MICHELIN'S COMMITMENTS FOR BIODIVERSITY BY 2030

RESEARCH & DEVELOPMENT	2024	2025	2030
Life Cycle Analysis incl. biodiversity criteria from best methods	100% of new products	services: Pilot	100% of new ranges marketed
RAW MATERIALS	2024	2025 —	2030
Natural rubber used by the Group assessed "deforestation-free" (1) Direct operations and suppliers	98% ⁽²⁾	-	100% ⁽³⁾ of the volume used
Reducing pesticide use in rubber cultivation (4) Direct operations and joint ventures	-52%	-50%	-70% vs. 2019
Evaluation of raw material supplier policies & practices (5)	Approach defined	Pilot	80% of suppliers
MANUFACTURING & 2024 2025 2030			
Biodiversity plan adapted to local issues	44 sites	56 sites	100% of sites
No phytosanitary products to maintain outdoor spaces	45 sites	56 sites	100% of sites

⁽¹⁾ Criteria according to the EUDR - European Union Deforestation-free Regulation - or other evidence of deforestation absence



⁽²⁾ Excluding some polymer composite solutions activities

⁽³⁾ Excluding changes in the Group's scope

⁽⁴⁾ Per hectare; base year 2019

⁽⁵⁾ Other than natural rubber; impacts identified through Life Cycle Analyses (LCA)