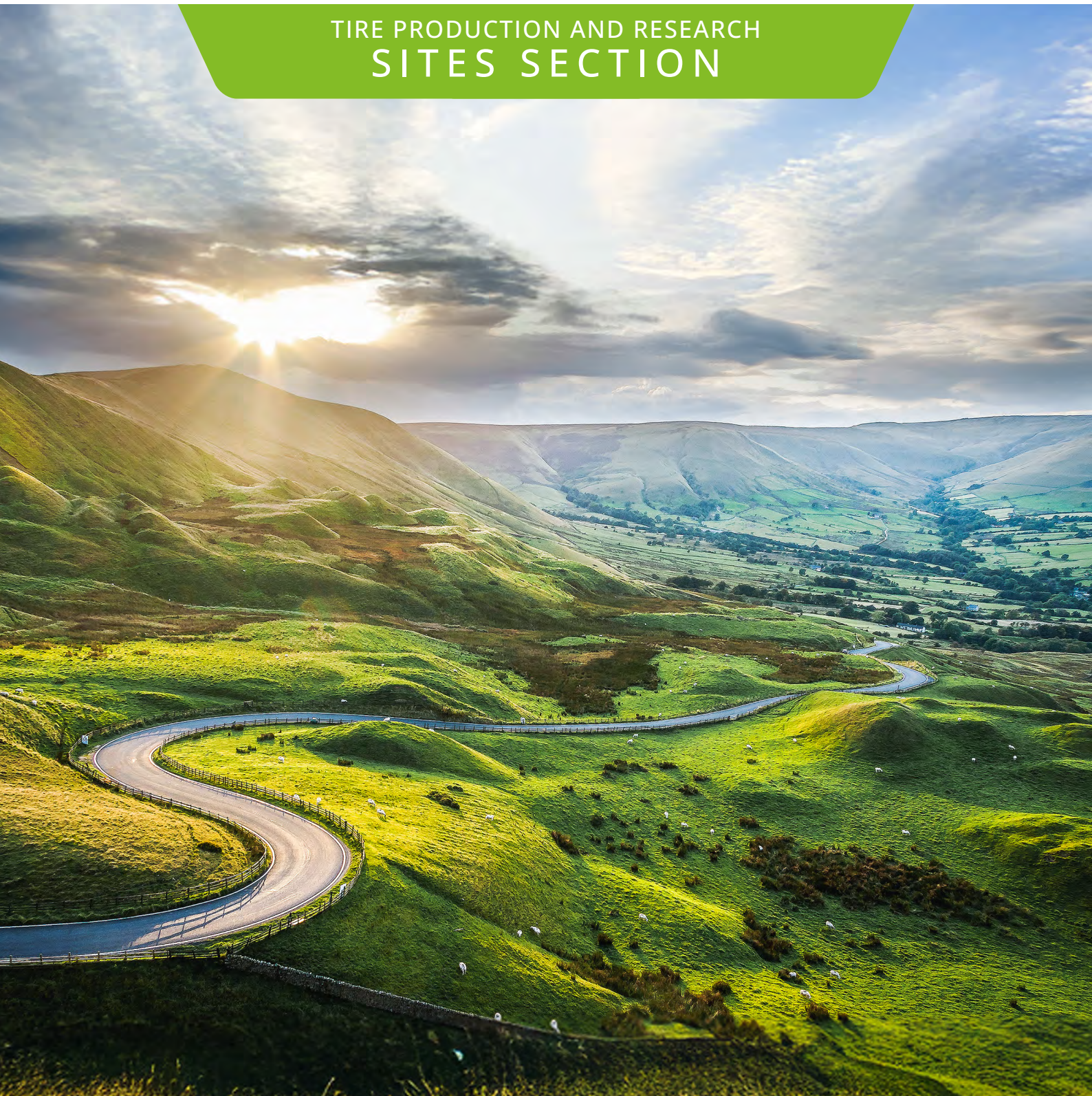


ENVIRONMENTAL ***POLICY***

TIRE PRODUCTION AND RESEARCH
SITES SECTION



1. PURPOSE

The purpose of this document is to set out the Environmental Policy – general section – of the Group, by clarifying the principles, ambitions, and prescriptive elements applicable to **Production Sites related to tyre activities and the Group's Research Sites** (DOMF and DORD departments). This section is part of the Group's commitment to preserving the environment at all stages of the product life cycle and, more broadly, within the Group's "All Sustainable" approach, i.e. the constant search for the right balance between human, economic and environmental stakes. It is inseparable from the general section of the Environmental Policy, which must be read first.

2. SCOPE OF APPLICATION

This document applies to production sites related to tire activities (Operational Manufacturing Management, DOMF) and R&D sites (Operational Research and Development Management, DORD) of the Group, effective no later than 1 February 2026.

3. OBJECTIVE

The Group's aim is to conduct its activities sustainably by preserving the environment on and around its sites through:

- Compliance with applicable regulations and Group requirements
- Improvement of environmental performance and reduction of impacts
- Identification and management of environmental opportunities and risks.

The management of this policy relies mainly on:

- The implementation of Environmental Management Systems (EMS) compatible with ISO 14001 and adapted to the nature of the activity
- The environmental performance areas described in the following paragraphs.

4. ENVIRONMENTAL RISK MANAGEMENT

Environmental risk management is the foundation of the sites' environmental approach. This management is based on the implementation of the EMS, which is integrated into the SMEP¹.

This system aims to ensure continuous progress in managing environmental impacts and identifying environmental opportunities, both daily and in the long term.

The Michelin EMS fully meets the requirements of ISO 14001 certification. At the request of automotive clients, the Group has organized since the late 1990s for its products to be designed and manufactured in certified sites.

Additionally, the Internal Control system provides the Group with reasonable assurance that internal Group requirements, external reporting obligations, and laws and regulations are applied.

¹ EMS : Environmental Management System. SMEP : Système de Management Environnement et Prévention.

5. ENVIRONMENTAL PERFORMANCE PROGRAMS

The main steering areas for the Group's environmental performance are as follows.

5.1. ENERGY AND CO₂

5.1.1. 2050 ambition

By 2050, the Group's ambition, for its facilities as a whole, is to achieve net-zero emissions ².

5.1.2. 2030 objectives and steering indicators

By 2030, the Group's objectives are:

Reduce CO₂ emissions from sites by 47% compared to 2019 in absolute terms

(indicator: tonnes of CO₂ emitted, scopes 1 and 2³)

Eliminate the use of coal for producing or purchasing thermal energy

(indicator: % of coal in thermal energy: target = 0 in 2030)

Improve energy efficiency by 24% compared to 2019 (indicator: MWh per tonne produced)

5.1.3. Specific fundamental Rule(s) for the program

To encourage and support projects that reduce CO₂ emissions, the Group sets and periodically updates an internal CO₂ price, applied in value-creation analysis and project return-on-investment calculations.

5.2. VOLATILE ORGANIC COMPOUNDS

5.2.1. 2050 ambition

By 2050, the Group's ambition is **zero volatile organic solvent** introduced during tyre manufacturing.

5.2.2. 2030 objectives and steering indicators

By 2030, the Group's objective is to **reduce by 50% the specific consumption of volatile organic solvents** in tyre manufacturing compared to 2019 (indicator: kg of volatile organic solvent consumed per tonne produced).

5.3. WATER

5.3.1. 2050 ambition

By 2050, the Group's ambition is to have **Zero impact** on water availability for local communities.

5.3.2. 2030 objectives and steering indicators

By 2030, the objective is to **reduce by 33% water withdrawals weighted by the water stress coefficient** specific to each site compared to 2019 (indicator: Stress*m³ per tonne produced).

5.3.3. Specific fundamental Rule(s) for the program

In the case of new facilities, a study is conducted in order to supply water always preferably from the most renewable sources (reclaimed water, then surface water, and then underground renewable water). For all new facilities, the supply of water from non-renewable underground sources is forbidden.

² Net emissions = emissions less absorptions of scopes 1 and 2.

³ Scope 1: CO₂ generated by production at our sites. Scope 2: CO₂ emissions generated by energy production that we purchase

5.4. WASTE

5.4.1. 2050 ambition

By 2050, the Group's dual ambition is:

- **Reduce by 50% the amount of waste generated per unit of production** compared to 2019 (indicator: kg of waste per tonne produced), also resulting in a reduction in total waste generated (indicator: tonnes of waste).
- **Recover 80% of waste as material** (the rest as energy).

5.4.2. 2030 objectives and steering indicators

By 2030, the objectives are:

- 25% reduction, compared to 2019, in waste generated per unit of production (indicator: kg of waste per tonne produced)
- Total waste generated less than in 2019 (indicator: tonnes of waste)
- 75% of waste is recovered as material (indicator: material recovery rate, in percent).

5.4.3. Specific fundamental Rule(s) for the program

0W2L (Zero Waste to Landfill):

Landfilling is prohibited unless it is demonstrated that a waste has no viable technical and environmental treatment route. This is only a transitional solution pending a 0W2L solution.

Hierarchy of levers :

«Avoid > Reduce > Reuse > Recycle > Renew»
– prioritize reuse or extended use before considering recovery. If reuse is not possible, always favor material recovery over energy recovery. For material recovery, short circuits with recovery in our tyre solutions must be studied before external channels.

5.5. FUNDAMENTAL RULE COMMON TO ALL PROGRAMS

In addition to the Golden Rule and the hierarchy of levers defined in the «Environmental Policy - General Section,» the following rule applies:

In their annual plans, sites set improvement targets for each performance area indicated above.

In principle, the continuous improvement policy implies that a decline in performance in any environmental area is not acceptable. However, if specific circumstances justify a derogation from this rule (for example, if significant progress in one area necessitates a slight decline in another), this derogation must be submitted to the Environmental Governance body for approval.

6. POLLUTION

6.1.1. Emissions to Air, Water and Soil Pollution

Our approach in these areas is as follows:

- Comply with regulations
- Identify environmental risks
- Control risk to a tolerable level by reducing at the source or, failing that, by treating pollution (prevention and protection, in normal and degraded operations)

This risk management approach covers both chronic and accidental pollution. It is an integral part of the Environmental Management System (EMS).

Additionally, the Group's referential for managing «Contaminated Sites and Soils» (REF_308) specifies, for each stage of a site's industrial life (acquisition, merger, integration, operation, lease, divestiture), the process ensuring consideration and management of «Contaminated Sites and Soils» issues.

6.1.2. Targets on water pollution

The prerequisite for setting water quality targets is to define a target determination method that is compatible with both the Group's international context and the local and environmental context of each site. To this end, a study conducted in 2024 led to the development of an internal method for defining the appropriate level of ambition for discharged water quality, exceeding applicable regulations or requirements – an ambition intrinsically linked to the local context of each site. This method will be tested over the 2026-2027 period for a selection of priority sites and will allow for the establishment of targets accordingly. In parallel, the Group's priority is to ensure the robustness of the measurement plan.

7. BIODIVERSITY


7.1.1. 2050 ambition

The Group's 2050 ambition for Biodiversity is not yet formalized. It will be included in a future update of this document.

7.1.2. 2030 objectives and steering indicators

By 2030, the objectives for sites are:

- 100% facilities do not use phytosanitary products for green space maintenance,
- 100% of industrial facilities have a biodiversity management plan (BMP) in proportion to local issues.

They are part of our  2030 commitments made public in 2021.

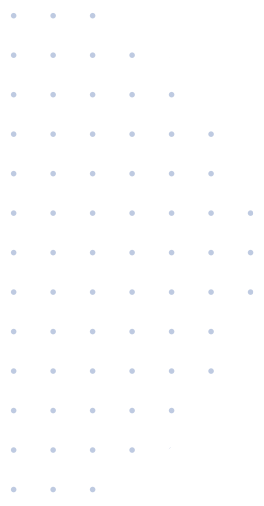
7.1.3. Specific fundamental Rule(s) for the program

Any site not yet «zero phyto» or without a BMP in 2026 must identify the blocking points and develop a compliance plan to achieve the objective by 2030 at the latest.

8. 8. ADAPTATION TO PHYSICAL CLIMATE RISKS

Objectives:

- By 2030, Michelin sites requiring a detailed vulnerability analysis of physical climate risks have conducted this analysis at the depth required by the Group and defined in prescription PRE_653_AQ_CC.
 - Adaptation measures are implemented in all sites that require them with regard to :
 - Risks to the health and safety of People,
 - Risks to business continuity, supply, and asset security
 - These adaptation measures must achieve tolerable levels by:
 - 2030, if possible, for risks identified as intolerable by 2030,
 - 2050 for risks identified as intolerable by 2050.
 - Site projects integrate adaptation measures for intolerable risks to health and safety, business continuity, supply, and asset security from the design stage.
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