, or those with specific sourcing structures (e.g. sourcing originating from large plantations) are subject to additional assessments, including on their raw material sourcing structures and the implementation of zero-deforestation commitments evidenced by HCV/HCS assessments prior to any new development. Suppliers that own or source from large plantations are prioritised for monitoring. Their compliance is benchmarked against a large plantation compliance checklist which large plantations are expected to review annually. In 2023, Michelin started working with its natural rubber network and suppliers to geolocalise its supply chain at the farm level. This further extended our deforestation assessments to smallholder farms where geolocated farms are analysed on their compliance with deforestation-free commitments and regulations. Michelin is focused on its ambitious commitment of 100% of natural rubber volumes used by the Group will be assessed as deforestation-free by 2030.
[Fixed row]

(8.11) For volumes not assessed and determined as deforestation- and conversion-free (DCF), indicate if you have taken actions in the reporting year to increase production or sourcing of DCF volumes.

	Actions taken to increase production or sourcing of DCF volumes
Rubber	*Select from:* ☑ Yes

[Fixed row]

(8.11.1) Provide details of actions taken in the reporting year to assess and increase production/sourcing of deforestation- and conversion-free (DCF) volumes.

Rubber

(8.11.1.1) Action type

Select from:
☑ Increasing traceability

(8.11.1.2) % of disclosure volume that is covered by this action

91

(8.11.1.3) Indicate whether you had any major barriers or challenges related to this action in the reporting year

Select from:

☑ Yes

(8.11.1.4) Main measures identified to manage or resolve the challenges

Select all that apply

☑ Greater stakeholder engagement and collaboration

☑ Greater supplier awareness/engagement

☑ Investment in monitoring tools and traceability systems

☑ Improvement in data collection and quality

(8.11.1.5) Provide further details on the actions taken, their contribution to achieving DCF status, and any related barriers or challenges

All suppliers are bound by our Sustainable Natural Rubber Policy and are required to acknowledge conformance to all requirements for each delivery. Suppliers operating in specific countries, or those with specific sourcing structures (e.g. sourcing originating from large plantations) are subject to additional assessments, including on their raw material sourcing structures and the implementation of zero-deforestation commitments evidenced by HCV/HCS assessments prior to any new development. Suppliers that own or source from large plantations are prioritised for monitoring. Their compliance is benchmarked against a large plantation compliance checklist which large plantations are expected to review annually. Satellite monitoring approaches are used in our own operations at RLU and with our joint-venture partner SIPH, which have ongoing projects with Satelligence for a satellite monitoring system around its sites and source sheds in Indonesia (Jambi and East Kalimantan) and in the West African region (Côte d'Ivoire and Liberia) respectively. In our direct operations in Indonesia and Brazil, ground-based monitoring systems are also used to protect our reserve and protected areas. One of the biggest challenges facing the natural rubber industry on its journey toward sustainability is the highly fragmented and dynamic natural rubber supply chain. The challenge arises not only in that fact that 85% of the global natural rubber supply originates from smallholder farms, but also through the multiple tiers of intermediaries that buy and sell natural rubber. In 2023, Michelin started working with its natural rubber network and suppliers to geolocalise its supply chain at the farm level. This further extended our deforestation assessments to smallholder farms where geolocated farms are analysed on their compliance with deforestation-free commitments and regulations. A number of projects with deforestation analysis providers and approaches are underway. Michelin is focused on its ambitious commitment of 100% of natural rubber volumes used by the Group will be assessed as deforestation-free by 2030.

Rubber

(8.11.1.1) Action type

Select from:

☑ Increasing production unit monitoring

(8.11.1.2) % of disclosure volume that is covered by this action

91

(8.11.1.3) Indicate whether you had any major barriers or challenges related to this action in the reporting year

Select from:

☑ Yes

(8.11.1.4) Main measures identified to manage or resolve the challenges

Select all that apply

☑ Greater stakeholder engagement and collaboration

☑ Greater supplier awareness/engagement

☑ Investment in monitoring tools and traceability systems

☑ Improvement in data collection and quality

(8.11.1.5) Provide further details on the actions taken, their contribution to achieving DCF status, and any related barriers or challenges

All suppliers are bound by our Sustainable Natural Rubber Policy and are required to acknowledge conformance to all requirements for each delivery. Suppliers operating in specific countries, or those with specific sourcing structures (e.g. sourcing originating from large plantations) are subject to additional assessments, including on their raw material sourcing structures and the implementation of zero-deforestation commitments evidenced by HCV/HCS assessments prior to any new development. Suppliers that own or source from large plantations are prioritised for monitoring. Their compliance is benchmarked against a large plantation compliance checklist which large plantations are expected to review annually. Satellite monitoring approaches are used in our own operations at RLU and with our joint-venture partner SIPH, which have ongoing projects with Satelligence for a satellite monitoring system around its sites and source sheds in Indonesia (Jambi and East Kalimantan) and in the West African region (Côte d'Ivoire and Liberia) respectively. In our direct operations in Indonesia and Brazil, ground-based monitoring systems are also used to protect our reserve and protected areas. One of the biggest challenges facing the natural rubber industry on its journey toward sustainability is the highly fragmented and dynamic natural rubber supply chain. The challenge arises not only in that fact that 85% of the global natural rubber supply originates from smallholder farms, but also through the multiple tiers of intermediaries that buy and sell natural rubber. In 2023, Michelin started working with its natural rubber

network and suppliers to geolocalise its supply chain at the farm level. This further extended our deforestation assessments to smallholder farms where geolocated farms are analysed on their compliance with deforestation-free commitments and regulations. A number of projects with deforestation analysis providers and approaches are underway. Michelin is focused on its ambitious commitment of 100% of natural rubber volumes used by the Group will be assessed as deforestation-free by 2030.

Rubber

(8.11.1.1) Action type

Select from:

☑ Working with smallholders

(8.11.1.2) % of disclosure volume that is covered by this action

91

(8.11.1.3) Indicate whether you had any major barriers or challenges related to this action in the reporting year

Select from:

☑ Yes

(8.11.1.4) Main measures identified to manage or resolve the challenges

Select all that apply

☑ Greater stakeholder engagement and collaboration

☑ Greater supplier awareness/engagement

☑ Investment in monitoring tools and traceability systems

☑ Improvement in data collection and quality

(8.11.1.5) Provide further details on the actions taken, their contribution to achieving DCF status, and any related barriers or challenges

All suppliers are bound by our Sustainable Natural Rubber Policy and are required to acknowledge conformance to all requirements for each delivery. Suppliers operating in specific countries, or those with specific sourcing structures (e.g. sourcing originating from large plantations) are subject to additional assessments, including on their raw material sourcing structures and the implementation of zero-deforestation commitments evidenced by HCV/HCS assessments prior to any new

development. Suppliers that own or source from large plantations are prioritised for monitoring. Their compliance is benchmarked against a large plantation compliance checklist which large plantations are expected to review annually. Satellite monitoring approaches are used in our own operations at RLU and with our joint-venture partner SIPH, which have ongoing projects with Satelligence for a satellite monitoring system around its sites and source sheds in Indonesia (Jambi and East Kalimantan) and in the West African region (Côte d'Ivoire and Liberia) respectively. In our direct operations in Indonesia and Brazil, ground-based monitoring systems are also used to protect our reserve and protected areas. One of the biggest challenges facing the natural rubber industry on its journey toward sustainability is the highly fragmented and dynamic natural rubber supply chain. The challenge arises not only in that fact that 85% of the global natural rubber supply originates from smallholder farms, but also through the multiple tiers of intermediaries that buy and sell natural rubber. In 2023, Michelin started working with its natural rubber network and suppliers to geolocalise its supply chain at the farm level. This further extended our deforestation assessments to smallholder farms where geolocated farms are analysed on their compliance with deforestation-free commitments and regulations. A number of projects with deforestation analysis providers and approaches are underway. Michelin is focused on its ambitious commitment of 100% of natural rubber volumes used by the Group will be assessed as deforestation-free by 2030.
[Add row]

(8.13) Does your organization calculate the GHG emission reductions and/or removals from land use management and land use change that have occurred in your direct operations and/or upstream value chain?

Rubber

(8.13.1) GHG emissions reductions and removals from land use management and land use change calculated

Select from:
☑ No, and do not plan to do so in the next two years

(8.13.2) Primary reason your organization does not calculate GHG emissions reductions and removals from land use management and land use change

Select from:
☑ Other, please specify :In the process of developing and finalising a standardised GHG emissions calculator which will be shared with suppliers upstream

(8.13.3) Explain why your organization does not calculate GHG emissions reductions and removals from land use management and land use change

Michelin is pursuing an industry approach to ensuring that GHG emissions around land use can be calculated in a standardized manner across the natural rubber value chain. To do this, it worked with a consortium including two other natural rubber processors to develop a GHG emissions calculator that accounted for scopes 1, 2 and 3 (including on land use change) in the natural rubber value chain, together with a third party GHG specialist. This tool has been finalized and piloted among

Michelin's own operations and joint ventures, as well as some key suppliers. The consortium has since embarked on efforts to share the tool more widely. With these efforts in mind, we plan to accelerate efforts on GHG reporting in our natural rubber upstream supply chain.
[Fixed row]

(8.14) Indicate if you assess your own compliance and/or the compliance of your suppliers with forest regulations and/or mandatory standards, and provide details.

(8.14.1) Assess legal compliance with forest regulations

Select from:

☑ Yes, from both suppliers and owned/managed/controlled land

(8.14.2) Aspects of legislation considered

Select all that apply

☑ Land use rights

☑ Environmental protection

☑ Labor rights

☑ The principle of free, prior and informed consent (FPIC), including as set out in the UN Declaration on the Rights of Indigenous Peoples

(8.14.3) Procedure to ensure legal compliance

Select all that apply

☑ Third party tools

☑ First party audits

☑ Second party audits

☑ Ground-based monitoring

☑ Supplier self-declaration

☑ Remote sensing or other geospatial monitoring

(8.14.4) Indicate if you collect data regarding compliance with the Brazilian Forest Code

Select from:

☑ Yes

(8.14.5) Please explain

Complying with regulations and/or mandatory standard, including forest regulations, is a foundational pillar of our Purchasing Principles and Sustainable Natural Rubber Policy. These documents and the expectations they convey are embedded in all of our purchase orders and supply contracts. Engagement with our direct suppliers begins during their initial approval process, where we engage them with a Preliminary Evaluation Questionnaire that includes queries on their sustainability policy, management system and actions, which includes their compliance to the prevailing environmental, labor and social regulations in their country. The approval process for all natural rubber suppliers includes an on-site quality audit which include environmental and social aspects at the processing factory level; these are then repeated at least once every two years. We also use EcoVadis, a third-party global business sustainability ratings provider to assess the sustainability management systems (including sustainable procurement) of the vast majority of our suppliers by volume with documentary reviews, with around 97% of our natural rubber supply (by spend) assessed in 2023. Insights gained through these mechanisms allow us to improve our supplier's performance through continuous improvement and collaboration, which include capacity building initiatives on selected suppliers. For the upstream supply chain (farm/planation level), we are pursuing a risk-based and impact driven approach to ensure compliance to forest regulations. This includes additional assessments for suppliers which own or source from large estate plantations, where we also monitor their implementation of beyond-legal requirements such as HCV/HCS assessments. Understanding that 85% of natural rubber originates from smallholder production, Michelin has also developed the RubberWay risk mapping tool to empower our suppliers to assess environmental and social risks in their supply chain. In its own operations in Brazil, Michelin complies strictly with the Brazilian Forest Code, and maintains a much larger area of legal reserve (RL) than is required for the purposes of ecosystem conservation and protection. Brazilian suppliers that operate large plantations are also tracked on their adherence to the Brazilian Forest Code. In 2023, Michelin further intensified assessment of legality in its upstream supply chain by expanding work to map and geolocate smallholders in its supply chain to address the European Union Deforestation Regulation. In addition to ensuring that farms are deforestation free, farms are also assessed on legality aspects, including on forest regulations. Wide-scale deployment and systematic assessments are now underway.
[Fixed row]

(8.15) Do you engage in landscape (including jurisdictional) initiatives to progress shared sustainable land use goals?

	Engagement in landscape/jurisdictional initiatives
	Select from: ☑ Yes, we engage in landscape/jurisdictional initiatives

[Fixed row]

(8.15.1) Indicate the criteria you consider when prioritizing landscapes and jurisdictions for engagement in collaborative approaches to sustainable land use and provide an explanation.

(8.15.1.1) Criteria for prioritizing landscapes/jurisdictions for engagement

Select all that apply

☑ Risk of biodiversity loss

☑ Commodity sourcing footprint

☑ Current and future sourcing risk

☑ Opportunity to build resilience at scale

☑ Organization has operational presence in area

☑ Opportunity to protect and restore natural ecosystems

☑ Opportunity to increase market access for smallholders and local communities

☑ Ability to contribute to/ build on existing landscape/jurisdictional initiatives

☑ Risk of deforestation, forests/land degradation, or conversion of other natural ecosystems

(8.15.1.2) Explain your process for prioritizing landscapes/jurisdictions for engagement

Michelin believes that landscape and/or jurisdictional approaches are crucial to tackle the complexities of sustainable supply chains. This is particularly the case for natural rubber, where production is smallholder-dominated and where single processing factories can be dynamically supplied with thousands if not tens of thousands of individual actors. Smallholders often operate in mosaic landscapes with varying social and environmental contexts, and may grow multiple crops or commodities, making successful interventions all the more complex. Landscape and/or jurisdictional approaches allow us to focus on areas of highest impact (a cross section of highest footprint and highest risk) and mobilize the most relevant and willing actors in the area to increase resource availability. We leverage on our statistical jurisdictional risk mapping tool RubberWay, and other tools, to prioritize areas for intervention. Landscape approaches also allow us to partner with other stakeholders to collaborate on conserving key landscapes with high ecological and biodiversity value.
[Fixed row]

(8.15.2) Provide details of your engagement with landscape/jurisdictional initiatives to sustainable land use during the reporting year.

Row 1

(8.15.2.1) Landscape/jurisdiction ID

Select from:

☑ LJ1

(8.15.2.2) Name of initiative

Bukit Tigapuluh (BTP) Protection Forum

(8.15.2.3) Country/area

Select from:

☑ Indonesia

(8.15.2.4) Name of landscape or jurisdiction area

Bukit Tigapuluh Landscape

(8.15.2.5) Attach public information about the initiative (optional)

Bukit-Tigapuluh-Protection-Forum_Landscape_Approaches_Report_REVH.pdf

(8.15.2.6) Indicate if you can provide the size of the area covered by the initiative

Select from:

☑ Yes

(8.15.2.7) Area covered by the initiative (ha)

7000

(8.15.2.8) Type of engagement

Select all that apply

☑ Convener: Leads or facilitates the design, set-up, and high-level management of the initiative

☑ Partner: Shares responsibility with other stakeholders to manage and implement actions.

(8.15.2.9) Engagement start year

2018

(8.15.2.10) Engagement end year

Select from:

☑ Not defined

(8.15.2.12) Landscape goals supported by engagement

Environmental

☑ Decreased ecosystem degradation rate

☑ Forest fires monitored and prevented

☑ Biodiversity protected and/or restored

☑ Increased and/or maintained protected areas

☑ Natural ecosystems conserved and/or restored

☑ Reduced emissions from land use change and/or agricultural production

☑ Avoided deforestation/conversion of other natural ecosystems and/or decreased degradation rate

Social

☑ Ensuring local communities and smallholders benefit from the outcomes of landscape/jurisdictional initiative

☑ Implementation of livelihood activities/practices that reduce pressure on forests

☑ Improved business models that enable inclusion (including smallholders)

☑ Increased rate of employment in the rural economy

☑ Respect, protect, and fulfil human rights

Production

☑ Improved and/or maintained soil health

☑ Increased adoption of sustainable production practices (e.g., input use efficiency and water management practices)

(8.15.2.13) Organization actions supporting initiative

Participate in planning and multi-stakeholder alignment

☑ Co-design and develop goals, strategies and an action plan with timebound targets and milestones for the initiative

☑ Collaborate on establishing and managing monitoring system for deforestation, natural ecosystem conversion and/or degradation

Build community and multi-stakeholder capacities

☑ Engage stakeholders on importance of conservation, restoration and/or rehabilitation

Support and incentivize sustainable production and community land use practices

☑ Capacity building for farmers, smallholders and local communities to implement good agricultural practices (including improved efficiency, crop diversification and adoption of certification)

☑ Support Indigenous peoples and local communities to clarify and secure land tenure rights

(8.15.2.14) Type of partners engaged in the initiative design and implementation

Select all that apply

☑ Sub-national government

☑ Indigenous peoples

☑ Local communities

☑ NGO and/or civil society

☑ Producers

(8.15.2.15) Description of engagement

Michelin participates in the Bukit Tigapuluh Protection Forum through the Royal Lestari Utama (RLU) project. The forum is a landscape approach initiative involving various civil society organizations and private actors operating in the area. RLU is a key stakeholder in the forum, as it operates adjacent to the Bukit Tigapuluh National Park in Sumatra, Indonesia, and supports protection and restoration efforts while providing an important buffer zone for the national park.

(8.15.2.16) Collective monitoring framework used to measure progress towards landscape goals and actions

Select from:

☑ Yes, progress is monitored using an internally defined framework

(8.15.2.17) State the achievements of your engagement so far and how progress is monitored

Of the 88,645 hectares that make up the three concession areas of RLU, a total of 15,000 hectares are actively managed as conservation and/or restoration areas, including Mandelang Forest Reserve in Jambi that is a contiguous forest block to the forest of Bukit Tigapuluh National Park (BTNP). Progress is tracked and verified in an annual ESG Audit Report, which describes ongoing implementation, compliance, monitoring and reporting of the procedures, practices and programs. Since 2018, some notable achievements of the program include eliminating illegal logging activities in the RLU concession area which borders the BTNP, the PT Alam Bukit

Tigapuluh (ABT) concession area, and also within the BTNP itself. RLU, in collaboration with BTNP, continues to provide technical assistance to the Indigenous Peoples in the area on Non-timber Forest Products through the Orang Rimba empowerment program. Products include the cultivation of coffee and sustainable harvesting of damar resin and dragon blood resin (jernang). Other achievements and areas of collaboration as of 2023 include: a total of 10,622 native trees planted (including active planting of 68 hectares in 2023), fire management and monitoring, more than 4000 direct employment opportunities provided, and 383 smallholders benefitting from the Community Partnership Program in Jambi and East Kalimantan.

(8.15.2.18) Claims made

Select from:

☑ No, we are not making any claims, and we do not plan to within the next two years

Row 2

(8.15.2.1) Landscape/jurisdiction ID

Select from:

☑ LJ2

(8.15.2.2) Name of initiative

Committed Actions for Smallholder CApacity Development (CASCADE) project

(8.15.2.3) Country/area

Select from:

☑ Indonesia

(8.15.2.4) Name of landscape or jurisdiction area

Tebo, Bungo and Merangin Regencies

(8.15.2.5) Attach public information about the initiative (optional)

Cascade article from Ksapa_March 2023.pdf

(8.15.2.6) Indicate if you can provide the size of the area covered by the initiative

Select from:

☑ Yes

(8.15.2.7) Area covered by the initiative (ha)

1800

(8.15.2.8) Type of engagement

Select all that apply

☑ Convener: Leads or facilitates the design, set-up, and high-level management of the initiative

☑ Partner: Shares responsibility with other stakeholders to manage and implement actions.

☑ Funder: Provides full or partial financial resources

(8.15.2.9) Engagement start year

2020

(8.15.2.10) Engagement end year

Select from:

☑ Please specify :2024

(8.15.2.12) Landscape goals supported by engagement

Social

☑ Ensuring local communities and smallholders benefit from the outcomes of landscape/jurisdictional initiative

☑ Implementation of livelihood activities/practices that reduce pressure on forests

☑ Improved business models that enable inclusion (including smallholders)

☑ Improved standard of living, especially for vulnerable and/or marginalized groups

☑ Respect, protect, and fulfil human rights

Production

☑ Increased adoption of sustainable production practices (e.g., input use efficiency and water management practices)

☑ Uptake of regenerative agriculture (e.g., agroforestry) practices

(8.15.2.13) Organization actions supporting initiative

Participate in planning and multi-stakeholder alignment

☑ Co-design and develop goals, strategies and an action plan with timebound targets and milestones for the initiative

☑ Collaborate on establishing and managing monitoring system for deforestation, natural ecosystem conversion and/or degradation

Build community and multi-stakeholder capacities

☑ Engage stakeholders on importance of conservation, restoration and/or rehabilitation

Support and incentivize sustainable production and community land use practices

☑ Capacity building for farmers, smallholders and local communities to implement good agricultural practices (including improved efficiency, crop diversification and adoption of certification)

Other

☑ Other, please specify :Support producers, producer groups and primary processors to improve agricultural practices and technologies

(8.15.2.14) Type of partners engaged in the initiative design and implementation

Select all that apply

☑ Local communities

☑ NGO and/or civil society

☑ Producers

☑ Private sector

(8.15.2.15) Description of engagement

Michelin is a convener and one of the two primary co-financers of the project and provides project management oversight. It is also a technical advisor on the good agricultural practices, and co-developed a number of modules which will be used in the training program.

(8.15.2.16) Collective monitoring framework used to measure progress towards landscape goals and actions

Select from:

☑ Yes, progress is monitored using an internally defined framework

(8.15.2.17) State the achievements of your engagement so far and how progress is monitored

In 2023, 1000 farmers have completed at least one training. The first phase of training, the 'Rubber Clinic' module, covers the most critical aspects identified through RubberWay risk mapping, including farm management, tapping techniques, pest and disease management, and health and safety. Farmers have also begun training on income diversification with intercropping. As the project progresses impact indicators such as increases in yield, income share from diversification activities, reduction of agrochemical inputs and uptake of environmentally-friendly farming practices among others will be monitored through a digital impact measurement module.

(8.15.2.18) Claims made

Select from:

☑ No, we are not making any claims, and we do not plan to within the next two years

[Add row]

(8.15.3) For each of your disclosed commodities, provide details on the disclosure volume from each of the landscapes/jurisdictions you engage in.

Row 1

(8.15.3.1) Landscape/jurisdiction ID

Select from:

☑ LJ1

(8.15.3.2) Does any of your produced and/or sourced commodity volume originate from this landscape/jurisdiction, and are you able/willing to disclose information on this volume?

Select from:

☑ Yes, we do produce/source from this landscape/jurisdiction, but we are not able/willing to disclose volume data

Row 2

(8.15.3.1) Landscape/jurisdiction ID

Select from:

☑ LJ2

(8.15.3.2) Does any of your produced and/or sourced commodity volume originate from this landscape/jurisdiction, and are you able/willing to disclose information on this volume?

Select from:

☑ Yes, we do produce/source from this landscape/jurisdiction, but we are not able/willing to disclose volume data

[Add row]

(8.16) Do you participate in any other external activities to support the implementation of policies and commitments related to deforestation, ecosystem conversion, or human rights issues in commodity value chains?

Select from:

☑ Yes

(8.16.1) Provide details of the external activities to support the implementation of your policies and commitments related to deforestation, ecosystem conversion, or human rights issues in commodity value chains

Row 1

(8.16.1.1) Commodity

Select all that apply

☑ Rubber

(8.16.1.2) Activities

Select all that apply

☑ Other, please specify :Involved in multi-partnership or stakeholder initiatives

(8.16.1.3) Country/area

Select from:

☑ Not applicable

(8.16.1.4) Subnational area

Select from:

☑ Not applicable

(8.16.1.5) Provide further details of the activity

Michelin believes that partnerships are essential to drive real change in the natural rubber supply chain. Noting the need for a multi-stakeholder platform that involves actors from the whole supply chain, Michelin, with an international group of tire makers, car manufacturers, rubber processors and NGOs came together to launch the Global Platform for Sustainable Natural Rubber (GPSNR), in 2018. The platform has a vision to create a 'fair, equitable and environmentally sound natural rubber value chain' and aims to improve the environmental and socio-economic performance of the natural rubber industry. The development of GPSNR was initiated by the CEOs of the World Business Council for Sustainable Development's (WBCSD) Tire Industry Project (TIP), of which Michelin is one of the founding members. Michelin is also a member of the Sustainable Natural Rubber initiative (SNR-i), organized by the International Rubber Study Group. Michelin has pledged to uphold the United Nations Global Compact.

Row 2

(8.16.1.1) Commodity

Select all that apply

☑ Rubber

(8.16.1.2) Activities

Select all that apply

☑ Engaging with non-governmental organizations

(8.16.1.3) Country/area

Select from:

☑ Not applicable

(8.16.1.4) Subnational area

Select from:

☑ Not applicable

(8.16.1.5) Provide further details of the activity

Michelin is continuing to consult regularly with both stakeholders and the leading civil society organizations involved in these issues. Every two years, for example, the Group brings together civil society organizations to report on the progress made across the natural rubber value chain and to discuss possible pathways to further improvement. The last information and consultation meeting was held in Paris in 2022. In addition to these biennial forums, Michelin regularly works with NGOs, researchers, academics and government agencies on natural rubber sustainability issues.

Row 3

(8.16.1.1) Commodity

Select all that apply

☑ Rubber

(8.16.1.2) Activities

Select all that apply

☑ Other, please specify :Engaging with policymakers or governments

(8.16.1.3) Country/area

Select from:

☑ Not applicable

(8.16.1.4) Subnational area

Select from:

☑ Not applicable

(8.16.1.5) Provide further details of the activity

The Group is involved in several think tanks exploring ways to prevent imported deforestation. In France, we are regularly interacting with and having dialogues with the French Ministry for the Ecological and Inclusive Transition (MTE). These engagements include discussions around regulations related to zero-deforestation commitments, such as the EU Regulation on Deforestation-free Products (EUDR).

Row 4

(8.16.1.1) Commodity

Select all that apply

☑ Rubber

(8.16.1.2) Activities

Select all that apply

☑ Funding research organizations

(8.16.1.3) Country/area

Select from:

☑ Not applicable

(8.16.1.4) Subnational area

Select from:

☑ Not applicable

(8.16.1.5) Provide further details of the activity

The long-term resilience and productivity of rubber trees has fundamental implications for the natural rubber industry as well as the millions of farmers that depend on natural rubber production for their livelihoods. Michelin has partnered with CIRAD, a French research center that works with developing countries to address tropical agricultural and development issues, for 25 years on multiple research and development fronts. These have included efforts to develop varieties of rubber trees that are resistant to major pest and diseases and to develop best practices for yield and productivity improvement. Programs have been conducted bilaterally and also jointly as part of the Institute du Caoutchouc (IFC). Michelin and CIRAD also jointly organize workshops and seminars for the Asia and Pacific Zone for researchers, plant protection and quarantine authorities on the prevention of cross-regional transfer of rubber diseases. To ensure the viability of natural rubber production long

term, and to continuously improve the efficiency production so as to reduce land use needs, Michelin is the only tire maker to be an associate member of the International Rubber Research and Development Board (IRRDB). We partner with the IRRDB in the development of high yielding natural rubber tree varieties and sustainable farming practices. The IRRDB is a research and development network which brings together natural rubber research institutes in virtually all the natural rubber producing countries, covering 95 per cent of world natural rubber production. Michelin partners with the IRRDB in an exchange program, which helps to broaden the genetic diversity of breeding stock for various research and development programs. The partnership is also involved in international prospection in Amazonia to collect native seeds and broaden the generic base for future breeding programs. All this helps to ensure a pipeline of high-yielding varieties of natural rubber trees that have sufficient genetic diversity to be resilient to various pest and diseases and the impacts of climate change.

Row 5

(8.16.1.1) Commodity

Select all that apply

☑ Rubber

(8.16.1.2) Activities

Select all that apply

☑ Involved in industry platforms

(8.16.1.3) Country/area

Select from:

☑ Not applicable

(8.16.1.4) Subnational area

Select from:

☑ Not applicable

(8.16.1.5) Provide further details of the activity

Michelin works with industry in order to contribute to the best understanding of natural rubber specificities and to provide relevant input to policymakers when it comes to deforestation risks. The European Tyre & Rubber Manufacturers Association (ETRMA), which represents the tire and rubber industry in Europe, has a working group on sustainable supply chain (SSCG), in order to monitor policymaking, and to support the industry's commitments on natural rubber, notably GPSNR. Michelin actively contributes to this working group.

[Add row]

(8.17) Is your organization supporting or implementing project(s) focused on ecosystem restoration and long-term protection?

Select from:
☑ Yes

(8.17.1) Provide details on your project(s), including the extent, duration, and monitoring frequency. Please specify any measured outcome(s).

Row 1

(8.17.1.1) Project reference

Select from:
☑ Project 2

(8.17.1.2) Project type

Select from:
☑ Forest ecosystem restoration

(8.17.1.3) Expected benefits of project

Select all that apply
☑ Net gain in biodiversity and ecosystem integrity
☑ Reduce/halt biodiversity loss
☑ Restoration of natural ecosystem(s)

(8.17.1.4) Is this project originating any carbon credits?

Select from:

☑ No

(8.17.1.5) Description of project

RLU actively manages a conservation area which comprises about 17% of their total concession area. This consists of 5,500ha in Jambi and 10,000ha in East Kalimantan. These protected areas serve various functions including wildlife habitats, riparian areas, areas for biodiversity monitoring, and native seedling sources for restoration activities. Consistent monitoring and management of the conservation areas are helping to support populations of critically endangered animals. Most notably, these efforts support populations of Sumatran Elephants and Sumatran Tigers in the Jambi concession area as well as Bornean Orangutans in East Kalimantan's concession area. Forest patrols by RLU's rangers have reached more than 30,000 man-days covering 995,000km since the ranger patrol program began. The conservation area in Jambi also serves as an important buffer zone for the neighbouring Bukit Tigapuluh National Park. The conservation areas have been found to be rich in biodiversity – tree documentation along Forest Trails in Jambi identified 85 tree species so far, 19 of which are endangered and 7 are critically endangered. Camera traps set up in Jambi and East Kalimantan concession area have identified 42 wildlife species. In addition, with assistance from Birdpacker Indonesia, bird surveys have identified 238 bird species in both Jambi and East Kalimantan concessions, of which 1 species is critically endangered and 4 others are classified as endangered. The continuous efforts of managing RLU's conservation areas ensures the long-term survival and habitat protection of these species. In 2017, RLU started its forest restoration program within its conservation areas. A total of 10,622 trees have been planted across 68 hectares since the program was initiated, with native tree plantings focused on riparian areas and previously burnt and/or encroached lands. In addition to rehabilitation activities, about 10,336 native seeds totalling to 90 plant species have been collected from the conservation areas. These native seedlings are then grown out in nurseries and used for ongoing restoration and rehabilitation activities which in turn provide more habitat for the critically endangered animals in RLU's concession areas. RLU is also embarking on a long-term restoration plan, with an aim to restore an area of about 3000 hectares over the next 20 years.

(8.17.1.6) Where is the project taking place in relation to your value chain?

Select all that apply

☑ Project based in area with direct operations

(8.17.1.7) Start year

2015

(8.17.1.8) Target year

Select from:

☑ Indefinitely

(8.17.1.9) Project area to date (Hectares)

15000

(8.17.1.10) Project area in the target year (Hectares)

16000

(8.17.1.11) Country/Area

Select from:

☑ Indonesia

(8.17.1.12) Latitude

-0.9825

(8.17.1.13) Longitude

101.9861

(8.17.1.14) Monitoring frequency

Select from:

☑ Annually

(8.17.1.16) For which of your expected benefits are you monitoring progress?

Select all that apply

☑ Net gain in biodiversity and ecosystem integrity

☑ Reduce/halt biodiversity loss

☑ Restoration of natural ecosystem(s)

(8.17.1.17) Please explain

Active management of conservation areas in RLU concessions, including monitoring, support populations of Sumatran Elephants and Sumatran Tigers in the Jambi concession area as well as Bornean Orangutans in East Kalimantan's concession area. The conservation areas have been found to be rich in biodiversity – tree documentation along Forest Trails in Jambi identified 85 tree species so far, 19 of which are endangered and 7 are critically endangered. Camera traps set up in Jambi and East Kalimantan concession area have identified 42 wildlife species. In addition, with assistance from Birdpacker Indonesia, bird surveys have identified

238 bird species in both Jambi and East Kalimantan concessions, of which 1 species is critically endangered and 4 others are classified as endangered. The continuous efforts of managing RLU's conservation areas ensures the long-term survival and habitat protection of these species. In 2017, RLU started its forest restoration program within its conservation areas. A total of 10,622 trees have been planted across 68 hectares since the program was initiated, with native tree plantings focused on riparian areas and previously burnt and/or encroached lands. In addition to rehabilitation activities, about 10,336 native seeds totalling to 90 plant species have been collected from the conservation areas. These native seedlings are then grown out in nurseries and used for ongoing restoration and rehabilitation activities which in turn provide more habitat for the critically endangered animals in RLU's concession areas.

Row 2

(8.17.1.1) Project reference

Select from:

☑ Project 1

(8.17.1.2) Project type

Select from:

☑ Forest ecosystem restoration

(8.17.1.3) Expected benefits of project

Select all that apply

☑ Net gain in biodiversity and ecosystem integrity

☑ Reduce/halt biodiversity loss

☑ Restoration of natural ecosystem(s)

(8.17.1.4) Is this project originating any carbon credits?

Select from:

☑ No

(8.17.1.5) Description of project

Michelin created the Michelin Ecological Reserve (Reserva Ecológica Michelin - REM) in Bahia, Brazil, in 2005 to preserve one of the world's most species rich tropical rainforests, the southern Bahian Atlantic rainforest, in a region suffering from widespread deforestation and environmental degradation. Today the reserve

comprises 3,900 hectares of Atlantic rainforest, abandoned rubber groves that are being restored with native tree enrichment plantings, and an extensive network of small rivers, streams, and wetlands. To protect the reserve from hunters, forest rangers conduct daily diurnal and nocturnal patrols which has reduced hunting pressure by 91%, with a subsequent increase of 117% in wildlife abundances. The reserve has become an essential refuge for the long-term survival of the 2,489 species scientists have registered there, including species critically endangered with extinction, such as the yellow-breasted capuchin monkey (Sapajus xanthosternos) and the red-billed curassow (Crax blumenbachii) that now thrive in the REM. The REM maintains an active research program receiving more than 100 scientists each year and has supported 133 ecological studies over the past 19 years, resulting in the publication of 163 scientific papers, and the discovery of 39 species new to science. As part of its restoration program, the REM has planted 112,000 trees of 348 species, restoring 314 hectares of abandoned rubber groves to forest. The reserve also protects the 61-meter high Pancada Grande Waterfall which is open to visitors all year round. The REM also runs an educational outreach program which is designed to engage the youth in neighbouring communities on environmental issues and encourages them to seek sustainable solutions for their communities. Today, the REM remains as one of the best-protected areas of the South American Atlantic Forest, which is one of the most species-rich biomes in the world. A key goal of the Michelin Ecological Reserve is to conduct and support research that will inform the management of natural areas on industrial rubber plantations that guarantees the preservation of biodiversity on working rubber plantations throughout the tropics.

(8.17.1.6) Where is the project taking place in relation to your value chain?

Select all that apply

☑ Project based in area with direct operations

(8.17.1.7) Start year

2005.0

(8.17.1.8) Target year

Select from:

☑ Indefinitely

(8.17.1.9) Project area to date (Hectares)

3900.0

(8.17.1.10) Project area in the target year (Hectares)

3900.0

(8.17.1.11) Country/Area

Select from:

☑ Brazil

(8.17.1.12) Latitude

-13.822

(8.17.1.13) Longitude

-39.171

(8.17.1.14) Monitoring frequency

Select from:

☑ Annually

(8.17.1.16) For which of your expected benefits are you monitoring progress?

Select all that apply

☑ Net gain in biodiversity and ecosystem integrity

☑ Reduce/halt biodiversity loss

☑ Restoration of natural ecosystem(s)

(8.17.1.17) Please explain

Wildlife protection efforts, including the use of forest ranger patrols, have reduced hunting by 91% allowing wildlife abundances to increase to 117%. Scientists have discovered 39 species new to science over the past 20 years since the reserve was opened.
[Add row]

C9. Environmental performance - Water security

(9.1) Are there any exclusions from your disclosure of water-related data?

Select from:
☑ Yes

(9.1.1) Provide details on these exclusions.

Row 1

(9.1.1.1) Exclusion

Select from:
☑ Business activities

(9.1.1.2) Description of exclusion

Tire distribution centers (retail and wholesale)

(9.1.1.3) Reason for exclusion

Select from:
☑ Other, please specify :Consistent with legal requirements for reporting Group-wide extra-financial information under French law.

(9.1.1.7) Percentage of water volume the exclusion represents

Select from:
☑ 1-5%

(9.1.1.8) Please explain

Calculations show that this source represents less than 3% of the Group total. For this reason, and consistent with legal requirements for reporting Group-wide extra-financial information under French law, this source is not included in the Group's consolidated annual report.

Row 2

(9.1.1.1) Exclusion

Select from:

☑ Business activities

(9.1.1.2) Description of exclusion

CAMSO

(9.1.1.3) Reason for exclusion

Select from:

☑ Recent acquisition or merger

(9.1.1.5) Completion date of acquisition or merger

12/30/2018

(9.1.1.6) Data from the merger/acquisition will be incorporated in the next reporting year

Select from:

☑ Yes

(9.1.1.7) Percentage of water volume the exclusion represents

Select from:

☑ 1-5%

(9.1.1.8) Please explain

Recently acquired businesses are gradually integrated into the Group indicator through a process based primarily on aligning and consolidating their data. Using this process, data from Camso's operations were aligned and consolidated from 2021 to 2023, resulting in an impact estimated at around 3% of the Group's i-MEP components (438,889 cu.m). These operations will be integrated into the i-MEP from January 1, 2024.

Row 3

(9.1.1.1) Exclusion

Select from:

☑ Business activities

(9.1.1.2) Description of exclusion

FENNER

(9.1.1.3) Reason for exclusion

Select from:

☑ Recent acquisition or merger

(9.1.1.5) Completion date of acquisition or merger

12/30/2018

(9.1.1.6) Data from the merger/acquisition will be incorporated in the next reporting year

Select from:

☑ No

(9.1.1.7) Percentage of water volume the exclusion represents

Select from:

☑ 1-5%

(9.1.1.8) Please explain

Recently acquired businesses are gradually integrated into the Group indicator through a process based primarily on aligning and consolidating their data. Data assessments are currently in progress

Row 4

(9.1.1.1) Exclusion

Select from:

☑ Business activities

(9.1.1.2) Description of exclusion

RLU (Royal Lestari Utama)

(9.1.1.3) Reason for exclusion

Select from:

☑ Recent acquisition or merger

(9.1.1.5) Completion date of acquisition or merger

06/20/2022

(9.1.1.6) Data from the merger/acquisition will be incorporated in the next reporting year

Select from:

☑ No

(9.1.1.7) Percentage of water volume the exclusion represents

Select from:

☑ Unknown

(9.1.1.8) Please explain

Recently acquired businesses are gradually integrated into the Group indicator through a process based primarily on aligning and consolidating their data. Data assessments are currently in progress
[Add row]

(9.2) Across all your operations, what proportion of the following water aspects are regularly measured and monitored?

Water withdrawals – total volumes

(9.2.1) % of sites/facilities/operations

Select from:
☑ 100%

(9.2.2) Frequency of measurement

Select from:
☑ Daily

(9.2.3) Method of measurement

Facilities either measure water withdrawals in real-time, using "in-place" flow meters or via data which is provided at least daily by water suppliers

(9.2.4) Please explain

100% of manufacturing facilities and research centers monitor total water withdrawal volumes which is one of our key environmental performance indicators. The data are entered and uploaded by sites on a quarterly basis. They are consolidated and reviewed by the corporate EHS department on a quarterly and annual basis. The procedure is documented in an internal reference document.

Water withdrawals – volumes by source

(9.2.1) % of sites/facilities/operations

Select from:
☑ 100%

(9.2.2) Frequency of measurement

Select from:

☑ Daily

(9.2.3) Method of measurement

The water sources are known and recorded for all our sites. The data is available either through flow meters (continuous information) or via water suppliers (at least daily information)

(9.2.4) Please explain

Water withdrawal volumes by source are monitored at 100% of our operations. At corporate level, this information is collected in an annual questionnaire. The information is consolidated and reviewed by the corporate EHS department. It allows to better comprehend our water sources and increases our comprehension of exposure to potential water risks. This has led in the past to projects consisting in switching water sources to reduce our local impacts (switching from groundwater to surface water for instance in one location in France to reduce the pressure on the groundwater resource)

Water withdrawals quality

(9.2.1) % of sites/facilities/operations

Select from:

☑ 100%

(9.2.2) Frequency of measurement

Select from:

☑ Daily

(9.2.3) Method of measurement

Water withdrawals quality is monitored at the site level using samples (either manual or automatic sampling) and lab testing. Parametres include turbidity, conductivity, silica, TSS.

(9.2.4) Please explain

100% of our operational sites measure water withdrawals quality. In some cases, water and/or steam can be in direct contact with the product. In these cases, the water used must meet strict quality standards. The frequency and the parameters monitored will depend on the water source, availability of pre-treatment at the plant and the criticity of the water usage. Also, to ensure proper functioning and preserving the life of our equipment using water (boilers, cooling towers), our sites monitor frequently ISO standard parameters such as turbidity, conductivity, silica, TDS etc. This concern is directly integrated in the running of operations and if the quality varies significantly and it doesn't meet the standards, actions are immediately launched to correct the situation. Corporate level monitoring by the EHS department is not focused on data collection, but on ensuring that the sites better measure and understand and manage any issues relating to the quality of their water sources.

Water discharges – total volumes

(9.2.1) % of sites/facilities/operations

Select from:

☑ 100%

(9.2.2) Frequency of measurement

Select from:

☑ Daily

(9.2.3) Method of measurement

Facilities either measure water discharges in realtime, using "in-place" flow meters or via daily totalisers for open channel flow measurements

(9.2.4) Please explain

100% of our operational sites measure this water aspect which is important for the calculation of total discharged flows of quality parameters.

Water discharges – volumes by destination

(9.2.1) % of sites/facilities/operations

Select from:

☑ 100%

(9.2.2) Frequency of measurement

Select from:

☑ Daily

(9.2.3) Method of measurement

Facilities either measure water discharges in realtime, using "in-place" flow meters or via daily totalisers for open channel flow measurements. The destination of the discharge is known and recorded for all sites.

(9.2.4) Please explain

100% of our operational sites are monitored for this water aspect and is considered part of the usual management for our sites. This is relevant because the receiving body triggers the treatment process to be installed and the knowledge of discharged destination is also of importance in case of an accidental pollution. This information is collected in an annual questionnaire by the corporate EHS department but known by sites daily.

Water discharges – volumes by treatment method

(9.2.1) % of sites/facilities/operations

Select from:

☑ 100%

(9.2.2) Frequency of measurement

Select from:

☑ Monthly

(9.2.3) Method of measurement

Facilities have detailed records of the volumes that flow through their treatment installations and do at least monthly flow balances to review the efficiency of the treatments in place

(9.2.4) Please explain

100% of our operational sites monitor this water aspect which is relevant to the efficiency of the treatment systems in place and guarantee their performance. This is critical to ensure we are complying with local regulations.

Water discharge quality – by standard effluent parameters

(9.2.1) % of sites/facilities/operations

Select from:

☑ 100%

(9.2.2) Frequency of measurement

Select from:

☑ Daily

(9.2.3) Method of measurement

Facilities either monitor continuously (example pH), daily (example COD) or monthly (example BOD) the standard effluent parameters. Either via on-line monitoring systems or via samples which are then lab tested

(9.2.4) Please explain

100% of our sites monitor standard effluent parameters which is critical regarding our commitments to reduce water pollution and compliance with regulations.The plants' discharges are subject to many regulatory requirements that vary in frequency and parameters to be followed (according to destination of the water discharge and the on-site fabrication processes). This information is meticulously followed by each site and reported to the appropriate regulatory agencies as required. Measurements are either carried out via real time monitoring or in-house / third party sampling based on the standards where factories are located.

Water discharge quality – emissions to water (nitrates, phosphates, pesticides, and/or other priority substances)

(9.2.1) % of sites/facilities/operations

Select from:

☑ Not monitored

(9.2.4) Please explain

This water aspect is not monitored in our sites; discharge quality is only monitored by standard effluent parameters. We are planning to monitor this aspect in line with the CSRD timeframe.

Water discharge quality – temperature

(9.2.1) % of sites/facilities/operations

Select from:

☑ 76-99

(9.2.2) Frequency of measurement

Select from:

☑ Daily

(9.2.3) Method of measurement

We use online sensors or sampling then monitoring via thermometers which is done either continuously or daily according to the equipment.

(9.2.4) Please explain

More than 3/4 of our facilities monitor daily the water temperature of discharged water. This is done via real time monitoring or sampling analysis based on the standards of the countries and regions whare our sites are located. In locations where administrations have considered it unnecessary to measure water discharge temperature this is not measured.

Water consumption – total volume

(9.2.1) % of sites/facilities/operations

Select from:

☑ 100%

(9.2.2) Frequency of measurement

Select from:

☑ Yearly

(9.2.3) Method of measurement

We measure our water consumption yearly by calculating the difference between our water withdrawals and water discharges both measured via flow meters.

(9.2.4) Please explain

This information is calculated annually based on 1) water withdrawals collected quarterly minus 2) total discharges collected from the annual questionnaire. 100% of the production facilities and research centres are monitored. The information is consolidated and reviewed by the corporate EHS department. It is not relevant to report this data more frequently as we do not incorporate any water in our production, hence only water withdrawals is a relevant indicator for our activity.

Water recycled/reused

(9.2.1) % of sites/facilities/operations

Select from:

☑ 51-75

(9.2.2) Frequency of measurement

Select from:

☑ Yearly

(9.2.3) Method of measurement

Sites calculate this value based on metering and calculations when metering is missing.

(9.2.4) Please explain

This information is calculated in an annual questionnaire. We expect 100% of our sites to measure this aspect in line with the CSRD timeframe.

The provision of fully-functioning, safely managed WASH services to all workers

(9.2.1) % of sites/facilities/operations

Select from:

☑ Less than 1%

(9.2.2) Frequency of measurement

Select from:

☑ Yearly

(9.2.3) Method of measurement

Measurement was done based on the pilot site.

(9.2.4) Please explain

Michelin has signed the WASH pledge. The self-assessment tool proposed by the WBCSD was used by one pilot site. Subsequently, the tool was simplified for more rapid deployment. Other pilot sites are in the process of being identified
[Fixed row]

(9.2.2) What are the total volumes of water withdrawn, discharged, and consumed across all your operations, how do they compare to the previous reporting year, and how are they forecasted to change?

Total withdrawals

(9.2.2.1) Volume (megaliters/year)

23434

(9.2.2.2) Comparison with previous reporting year

Select from:

☑ Much lower

(9.2.2.3) Primary reason for comparison with previous reporting year

Select from:

☑ Increase/decrease in efficiency

(9.2.2.4) Five-year forecast

Select from:

☑ Lower

(9.2.2.5) Primary reason for forecast

Select from:

☑ Investment in water-smart technology/process

(9.2.2.6) Please explain

Water withdrawals in absolute volume were lower by 10,2% compared to the previous year. Production dropped by 4,8% which can explain part of this but withdrawal's intensity is not directly proportional to production hence why this result also relies on water efficiency measures such as better steering of cooling towers, a change in cooling technology, closing of once through cooling loops and recycling of industrial wastewater. These actions are included in our 2030 water roadmap strategy. In the future we expect withdrawals to decrease with increased investments in water-smart technologies and water efficiency measures.

Total discharges

(9.2.2.1) Volume (megaliters/year)

19231

(9.2.2.2) Comparison with previous reporting year

Select from:

☑ Much lower

(9.2.2.3) Primary reason for comparison with previous reporting year

Select from:

☑ Increase/decrease in efficiency

(9.2.2.4) Five-year forecast

Select from:

☑ Lower

(9.2.2.5) Primary reason for forecast

Select from:

☑ Investment in water-smart technology/process

(9.2.2.6) Please explain

Discharges have decreased by 10,2% in line with water withdrawals reduction. Total future volumes will decrease as withdrawals will decrease.

Total consumption

(9.2.2.1) Volume (megaliters/year)

4203

(9.2.2.2) Comparison with previous reporting year

Select from:

☑ Much lower

(9.2.2.3) Primary reason for comparison with previous reporting year

Select from:

☑ Increase/decrease in efficiency

(9.2.2.4) Five-year forecast

Select from:

☑ Lower

(9.2.2.5) Primary reason for forecast

Select from:

☑ Investment in water-smart technology/process

(9.2.2.6) Please explain

The total water consumption is determined by subtracting the total discharges from the total withdrawals. The figure reported accounts for the evaporation, leaks and other losses, but also the rain water volume taken into account in the discharges. Water is used in the manufacturing process for transferring energy (heating and cooling) – hence the losses by evaporation -- and for some limited washing applications or the electroplating process to produce metal cables at a restricted number of sites. Consumption is lower than previous year as withdrawals and discharges have reduced similarily. Future consumption will decrease as withdrawals will decrease.
[Fixed row]

(9.2.4) Indicate whether water is withdrawn from areas with water stress, provide the volume, how it compares with the previous reporting year, and how it is forecasted to change.

(9.2.4.1) Withdrawals are from areas with water stress

Select from:

☑ Yes

(9.2.4.2) Volume withdrawn from areas with water stress (megaliters)

1600

(9.2.4.3) Comparison with previous reporting year

Select from:

☑ Much lower

(9.2.4.4) Primary reason for comparison with previous reporting year

Select from:

☑ Investment in water-smart technology/process

(9.2.4.5) Five-year forecast

Select from:

☑ Much lower

(9.2.4.6) Primary reason for forecast

Select from:

☑ Investment in water-smart technology/process

(9.2.4.7) % of total withdrawals that are withdrawn from areas with water stress

6.83

(9.2.4.8) Identification tool

Select all that apply

☑ WRI Aqueduct

☑ WWF Water Risk Filter

(9.2.4.9) Please explain

Water withdrawals in water stressed regions have decreased by 6,5%. It is expected withdrawals will continue to decrease in the years to come thanks to our strong focus in these zones
[Fixed row]

(9.2.7) Provide total water withdrawal data by source.

Fresh surface water, including rainwater, water from wetlands, rivers, and lakes

(9.2.7.1) Relevance

Select from:

☑ Relevant

(9.2.7.2) Volume (megaliters/year)

6270

(9.2.7.3) Comparison with previous reporting year

Select from:

☑ Much lower

(9.2.7.4) Primary reason for comparison with previous reporting year

Select from:

☑ Increase/decrease in efficiency

(9.2.7.5) Please explain

Many Michelin sites have access to local surface water supplies for industrial purposes and as a complement to municipal supplies which meet drinking water needs. Surface water supplies have been an inexpensive and reliable source of water to use in heating and cooling, which makes this source highly relevant. 99% comes from rivers and 1% from rainwater. In 2023, the volume has decreased by 19%, this is mainly due to actions described in question 9.2.2. Fresh surface water accounts for 27% of the withdrawals. Michelin will analyse in the future the feasibility to switch other groundwater withdrawals to fresh surface water withdrawals explaining that future trends will slightly increase.

Brackish surface water/Seawater

(9.2.7.1) Relevance

Select from:

☑ Not relevant

(9.2.7.5) Please explain

Michelin sites cannot use brackish water due to the corrosive effect this water has on equipment. This condition will not change in the foreseeable future.

Groundwater – renewable

(9.2.7.1) Relevance

Select from:

☑ Relevant

(9.2.7.2) Volume (megaliters/year)

5921

(9.2.7.3) Comparison with previous reporting year

Select from:

☑ Much lower

(9.2.7.4) Primary reason for comparison with previous reporting year

Select from:

☑ Increase/decrease in efficiency

(9.2.7.5) Please explain

Many Michelin sites have access to site-based renewable groundwater supplies for industrial purposes and as a complement to municipal supplies which meet drinking water needs. Groundwater supplies have been an inexpensive, convenient and reliable source of water of sufficient quality to use in heating and cooling, which makes this source highly relevant. The volume is much lower (10% lower) than the last reporting year due to actions described in W1.2b. Renewable groundwater supplies account for 25% of water withdrawals. Future trend is to decrease as global withdrawals will decrease.

Groundwater – non-renewable

(9.2.7.1) Relevance

Select from:

☑ Relevant

(9.2.7.2) Volume (megaliters/year)

1396

(9.2.7.3) Comparison with previous reporting year

Select from:

☑ About the same

(9.2.7.4) Primary reason for comparison with previous reporting year

Select from:

☑ Increase/decrease in efficiency

(9.2.7.5) Please explain

A handful of Michelin sites have access to site-based non-renewable groundwater supplies for industrial purposes, and as a complement to municipal supplies which meet drinking water needs. In 2023 the volume is about the same (2%) than the last reporting Non-renewable groundwater remains a minority use (6%). The global value is to decrease as withdrawals will decrease.

Produced/Entrained water

(9.2.7.1) Relevance

Select from:

☑ Not relevant

(9.2.7.5) Please explain

Produced water is the result of the extraction, processing, or use of any raw material, this source is therefore not relevant for Michelin as we do not process raw materials that liberate water. This will stay non-relevant in the future.

Third party sources

(9.2.7.1) Relevance

Select from:

☑ Relevant

(9.2.7.2) Volume (megaliters/year)

9848

(9.2.7.3) Comparison with previous reporting year

Select from:

☑ Much lower

(9.2.7.4) Primary reason for comparison with previous reporting year

Select from:

☑ Increase/decrease in efficiency

(9.2.7.5) Please explain

For historical reasons: 1) the necessity to provide drinking water to employees 2) the convenience and low cost of readily available fresh water, meant that the majority of sites put in place and have maintained a single water connection to the local municipal water system for both industrial and drinking water purposes. Adding a second source to existing sites to meet industrial water needs would involve extremely high costs to install and maintain, with no benefits to manufacturing processes. This is why existing withdrawals from municipal sources are highly relevant. The volume is 5,5% lower than the last reporting year and balances out with total freshwater variation. The future trend will be to decrease overall water intake.
[Fixed row]

(9.2.8) Provide total water discharge data by destination.

Fresh surface water

(9.2.8.1) Relevance

Select from:

☑ Relevant

(9.2.8.2) Volume (megaliters/year)

13773

(9.2.8.3) Comparison with previous reporting year

Select from:

☑ Much lower

(9.2.8.4) Primary reason for comparison with previous reporting year

Select from:

☑ Increase/decrease in efficiency

(9.2.8.5) Please explain

Discharges are measured via flowmeters. All sites have the knowledge of the destination of their discharges. Slightly less than half of all sites discharge to a surface water body, and for half of these sites it is the sole discharge outlet, making this type of discharge highly relevant. The volume has decreased by 10,9% compared to the last year reporting. This is in line with the reduction of water withdrawals. The future trend is to decrease discharges as withdrawals will decrease.

Brackish surface water/seawater

(9.2.8.1) Relevance

Select from:

☑ Not relevant

(9.2.8.5) Please explain

No sites discharge directly to brackish surface water or seawater. This situation will not change in the foreseeable future.

Groundwater

(9.2.8.1) Relevance

Select from:

☑ Relevant

(9.2.8.2) Volume (megaliters/year)

522

(9.2.8.3) Comparison with previous reporting year

Select from:

☑ Much lower

(9.2.8.4) Primary reason for comparison with previous reporting year

Select from:

☑ Increase/decrease in efficiency

(9.2.8.5) Please explain

Discharges are measured via flowmeters. All sites have the knowledge of the destination of their discharges. Only a few sites discharge to groundwater making this outlet relevant for these sites only but not in general. The value is much lower (-15,4%) to the previous year due mainly to the gain obtained by closing of a once through cooling loop in one site in 2022. The future trend is to decrease discharges as withdrawals will decrease.

Third-party destinations

(9.2.8.1) Relevance

Select from:

☑ Relevant

(9.2.8.2) Volume (megaliters/year)

4935

(9.2.8.3) Comparison with previous reporting year

Select from:

☑ Much lower

(9.2.8.4) Primary reason for comparison with previous reporting year

Select from:

☑ Increase/decrease in efficiency

(9.2.8.5) Please explain

Discharges are measured via flowmeters. All sites have the knowledge of the destination of their discharges. For historical reasons, the majority of Michelin sites were designed and built with a connection to the local municipal wastewater collection and treatment system, making this type of discharge highly relevant. The volume has decreased by 7,6% compared to last year's reporting. This is in line with the reduction of water withdrawals. The future trend is to decrease discharges as withdrawals will decrease
[Fixed row]

(9.2.9) Within your direct operations, indicate the highest level(s) to which you treat your discharge.

Tertiary treatment

(9.2.9.1) Relevance of treatment level to discharge

Select from:

☑ Relevant

(9.2.9.2) Volume (megaliters/year)

1608

(9.2.9.3) Comparison of treated volume with previous reporting year

Select from:

☑ Much lower

(9.2.9.4) Primary reason for comparison with previous reporting year

Select from:

☑ Increase/decrease in efficiency

(9.2.9.5) % of your sites/facilities/operations this volume applies to

Select from:

☑ 1-10

(9.2.9.6) Please explain

Level of treatment at our plants depends on the nature of our processes, the substances that can be found in our discharge, the receiving body and local regulation requirements. Our plants can have different discharges which are treated at different levels. At some of our plants tertiary treatment is needed. The value is much lower than previous year following the result of reduction of withdrawals. Anticipated future trend: it is expected that the volume of discharge will reduce as discharges will reduce.

Secondary treatment

(9.2.9.1) Relevance of treatment level to discharge

Select from:

☑ Relevant

(9.2.9.2) Volume (megaliters/year)

4787

(9.2.9.3) Comparison of treated volume with previous reporting year

Select from:

☑ Much lower

(9.2.9.4) Primary reason for comparison with previous reporting year

Select from:

☑ Increase/decrease in efficiency

(9.2.9.5) % of your sites/facilities/operations this volume applies to

Select from:

☑ 21-30

(9.2.9.6) Please explain

Level of treatment at our plants depends on the nature of our processes, the substances that can be found in our discharge, the receiving body and local regulation requirements. Our plants can have different discharges which are treated at different levels. At some of our plants secondary treatment is needed. The value is much lower than previous year following the result of reduction of withdrawals. Anticipated future trend: it is expected that the volume of discharge will reduce as discharges will reduce.

Primary treatment only

(9.2.9.1) Relevance of treatment level to discharge

Select from:

☑ Relevant

(9.2.9.2) Volume (megaliters/year)

4463

(9.2.9.3) Comparison of treated volume with previous reporting year

Select from:

☑ Much higher

(9.2.9.4) Primary reason for comparison with previous reporting year

Select from:

☑ Change in accounting methodology

(9.2.9.5) % of your sites/facilities/operations this volume applies to

Select from:

☑ 21-30

(9.2.9.6) Please explain

Level of treatment at our plants depends on the nature of our processes, the substances that can be found in our discharge, the receiving body and local regulation requirements. Our plants can have different discharges which are treated at different levels. At some of our plants primary treatment is needed. The value is much higher than the previous year due to some adjustments in the definition of treament at some sites. Anticipated future trend: it is expected that the volume of discharge will reduce as discharges will reduce.

Discharge to the natural environment without treatment

(9.2.9.1) Relevance of treatment level to discharge

Select from:

☑ Relevant

(9.2.9.2) Volume (megaliters/year)

5931

(9.2.9.3) Comparison of treated volume with previous reporting year

Select from:

☑ Much lower

(9.2.9.4) Primary reason for comparison with previous reporting year

Select from:

☑ Increase/decrease in efficiency

(9.2.9.5) % of your sites/facilities/operations this volume applies to

Select from:

☑ 11-20

(9.2.9.6) Please explain

Some sites can discharge part of or all of their water directly to the natural environment. This concerns sites with once through cooling loops in which no chemicals are added, the water is not in contact with the product and the temperature is stricly monitored and controled. In this water can also be found rain water from sites. In all cases the quality of discharged water is monitored and compliant with local permitting. The value is much lower than the previous year following the results of reduction of withdrawals. Anticipated future trend: it is expected that the volume of discharge will reduce as discharges will reduce.

Discharge to a third party without treatment

(9.2.9.1) Relevance of treatment level to discharge

Select from:

☑ Relevant

(9.2.9.2) Volume (megaliters/year)

2443

(9.2.9.3) Comparison of treated volume with previous reporting year

Select from:

☑ Much higher

(9.2.9.4) Primary reason for comparison with previous reporting year

Select from:

☑ Change in accounting methodology

(9.2.9.5) % of your sites/facilities/operations this volume applies to

Select from:

☑ 21-30

(9.2.9.6) Please explain

About half of our sites have their discharges connected to a municipal treatment plant with whom we have agreements on quantity and entry parameters to comply with. The quantity is much higher as the previous year. This is mainly due to a change in perimeter and in calculation methods. At a global level, the discharged water have decreased in the group, in line with the reduction of withdrawals. Anticipated future trend: it is expected that the volume of discharge will reduce as withdrawals will reduce.

Other

(9.2.9.1) Relevance of treatment level to discharge

Select from:

☑ Not relevant

(9.2.9.6) Please explain

This is not relevant as all the other categories describe where our discharges are sent. It is not expected to become relevant in the future.
[Fixed row]

(9.3) In your direct operations and upstream value chain, what is the number of facilities where you have identified substantive water-related dependencies, impacts, risks, and opportunities?

Direct operations

(9.3.1) Identification of facilities in the value chain stage

Select from:

☑ No, we have assessed this value chain stage but did not identify any facilities with water-related dependencies, impacts, risks, and opportunities

(9.3.4) Please explain

Risks are assessed at site, entity, region and Group level. While some water risks exist and have been identified, they are not considered substantive for the Group as their potential final impact does not exceed the threshold of 150 M (adverse effect on annual operating income: low risk less than 150 M, medium risk between 150 M and 400 M, high risk more than 400 M)

Upstream value chain

(9.3.1) Identification of facilities in the value chain stage

Select from:

☑ No, we have assessed this value chain stage but did not identify any facilities with water-related dependencies, impacts, risks, and opportunities

(9.3.4) Please explain

Risks are assessed at site, entity, region and Group level. While some water risks exist and have been identified, they are not considered substantive for the Group as their potential final impact does not exceed the threshold of 150 M (adverse effect on annual operating income: low risk less than 150 M, medium risk between 150 M and 400 M, high risk more than 400 M), either as the inherent risk/impact is low or as mitigation measures are implemented and bring the residual risk/impact at a low level.
[Fixed row]

(9.4) Could any of your facilities reported in 9.3.1 have an impact on a requesting CDP supply chain member?

Select from:

☑ No facilities were reported in 9.3.1

(9.5) Provide a figure for your organization’s total water withdrawal efficiency.

(9.5.1) Revenue (currency)

28343000000

(9.5.2) Total water withdrawal efficiency

1209481.95

(9.5.3) Anticipated forward trend

On the historic perimeter of Michelin tyre activities it can be anticipated that the future trend is an increase in water withdrawal efficiency as revenues are expected to increase and withdrawals to decrease as part of Michelin's strong water commitments. However, there is some uncertainty as the Michelin Group hopes to grow outside of its traditional tyre activities where this ratio could be lower to start with.
[Fixed row]

(9.12) Provide any available water intensity values for your organization's products or services.

Row 1

(9.12.1) Product name

Passenger car and light truck tires

(9.12.2) Water intensity value

8.2

(9.12.3) Numerator: Water aspect

Select from:
☑ Water withdrawn

(9.12.4) Denominator

metric tons of finished product

(9.12.5) Comment

The figure represents the average value of water intensity for production plants worldwide that manufacture primarily passenger car and light truck tires. R

Row 2

(9.12.1) Product name

Truck, bus and other heavy-duty on-road tires

(9.12.2) Water intensity value

4.2

(9.12.3) Numerator: Water aspect

Select from:

☑ Water withdrawn

(9.12.4) Denominator

metric tons of finished product

(9.12.5) Comment

The figure represents the average value of water intensity for production plants worldwide that manufacture primarily truck, bus and other heavy-duty on-road tires. [Add row]

(9.13) Do any of your products contain substances classified as hazardous by a regulatory authority?

	Products contain hazardous substances
	Select from: ☑ Yes

[Fixed row]

(9.13.1) What percentage of your company's revenue is associated with products containing substances classified as hazardous by a regulatory authority?

Row 1

(9.13.1.1) Regulatory classification of hazardous substances

Select from:

☑ Annex XVII of EU REACH Regulation

(9.13.1.2) % of revenue associated with products containing substances in this list

Select from:

☑ Less than 10%

(9.13.1.3) Please explain

We are in compliance with the conditions specified in Annex XVII of EU reach for tyre activity

Row 2

(9.13.1.1) Regulatory classification of hazardous substances

Select from:

☑ Candidate List of Substances of Very High Concern for Authorisation above 0.1% by weight (EU Regulation)

(9.13.1.2) % of revenue associated with products containing substances in this list

Select from:

☑ Less than 10%

(9.13.1.3) Please explain

None of the substances listed in the entries of the Candidate List is present at rates above the regulatory threshold of 0.1% w/w in tires, flaps, tracks and tubes rubber composition. In addition, we do not use any substance listed in Annex XIV of EU reach (authorization list)

Row 3

(9.13.1.1) Regulatory classification of hazardous substances

Select from:

☑ EU Persistent Organic Pollutants (POPs) Regulation

(9.13.1.2) % of revenue associated with products containing substances in this list

Select from:

☑ Less than 10%

(9.13.1.3) Please explain

We do not use PoP in tyre composition
[Add row]

(9.14) Do you classify any of your current products and/or services as low water impact?

(9.14.1) Products and/or services classified as low water impact

Select from:

☑ No, but we plan to address this within the next two years

(9.14.3) Primary reason for not classifying any of your current products and/or services as low water impact

Select from:

☑ Important but not an immediate business priority

(9.14.4) Please explain

Our tyre products are classified in Europe via the tyre labelling system which provides consumers with information on fuel efficiency, safety and noise by detailing the tyres' rolling resistance, wet grip, and external rolling noise. However, for the moment we haven't classified our products or services with regard to their water impact. We rank the water intensity of each of our industrial sites (in m3 per ton of finished products) but haven't tagged this analysis as a formal classification. However it helps us pull progress as we can see which production sites are the less water intensive. Therefore we could imagine in the future classifying industrial sites of "low water impact" according to their water intensity, comparing either to the Group's yearly average or maybe the sites which are already under the Group's 2030 target.
[Fixed row]

(9.15) Do you have any water-related targets?

Select from:

☑ Yes

(9.15.1) Indicate whether you have targets relating to water pollution, water withdrawals, WASH, or other water-related categories.

Water pollution

(9.15.1.1) Target set in this category

Select from:

☑ No, but we plan to within the next two years

(9.15.1.2) Please explain

Currently all our industrial sites are following the limits of their discharge permits.Percentage of conformity to regulations is an indicator followed by each industrial site as part of the Environmental Management System in place.We believe it is necessary to go beyond compliance to local regulations. Therefore we have launched in 2023 a plan to increase the knowledge of the potential impact of water discharged on the receiving bodies.We are testing 2 methodologies on 3 pilot sites: one inspired by SBTN and one inspired by the French Environmental Ministry on the compatibility of discharged water with the receiving body.We hope that this increased knowledge will help us define the right target regarding water quality which is extremely difficult to set considering the local specificities.

Water withdrawals

(9.15.1.1) Target set in this category

Select from:

☑ Yes

Water, Sanitation, and Hygiene (WASH) services

(9.15.1.1) Target set in this category

Select from:

☑ No, but we plan to within the next two years

(9.15.1.2) Please explain

Michelin has signed the WASH pledge. The self-assessment tool proposed by the WBCSD was used by one pilot site. Subsequently, the tool was simplified for more rapid deployment. Other pilot sites are in the process of being identified.

Other

(9.15.1.1) Target set in this category

Select from:

☑ No, and we do not plan to within the next two years

(9.15.1.2) Please explain

We don't plan to set any other target
[Fixed row]

(9.15.2) Provide details of your water-related targets and the progress made.

Row 1

(9.15.2.1) Target reference number

Select from:

☑ Target 1

(9.15.2.2) Target coverage

Select from:

☑ Organization-wide (direct operations only)

(9.15.2.3) Category of target & Quantitative metric

Water withdrawals

☑ Reduction in withdrawals per unit of production

(9.15.2.4) Date target was set

12/31/2020

(9.15.2.5) End date of base year

12/30/2019

(9.15.2.6) Base year figure

3.37

(9.15.2.7) End date of target year

12/30/2030

(9.15.2.8) Target year figure

2.26

(9.15.2.9) Reporting year figure

2.9

(9.15.2.10) Target status in reporting year

Select from:

☑ Underway

(9.15.2.11) % of target achieved relative to base year

(9.15.2.12) Global environmental treaties/initiatives/ frameworks aligned with or supported by this target

Select all that apply

☑ Sustainable Development Goal 6

(9.15.2.13) Explain target coverage and identify any exclusions

The target is to cut withdrawals by 33% in 2030 compared to the baseline year of 2019 (2020 is not considered as representative due to the covid crisis). This is measured in cubic meters multiplied by the site water stress coefficient per ton of semi-finished and finished product. By end of 2023, Michelin has achieved a 13,7% reduction compared to 2019.

(9.15.2.14) Plan for achieving target, and progress made to the end of the reporting year

In 2023, the water performance ratio of withdrawals per tonne of semi-finished and finished product improved significantly, decreasing by 8.1% year-on-year despite the 4.8% decline in output at constant scope over the period and the surge in cooling water use during the summer heatwaves in Europe and the United States. In absolute terms, water withdrawals declined by 10.2% over the year. Three water audits were performed at the plants in Victoria, Romania, Laem Chabang, Thailand and Resende, Brazil. They identified additional levers that have now been incorporated into the plant's action plans. For example: Laem-Chabang, Thailand: the facility has successfully reduced the amount of cooling tower blowdown water. Optimizing biocide dosing and flow rate management has increased the cycles of concentration by a factor of 1.75, thereby reducing tower makeup water by 1,660 cu.m a month.

(9.15.2.16) Further details of target

By end of 2023, Michelin has achieved a 13,7% reduction compared to 2019. Which means 42% of the global 2030 target has been reached.
[Add row]

C10. Environmental performance - Plastics

(10.1) Do you have plastics-related targets, and if so what type?

(10.1.1) Targets in place

Select from:

☑ Yes

(10.1.2) Target type and metric

Microplastics

☑ Reduce the potential release of microplastics and plastic particles

☑ Other microplastics target, please specify :Kilogram of waste per ton of semi-finished and finished product

(10.1.3) Please explain

Waste management: By 2050, the Group hopes to reduce the amount of waste produced per ton of total output by 50% compared to 2019. An intermediate goal has also been set for 2030, aiming at a reduction of 25% compared to the 2019 baseline. To meet these reduction targets, the waste program is benefiting on the digitization of waste data and the Group's 4R strategy: Avoid, Reduce, Reuse and Recycle. The amount of waste generated is also included in the i-MEP, an internal indicator that allows Michelin to track the progress of its environmental performance, based on five variables (energy use, CO2 emissions, organic solvent use, water withdrawal x water stress and amount of waste generated). The Group's goal is to have their i-MEP score to decline by one-third until 2030. Microplastics: Michelin has been actively involved in reducing abrasion, by leveraging its materials expertise and a design strategy long focused on optimizing materials use. TRWP emissions from Group products were reduced by 5% between 2015 and 2020, representing around a 100,000-tonne reduction in total worldwide TRWP emissions from the use of Michelin tires. Today, the Group is committed to further reducing such emissions from new products.
[Fixed row]

(10.2) Indicate whether your organization engages in the following activities.

Production/commercialization of plastic polymers (including plastic converters)

(10.2.1) Activity applies

Select from:

☑ No

(10.2.2) Comment

None.

Production/commercialization of durable plastic goods and/or components (including mixed materials)

(10.2.1) Activity applies

Select from:

☑ No

(10.2.2) Comment

None.

Usage of durable plastics goods and/or components (including mixed materials)

(10.2.1) Activity applies

Select from:

☑ No

(10.2.2) Comment

None.

Production/commercialization of plastic packaging

(10.2.1) Activity applies

Select from:

☑ No

(10.2.2) Comment

None.

Production/commercialization of goods/products packaged in plastics

(10.2.1) Activity applies

Select from:

☑ No

(10.2.2) Comment

None.

Provision/commercialization of services that use plastic packaging (e.g., food services)

(10.2.1) Activity applies

Select from:

☑ No

(10.2.2) Comment

None.

Provision of waste management and/or water management services

(10.2.1) Activity applies

Select from:

☑ No

(10.2.2) Comment

None.

Provision of financial products and/or services for plastics-related activities

(10.2.1) Activity applies

Select from:
☑ No

(10.2.2) Comment

None.

Other activities not specified

(10.2.1) Activity applies

Select from:
☑ No

(10.2.2) Comment

None.
[Fixed row]

C11. Environmental performance - Biodiversity

(11.2) What actions has your organization taken in the reporting year to progress your biodiversity-related commitments?

(11.2.1) Actions taken in the reporting period to progress your biodiversity-related commitments

Select from:

☑ Yes, we are taking actions to progress our biodiversity-related commitments

(11.2.2) Type of action taken to progress biodiversity- related commitments

Select all that apply

☑ Land/water protection

☑ Land/water management

☑ Species management

☑ Education & awareness

☑ Livelihood, economic & other incentives

[Fixed row]

(11.3) Does your organization use biodiversity indicators to monitor performance across its activities?

	Does your organization use indicators to monitor biodiversity performance?	Indicators used to monitor biodiversity performance
	Select from: ☑ Yes, we use indicators	*Select all that apply* ☑ Pressure indicators

[Fixed row]

(11.4) Does your organization have activities located in or near to areas important for biodiversity in the reporting year?

Legally protected areas

(11.4.1) Indicate whether any of your organization's activities are located in or near to this type of area important for biodiversity

Select from:

☑ Yes

(11.4.2) Comment

Every five years since 2013, the Group's production plants and research facilities have conducted surveys to identify areas classified as protected under supranational, national or local legislation and located within a five-kilometer radius of their site. In 2023, the five-year update inventoried 240 nearby protected areas.

UNESCO World Heritage sites

(11.4.1) Indicate whether any of your organization's activities are located in or near to this type of area important for biodiversity

Select from:

☑ Not assessed

(11.4.2) Comment

The activities has been assessed only for protected areas and KBA.

UNESCO Man and the Biosphere Reserves

(11.4.1) Indicate whether any of your organization's activities are located in or near to this type of area important for biodiversity

Select from:

☑ Not assessed

(11.4.2) Comment

The activities has been assessed only for protected areas and KBA.

Ramsar sites

(11.4.1) Indicate whether any of your organization's activities are located in or near to this type of area important for biodiversity

Select from:

☑ No

(11.4.2) Comment

Ramsar database

Key Biodiversity Areas

(11.4.1) Indicate whether any of your organization's activities are located in or near to this type of area important for biodiversity

Select from:

☑ Yes

(11.4.2) Comment

World Database of KBAs

Other areas important for biodiversity

(11.4.1) Indicate whether any of your organization's activities are located in or near to this type of area important for biodiversity

Select from:

☑ No

(11.4.2) Comment

N/A
[Fixed row]

(11.4.1) Provide details of your organization’s activities in the reporting year located in or near to areas important for biodiversity.

Row 1

(11.4.1.2) Types of area important for biodiversity

Select all that apply

☑ Legally protected areas

(11.4.1.3) Protected area category (IUCN classification)

Select from:

☑ Category IV-VI

(11.4.1.4) Country/area

Select from:

☑ France

(11.4.1.5) Name of the area important for biodiversity

Natura 2000

(11.4.1.6) Proximity

Select from:

☑ Adjacent

(11.4.1.8) Briefly describe your organization’s activities in the reporting year located in or near to the selected area

Manufacturing site

(11.4.1.9) Indicate whether any of your organization’s activities located in or near to the selected area could negatively affect biodiversity

Select from:

☑ Yes, but mitigation measures have been implemented

(11.4.1.10) Mitigation measures implemented within the selected area

Select all that apply

☑ Operational controls

☑ Restoration

(11.4.1.11) Explain how your organization’s activities located in or near to the selected area could negatively affect biodiversity, how this was assessed, and describe any mitigation measures implemented

CENA – In 2023, the agreement between the Michelin facility and the Auvergne Regional Nature Conservancy was renewed for at least another five years. It ensures the protection of a 5.2-hectare area containing continental salt meadows, which are extremely rare in Europe and have been designated as a priority for conservation. They are home to protected maritime species in the Auvergne region, such as sea plantain and Juncus Gerardii black grass. NATURA'LADOUX – The Natura’Ladoux association has been leading local preservation programs and organizing activities to raise employee awareness since 2016. In 2023, it helped to deploy the biodiversity management plan at Ladoux by leading three teambuilding exercises that involved planting 180 shrubs in hedges to help protect water and soil resources, preserve biodiversity and improve the quality of life. Cropland – In 2020, for the first time, the cropland used as testing grounds for agricultural tires was rehabilitated using only farm machinery, without any pesticides. In 2023, no insecticides were used in the wheat and barley fields. Buckwheat, whose extensive plant cover smothers weeds, was grown without using any pesticides or herbicides. The possibility of planting other pesticide-free crops, such as lavender, hemp and alfalfa, are now being reviewed. Rif – A project to restore the Rif canal was undertaken in 2021 to revitalize around one hundred meters of the waterway and limit bank erosion

with a variety of vegetation engineering techniques (combs, aquatic plant weirs, vegetated berms). A new permit application was submitted to the Loire-Bretagne Water Agency in 2023.

Row 2

(11.4.1.2) Types of area important for biodiversity

Select all that apply

☑ Legally protected areas

(11.4.1.3) Protected area category (IUCN classification)

Select from:

☑ Not applicable

(11.4.1.4) Country/area

Select from:

☑ Brazil

(11.4.1.5) Name of the area important for biodiversity

Michelin Ecological Reserve (Reserva Ecológica Michelin - REM)

(11.4.1.6) Proximity

Select from:

☑ Overlap

(11.4.1.7) Area of overlap (hectares)

1093

(11.4.1.8) Briefly describe your organization’s activities in the reporting year located in or near to the selected area

Natural rubber plantation

(11.4.1.9) Indicate whether any of your organization's activities located in or near to the selected area could negatively affect biodiversity

Select from:

☑ Yes, but mitigation measures have been implemented

(11.4.1.10) Mitigation measures implemented within the selected area

Select all that apply

☑ Restoration

(11.4.1.11) Explain how your organization's activities located in or near to the selected area could negatively affect biodiversity, how this was assessed, and describe any mitigation measures implemented

Michelin (Plantações Michelin da Bahia ltda) manages 4578 hectares of land in Bahia, Brazil. Of this, 3182 hectares are officially designated as protected areas (either Reserva Legal, Área de Preservação Permanente or Reserva Particular do Patrimônio Natural), and most of this area is managed as part of the Michelin Ecological Reserve. Of the 1366 hectares currently designated as 'Areas Productivas' (Productive Area), over 700 hectares are now managed under the purview of the Michelin Ecological Reserve; production activities in these rubber groves have stopped with the aim to restore a natural forest matrix and increase connectivity for the adjacent reserve areas. This makes the Pachanga River valley the only one in the region with no economic or agricultural activity. The rest of the Productive Area is primarily dedicated to research and development of varieties resistant to pest and disease. Since the property was acquired in the 1980's, all forest areas have been retained and set aside area has been increased. In the period since Michelin undertook its Sustainable Natural Rubber Policy, this status of no conversion has been maintained. Deforestation monitoring and biodiversity protection is conducted primarily through physical monitoring by a dedicated team of five rangers hired from the local community. Michelin created the Michelin Ecological Reserve (Reserva Ecológica Michelin - REM) in Bahia Brazil in 2005 to preserve one of the world's most species-rich tropical rainforests, the southern Bahian Atlantic rainforest, in a region suffering from widespread deforestation and environmental degradation, and today it comprises 3,900 hectares. To protect the Reserve from hunters, forest rangers were hired to conduct regular day and night patrols, which have reduced hunting by 91%, allowing wildlife abundances to increase to 117%. Certain species critically threatened with extinction, such as the yellow-breasted capuchin monkey (Sapajus xanthosternos) and the redbilled curassow (Crax blumenbachii), now thrive in the REM, which has become essential for their long-term survival. Ten new species were discovered in 2022, bringing to 30 the number of previously unknown species found since the reserve was opened. As part of its restoration program, REM has planted 108,500 trees spanning 275 species over 312 hectares prioritized for active restoration. The Reserve also protects the 61-meter high Pandaca Grande waterfalls. The REM also runs an educational outreach program that engages youth in neighboring communities on environmental issues and encourages them to seek sustainable solutions for their communities. Today, the REM is one of the best-protected areas of the South American Atlantic Forest, which is one of the most species-rich biomes in the world.

Row 3

(11.4.1.2) Types of area important for biodiversity

Select all that apply

☑ Key Biodiversity Areas

(11.4.1.4) Country/area

Select from:

☑ Indonesia

(11.4.1.5) Name of the area important for biodiversity

Bukit Tiga Puluh National Park

(11.4.1.6) Proximity

Select from:

☑ Adjacent

(11.4.1.8) Briefly describe your organization’s activities in the reporting year located in or near to the selected area

Natural rubber plantation

(11.4.1.9) Indicate whether any of your organization’s activities located in or near to the selected area could negatively affect biodiversity

Select from:

☑ No

(11.4.1.11) Explain how your organization’s activities located in or near to the selected area could negatively affect biodiversity, how this was assessed, and describe any mitigation measures implemented

A wholly owned Michelin Group subsidiary since 2022, RLU is committed to fostering sustainable natural rubber production on a vast 70,000 hectare site in the province of Jambi (Sumatra), as well as on an 18,000 hectare site in the province of East Kalimantan (Borneo). Both areas had been severely degraded and deforested prior to Michelin’s involvement in 2015. RLU is part of a long-term sustainable development strategy with a strong environmental focus: “zero

deforestation" commitment, programs to safeguard and restore tropical forests, the natural habitat of the Sumatran elephants and tigers, hornbills and Bornean orangutans that live in and around RLU concessions. Of the total land area across three concessions, almost 30% is planted in rubber trees, 17% is virgin or restored rainforest and around 50% is used by the local communities for agroforestry production and food crops. In a spirit of outreach and transparency, RLU works with local and international biodiversity experts and ensures that all its operations comply with its sustainability commitments. As of year-end 2023: An 11,764-hectare conservation area was protecting forests and providing critical habitats where elephants, tigers, orangutans, gibbons and tapirs have returned to live. A team of 28 forest rangers had patrolled the area in a commitment to preserving biodiversity and preventing poaching. Camera traps had documented 42 mammal species, some of which are critically endangered, and 238 bird species had been directly observed. 13,760 native trees had been planted over 88 hectares since 2018, with more than 80 species collected locally. Natural forest regeneration was underway on 334 hectares.
[Add row]

C13. Further information & sign off

(13.1) Indicate if any environmental information included in your CDP response (not already reported in 7.9.1/2/3, 8.9.1/2/3/4, and 9.3.2) is verified and/or assured by a third party?

	Other environmental information included in your CDP response is verified and/or assured by a third party
	Select from: ☑ Yes

[Fixed row]

(13.1.1) Which data points within your CDP response are verified and/or assured by a third party, and which standards were used?

Row 1

(13.1.1.1) Environmental issue for which data has been verified and/or assured

Select all that apply

☑ Climate change

(13.1.1.2) Disclosure module and data verified and/or assured

Business strategy

☑ Sustainable finance taxonomy aligned spending/revenue

(13.1.1.3) Verification/assurance standard

General standards

☑ ISAE 3000

(13.1.1.4) Further details of the third-party verification/assurance process

The Group's taxonomy alignment was reviewed by an independent third party in the context of the review of the Group's "Declaration of Extra-Financial Performance 2023"

(13.1.1.5) Attach verification/assurance evidence/report (optional)

URD 2023 extract OTI.pdf

Row 2

(13.1.1.1) Environmental issue for which data has been verified and/or assured

Select all that apply

☑ Water

(13.1.1.2) Disclosure module and data verified and/or assured

Environmental performance – Water security

☑ Water withdrawals– total volumes

(13.1.1.3) Verification/assurance standard

General standards

☑ ISAE 3000

(13.1.1.4) Further details of the third-party verification/assurance process

20% of site-level data and 100% of corporate-level data have been verified by a third-party chartered accountant providing limited assurance according to the ISAE3000 standard for purposes of complying with French law for transparent reporting on CSR information (Code de Commerce, article L. 225-102-1). The methodology followed is stipulated by the French law (Code de Commerce, article L. 822-11-3).

(13.1.1.5) Attach verification/assurance evidence/report (optional)

URD 2023 extract OTI.pdf

Row 3

(13.1.1.1) Environmental issue for which data has been verified and/or assured

Select all that apply

☑ Water

(13.1.1.2) Disclosure module and data verified and/or assured

Environmental performance – Water security

☑ Other data point in module 9, please specify : Percentage of manufacturing sites having implemented the standardized water assessment method.

(13.1.1.3) Verification/assurance standard

General standards

☑ ISAE 3000

(13.1.1.4) Further details of the third-party verification/assurance process

100% of the information have been verified by a third-party chartered accountant providing limited assurance according to the ISAE3000 standard for purposes of complying with French law for transparent reporting on CSR information (Code de Commerce, article L. 225-102-1). The methodology followed is stipulated by the French law (Code de Commerce, article L. 822-11-3).

(13.1.1.5) Attach verification/assurance evidence/report (optional)

URD 2023 extract OTI.pdf

Row 4

(13.1.1.1) Environmental issue for which data has been verified and/or assured

Select all that apply

☑ Water

(13.1.1.2) Disclosure module and data verified and/or assured

Environmental performance – Water security

☑ Other data point in module 9, please specify : state Water discharge quality – by standard effluent parameters – for all sites with an industrial activity that discharge directly into the natural environment

(13.1.1.3) Verification/assurance standard

General standards

☑ ISAE 3000

(13.1.1.4) Further details of the third-party verification/assurance process

20% of site-level data and 100% of corporate-level data have been verified by a third-party chartered accountant providing limited assurance according to the ISAE3000 standard for purposes of complying with French law for transparent reporting on CSR information (Code de Commerce, article L. 225-102-1). The methodology followed is stipulated by the French law (Code de Commerce, article L. 822-11-3).

(13.1.1.5) Attach verification/assurance evidence/report (optional)

URD 2023 extract OTI.pdf

Row 5

(13.1.1.1) Environmental issue for which data has been verified and/or assured

Select all that apply

☑ Forests

(13.1.1.2) Disclosure module and data verified and/or assured

Environmental performance – Forests

☑ Origins of sourced volumes

(13.1.1.3) Verification/assurance standard

General standards

☑ ISAE 3000

(13.1.1.4) Further details of the third-party verification/assurance process

The information has been verified by a third-party chartered accountant providing limited assurance according to the ISAE3000 standard for purposes of complying with French law for transparent reporting on CSR information (Code de Commerce, article L. 225-102-1). The methodology followed is stipulated by the French law (Code de Commerce, article L. 822-11-3)

(13.1.1.5) Attach verification/assurance evidence/report (optional)

URD 2023 extract OTI.pdf

Row 6

(13.1.1.1) Environmental issue for which data has been verified and/or assured

Select all that apply

☑ Forests

(13.1.1.2) Disclosure module and data verified and/or assured

Environmental performance – Forests

☑ Traceability data

(13.1.1.3) Verification/assurance standard

General standards

☑ ISAE 3000

(13.1.1.4) Further details of the third-party verification/assurance process

The information has been verified by a third-party chartered accountant providing limited assurance according to the ISAE3000 standard for purposes of complying with French law for transparent reporting on CSR information (Code de Commerce, article L. 225-102-1). The methodology followed is stipulated by the French law (Code de Commerce, article L. 822-11-3)

(13.1.1.5) Attach verification/assurance evidence/report (optional)

URD 2023 extract OTI.pdf

Row 7

(13.1.1.1) Environmental issue for which data has been verified and/or assured

Select all that apply

☑ Forests

(13.1.1.2) Disclosure module and data verified and/or assured

Business strategy

☑ Supplier compliance with environmental requirements

(13.1.1.3) Verification/assurance standard

General standards

☑ ISAE 3000

(13.1.1.4) Further details of the third-party verification/assurance process

The information has been verified by a third-party chartered accountant providing limited assurance according to the ISAE3000 standard for purposes of complying with French law for transparent reporting on CSR information (Code de Commerce, article L. 225-102-1). The methodology followed is stipulated by the French law (Code de Commerce, article L. 822-11-3)

(13.1.1.5) Attach verification/assurance evidence/report (optional)

URD 2023 extract OTI.pdf
[Add row]

(13.3) Provide the following information for the person that has signed off (approved) your CDP response.

(13.3.1) Job title

Executive Vice President, Head of Manufacturing, President of Environmental Governance

(13.3.2) Corresponding job category

Select from:
☑ Director on board
[Fixed row]

(13.4) Please indicate your consent for CDP to share contact details with the Pacific Institute to support content for its Water Action Hub website.

Select from:
☑ No