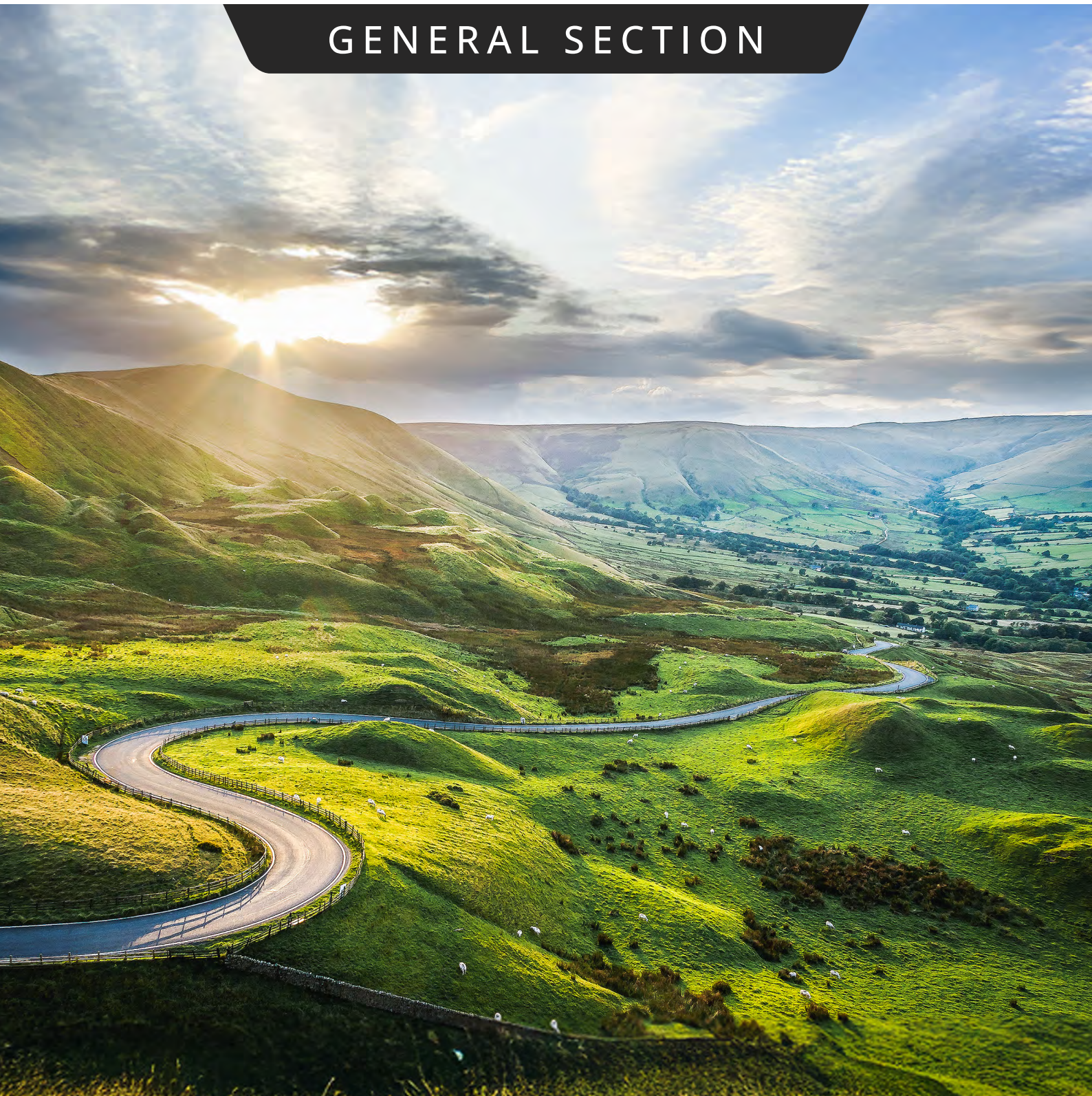


ENVIRONMENTAL ***POLICY***

GENERAL SECTION



2026 Edition



1- "ALL SUSTAINABLE" APPROACH

Michelin's Environmental Policy is fully in line with its "All Sustainable" approach, which involves constantly seeking a careful balance between human, economic and environmental challenges.



In the Planet domain, this approach is reflected into the following guiding Principle ¹:

Drawing on the science, the Michelin Group intends to conduct its business in such a way that planetary boundaries, the health of living organisms, and ecosystem services are respected.

2- CORE PRINCIPLES

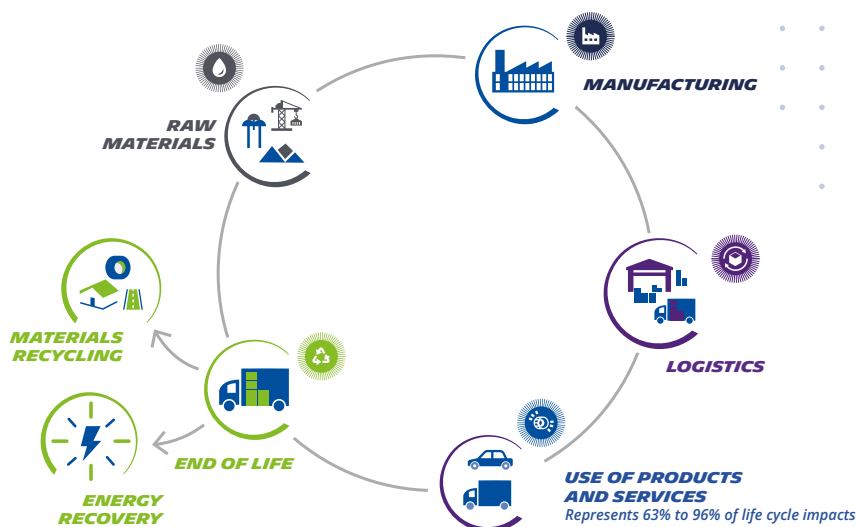
Michelin's environmental policy aims at reducing the Group's environmental footprint, respecting the following prioritizing hierarchy of drivers:



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 the impacts, risks, and opportunities identified in the double materiality analysis², and driven by our ambitions, our commitments, as well as on the feasibility of mid-term actions.

It is subject to validation by the Environmental Governance.



¹ This Guiding Principle directs the Group's research and decision-making processes, ensuring that the long-term and very long-term impacts of actions are considered.
² Published in the Universal Registration Document, Chapter 4, in compliance with the CSRD (Corporate Social Reporting Directive).

COVERAGE AND PRIORITIZATION

Domains	Materials sub-domains	TYRE-RELATED ACTIVITIES							Polymer composite solution
		Product design	Upstream supply chain	Industrial and R&D sites *	Logistics	Distribution	Product usage ⁴	Product end-of-life	
Climate change	Energy and scopes 1 & 2 CO ₂ emissions	■		■	■	■			■
	Energy and scopes 3 CO ₂ emissions	■	■		■	■	■	■	□
	Adaptation	■	■	■	■	■			■
Pollution to air, water, ground	Emissions of wear particles	■			□		■		
	Emissions of pollutants to water	■	■	■		□		■	■
	Emissions of pollutants to the atmosphere (incl. VOCs)	■	■	■	■		■	■	■
	Emissions of pollutants to soils	■	■	■	□	□		■	■
Water	Water withdrawals and/or consumption	□	■	■	□	□		■	■
Biodiversity	Biodiversity and ecosystemic services protection	■	■	■	■	■		□	■
Consumption of materials	Raw material depletion Product circularity	■	■	■	■	■	■	■	■

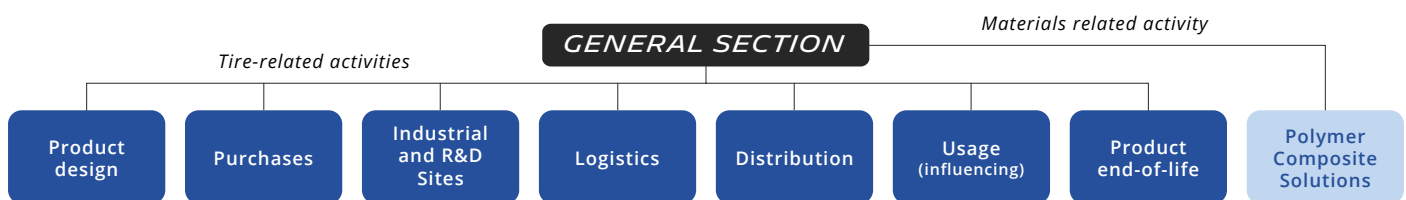
* The environmental impact of office facilities is not material. Their CO₂ emissions are taken into account in the scope 3 inventory.

Caption

- The issues within these areas have been identified. Progress indicators and targets proportionate to their significance have been set.
- The issues in this area must be characterized (quantitatively and qualitatively).
- Issues in the domain must be monitored, but they are not identified as priorities thus far.
- Issues in the domain may exist, but they are not significant or quite far from our sphere of influence.
- Not applicable

3- TRANSPOSITIONS

The policy is set out in specific sections by the relevant entities, in a life-cycle-based approach. Every section is an integral part of the «Group Environmental Policy». ³ Given the specific nature and organizational structure of the activities related to «materials» (Polymer Composite Solutions), all relevant aspects of environmental policy for these activities are consolidated into a dedicated section.



Each Entity defines progress indicators and medium-term objectives proportionate to the issues at stake, as well as, in areas where data are still insufficient, objectives for characterizing the issues.

³ The last four chapters (Distribution, Influencing product usage, End of life, Composite Polymer Solutions) are scheduled to be published late 2026.
⁴ Policy of collaboration and influence for the proper use of our products, in order to reduce their environmental impact.

4. 2050 AMBITIONS

On the most mature topics, the Group has set 2050 targets.

Mitigating climate change

The Group will achieve net-zero emissions by 2050 across scopes 1, 2, and 3 ⁵.

Reducing water consumption at industrial sites

The Group will have zero impact on water availability for local communities.

Preserving resources

100% of the materials used by the Group will be renewable and recycled.

5. GOLDEN RULES

Acquired environmental performance shall not be impaired, in particular by choices aiming at improving non-environmental performance criteria (in the fields of "Profit" or "People"). When specific circumstances warrant an exception to this rule, it should be submitted for approval by the Environmental Governance.

Whenever an environmental hazard is recognized within the scientific community and is related to the Group's activities, we proactively assess the associated risks, using rigorous methodologies, and seek solutions to mitigate them.

6. APPLICATION SCOPE

This policy applies to all companies controlled by the Group ⁶.

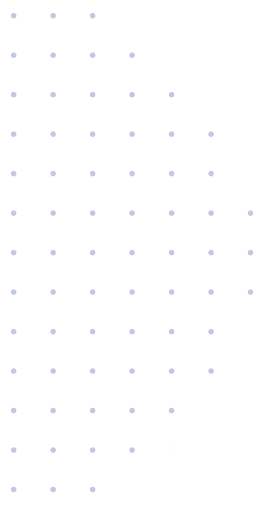
For newly acquired or created Group companies, the implementation plan is defined in collaboration with their management and validated by the Environmental Governance. Integration is generally completed within a three-year timeframe.

For companies where the Group does not exercise control but maintains significant influence ⁷, this policy can shape recommendations that the Group uses to solicit progress plans.

⁵ Essential Scope 3, as defined by the Science-Based Targets initiative (excluding the use phase).

⁶ The companies consolidated under the full consolidation method, as listed in the Universal Registration Document.

⁷ The companies consolidated under the equity method, as listed in the Universal Registration Document.



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