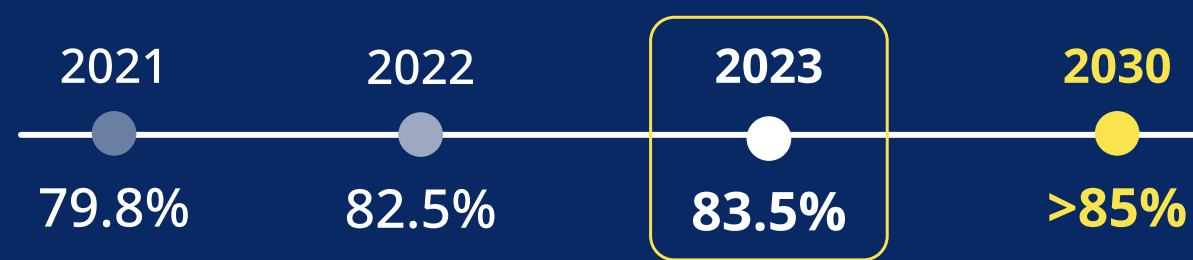




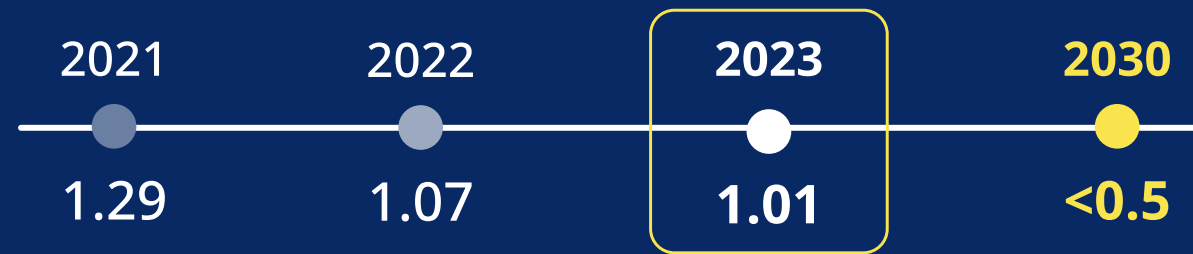
Be world-class in employee engagement

METRICS
Engagement rate



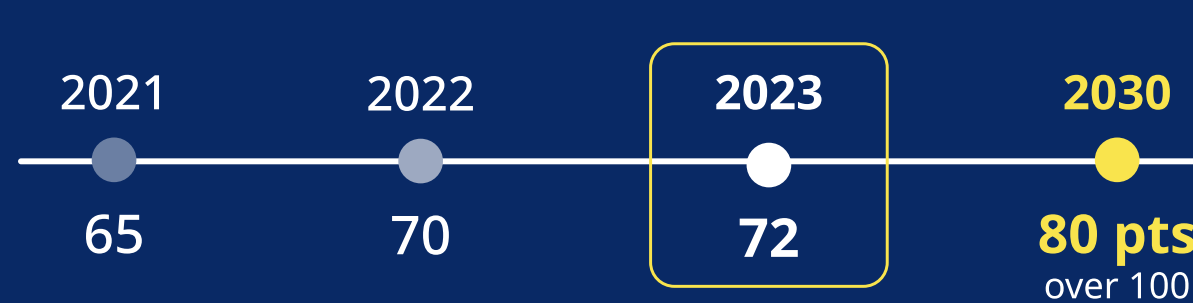
Be world-class in employee safety

METRICS
TCIR ⁽¹⁾



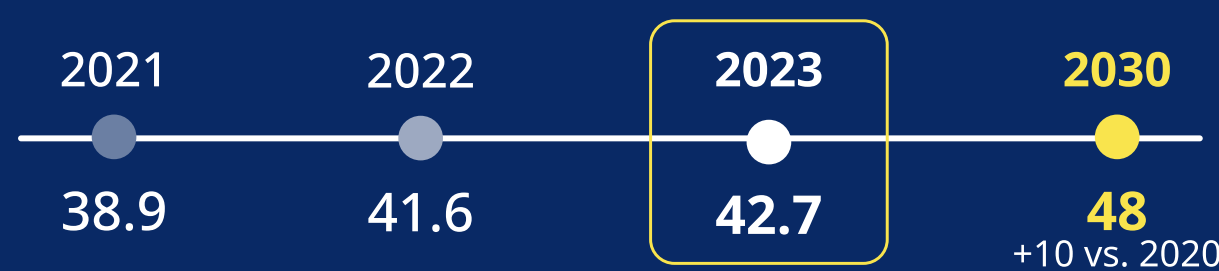
Be a reference in diversity and inclusion

METRICS
IMDI ⁽²⁾



Be best-in-class in value created for customers

METRICS
NPS partners ⁽³⁾



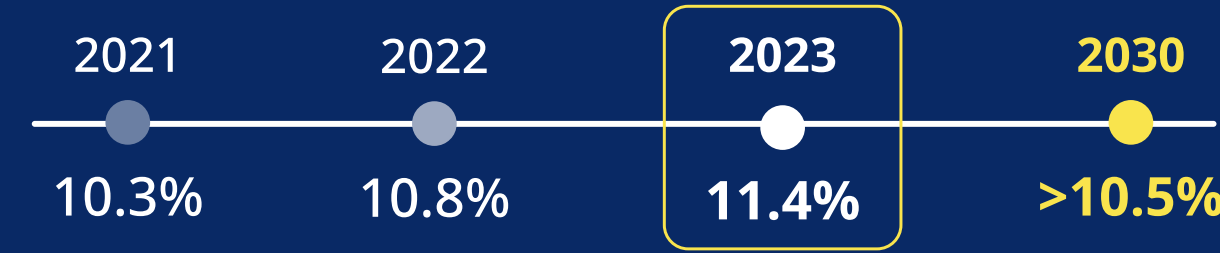
Deliver substantial growth

METRICS
Total sales



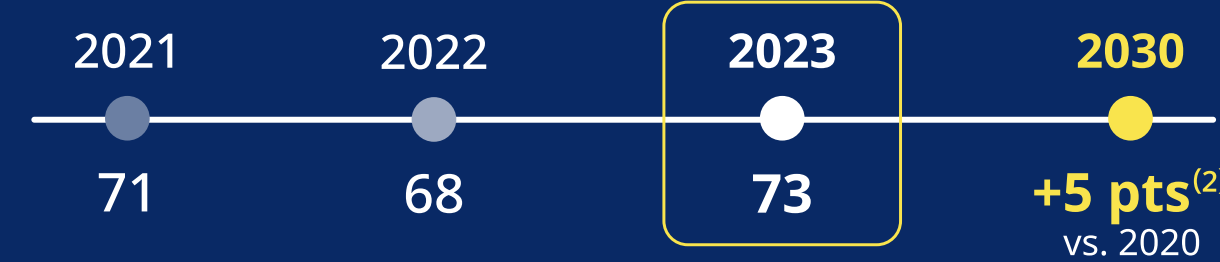
Deliver continuous financial value creation

METRICS
ROCE ⁽¹⁾



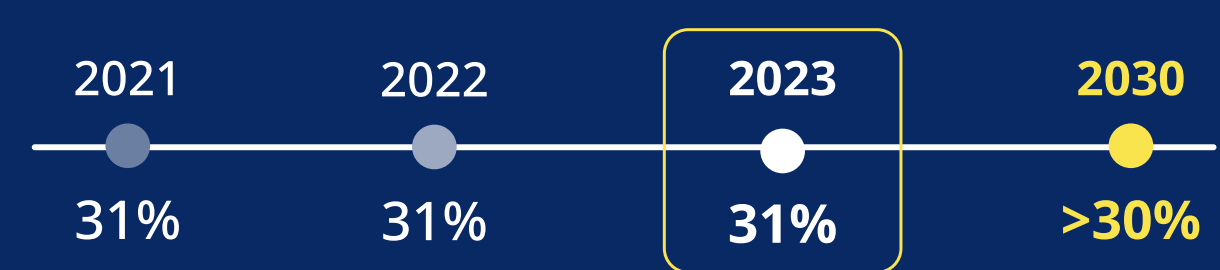
Maintain Michelin brand power

METRICS
Brand vitality quotient



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

METRICS
Offer vitality index



Reach net-zero CO₂ emissions for Scopes 1&2 by 2050

METRICS
CO₂ emissions



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

METRICS
Products energy efficiency



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

METRICS
i-MEP ⁽²⁾



Reach full circularity of tires by 2050

METRICS
Renewable and Recycled Materials Rate



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

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

(1) New interim target by 2030 validated by SBTi in June 2024, aligned with a 1.5° C trajectory ; Scopes 1 & 2: -47% vs. 2019
(2) i-MEP = industrial - Michelin Environmental Performance