

May 22, 2026

## Answers to written questions submitted prior to the Annual Shareholders Meeting

Management has received four written questions from one shareholder and has answered them below.

### Environment

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#### **Question 1: Just transition**

According to the International Labour Organization (ILO), a just transition involves greening the economy in a way that is as fair and inclusive as possible, creating decent work opportunities and leaving no one behind. The Institut de la Finance Durable defines it as “a transition to a more environmentally-friendly economy that includes measures (i) aimed at ensuring the future opportunities of workers, their families and the communities impacted by this transition, and (ii) based mainly on social dialogue between the various stakeholders (workers, vulnerable communities, companies, governments)”.

This requires making short- and medium-term trade-offs between certain existing activities, in favor of new ones. This may have consequences for the Company's employees, value chain workers, local communities (affected by the Company's activities, suppliers, subcontractors and service providers), and the direct and indirect recipients of the Company's products and services.

#### **Policy and strategy**

- a) Do you mention the concept of a just transition within your organization and/or in your external communications? If so, how have you defined it?

#### **Answer:**

The just transition is an important concept which, in our understanding, involves both integrating social matters into the development of environmental transition initiatives, and ensuring that stakeholders can thrive by working with them to develop the Group's initiatives and projects, leaving no one behind. At this stage, the Michelin Group has not formally adopted the term “just transition” in its internal and external communications. Nevertheless, the principles on which it is based are partly integrated into the Group's strategic vision.

On a strategic level, social matters are central to the Group's vision, which places the development and fulfillment of people at the heart of its sustainable growth ambitions. This commitment is fully reflected in the All-Sustainable ambition, which is structured around three aspects – People, Planet and Profit – and demonstrates that not only are social matters a central and long-established pillar, but also essential to the development of all projects (the multiplier effect of the 3Ps).

In terms of governance, although the Group has not set up a specific mechanism dedicated to the just transition, it does have a structured and robust sustainable development organization that fully integrates the social dimension. This organization is comprised of the Group Executive Committee, the Group Management Committee, the Environmental and Social Governance bodies, and the Thematic and Operational Committees. Commitments are managed across six themes, including Human Rights, Employee Health and Safety, and Social Cohesion and Employee Commitment. This governance structure allows the Group to deploy a structured CSR roadmap, which is overseen by the Supervisory Board's CSR Committee, and subsequently examined by the Group Executive Committee, which decides on the Group's social ambitions. The subjects covered by the CSR Committee therefore also concern cross-cutting topics, which include, by design, the social dimension (climate change adaptation, sustainable purchasing, etc., see below).

Finally, as the Group is committed to strengthening its strategic direction and anchoring it in the realities of its environment, it holds regular consultations with its stakeholders. For example, the Corporate Stakeholders Committee (made up of a dozen independent members from outside the Group) was consulted in 2024 on the topic of mental health.

- b) Have you identified (in detail) the business sectors, activities and stakeholders (workers, customers, suppliers and local communities) most likely to be affected by your company’s transition to a more environmentally-friendly business model (which includes not only a low-carbon business model but also matters related to nature and biodiversity)?

Answer:

The Group adopts a holistic approach to assessing matters related to the transition to a more environmentally-friendly business model, taking into account all potential impacts on its activities and stakeholders. The different categories of stakeholder are outlined in Chapter 4 (Sustainability Statement) of the Group's Universal Registration Document, as follows:



The Group relies in particular on its Corporate Stakeholders Committee to address environmental and social matters holistically across all topics (duty of care plan, sustainable purchasing, recycled and renewable materials, etc.), in order to strengthen its All-Sustainable approach. This Committee provides an informed, cross-cutting perspective on ongoing changes, while ensuring that issues likely to require particular attention from the Group are duly escalated.

In addition, the Group has effectively identified certain stakeholders affected by the environmental transition: workers (climate change adaptation, adequate wage, etc.), customers (transition risks and contribution of our products and services), suppliers (focus on natural rubber with regard to dependencies and impacts), and local communities. Some of the Group's solutions can be found more generally in our policies, initiatives and products/services (see below), although Michelin has developed targeted frameworks for affected communities, village smallholders in the natural rubber value chain, and workers in the context of climate change adaptation.

- The Group is developing a formal framework for building relations with affected communities, in line with Michelin's ambition to "live in harmony" with these communities. In this context, social matters are naturally crucial. This involves identifying and understanding affected populations living around Michelin's operational sites, whether offices, logistics or production sites or plantations, and maintaining regular dialogue with key communities, while ensuring that each of them can contact the Company at any time.

- In this respect, the Group systematically conducts an impact assessment prior to the opening of new sites, particularly those linked to the transition to a more environmentally-friendly business model, in order to ensure that these sites do not have any negative consequences for the populations concerned.

- In addition, and in keeping with the principle of accountability, the Group pays particular attention to the natural rubber value chain and has identified the risks that the ecological transition poses for village smallholders in this value chain. In response to these risks, the Group has deployed a structured capacity-building program that embeds both environmental and social dimensions, considering the improvement of living conditions for smallholders to be a non-negotiable imperative. Concretely, projects such as Cascade, Mahakam and River in Asia help farmers to improve their livelihoods, while reinforcing best agricultural practices in economic, social and environmental terms.

- Finally, the Group has developed a Physical Climate Risks Adaptation Policy. In particular, this has resulted in a roadmap with which the Group aims, by 2050, to influence or where necessary, collaborate with external stakeholders so that they implement adaptation measures.

- c) Have you put in place a specific strategy to develop and implement a just transition plan? For example, are your governance bodies formally involved in your just transition policy and strategy, and have you set up performance and monitoring indicators (KPIs) and timelines? Do you have a dedicated budget for implementing this plan (training, social support, dialogue with local communities, support for suppliers and franchisees, etc.)? If so, how is this budget allocated and monitored?

Answer:

Although the Group has not formally adopted a strategy dedicated to the just transition, it incorporates its fundamental principles into its operations, through a number of cross-cutting measures that effectively make up its core components.

In terms of governance, Executive Committee members are fully involved in steering sustainable development issues (see question a).

With regard to performance indicators and associated targets, the monitoring of capacity-building projects (presented in question b) provides a concrete illustration. Support for natural rubber village smallholders is subject to specific monitoring: in 2025, 13,734 village smallholders were trained, with a target of 30,000 by 2030. In addition, 10,456 smallholders have already seen a tangible improvement in their working conditions and/or livelihoods thanks to these initiatives.

The Group's investment in the Manufacture Des Talents center constitutes a significant example of the budget allocated to just transition. This training center represents a strategic lever to support the upskilling and reskilling of employees whose jobs are set to change as a result of the environmental transition.

Similarly, Michelin Développement has a budget dedicated to revitalizing areas impacted by any plant closures, following the example of the investment made in the Cataroux site in Clermont-Ferrand (France), a former brownfield site currently being revitalized (Michelin Innovation Park). Finally, the Michelin Foundation also has a budget dedicated to inclusion and equal opportunities, supporting initiatives that promote collaborative social models. For example, Michelin's recent partnership with the Réseau Français des FabLabs (RFFLabs) forms part of this approach through its support for the Communs d'Urgence (Emergency Commons) project, which aims to strengthen citizen resilience in the face of climate, health and social crises.

d) Please provide details on how this plan was developed and outline the stakeholder consultation process (type of discussions and stakeholders met, number of meetings, objectives). Do you work with local stakeholders (local authorities, NGOs, training organizations, employment agencies) to jointly develop solutions?

Answer:

Although the Group does not have a formal plan dedicated to the just transition, it is nevertheless committed to consulting its stakeholders regularly on this subject, at various levels. To this end, Michelin has initiated exchanges with the WBCSD, notably through peer-to-peer sessions designed to share and compare strategic approaches to the just transition.

At corporate level, the Corporate Stakeholders Committee (presented in question a) is the key forum for this dialogue. Made up of a dozen independent members from outside the Group, from Europe, Asia, North America and Africa, the Committee brings together representatives of the Group's main stakeholders: suppliers, customers, unions, environmental and social NGOs, investors and international organizations, as well as experts in philosophy, urban mobility, the new economy and the

representation of younger generations. Appointed for a three-year term, renewable once, its members offer advice in assessing the alignment of the Group's sustainable development strategy with outside expectations, and meet annually with the Executive Committee. For example, the Committee was asked to provide input on how to co-develop transformative projects in the natural rubber value chain with affected communities (biodiversity and social matters), and on mental health support systems for employees.

With regard to the specific impact of the transition on workers, the Group has involved unions in this discussion through social dialogue, consulting with its European Works Council and Global Works Council. For example, at the European Works Council meeting on April 2 and 3, 2025, changes in manufacturing roles by 2030 were discussed. Similarly, the Michelin Global Works Council met on October 22 and 23, 2025 to discuss the topic of climate change adaptation.

In addition, strategic changes inherent to the Group's operations may lead Michelin to reconsider its industrial footprint and, if necessary, to close certain sites. To mitigate these impacts on the regions concerned, the Group has set up Michelin Développement, a structure dedicated to providing financial and technical support for start-ups and expanding businesses, complementing existing local schemes, and seeks to co-develop solutions with the various players involved. Over the past 34 years, this initiative has helped to create close to 32,000 jobs in France.

### **Internal and external impacts**

e) What are the impacts of your transition plan on jobs and skills adaptation, training needs and any disparities across roles and across regions or countries? What specific measures are you taking to address them (reskilling and upskilling)? Please specify the business activities and job categories targeted.

#### Answer:

The Group's transition plan entails changes in jobs and skills. Many professions now require new expertise, notably in R&D (mastering life-cycle assessments and eco-design), manufacturing (decarbonization, energy efficiency), purchasing (responsible purchasing and respect for human rights), sales (promoting eco-designed solutions) and communications (responsible communications).

This transformation is accompanied by the creation of new roles, such as Energy Water Site Leader (EWSL), climate change adaptation experts and CSR skills development experts.

To prepare for and support these transformations in professions, skills and working methods, Michelin launched the Manufacture des Talents in January 2022. This training and guidance center offers personalized, long-term support to facilitate professional development, as well as skills development resources focused on future skills, supported by innovative educational materials and expert speakers. A strategic project for the Group, the Manufacture des Talents mobilizes around 1,000 contributors, including 45 teaching engineers, and ensures the management of key skills and critical roles.

In this context, the Talent Campus for Sustainability, launched in 2023, provides employees with training opportunities in sustainable development matters. It covers a wide range of topics (global

matters, individual and collective initiatives, Group policies and tools) and uses a variety of formats (e-learning, face-to-face sessions, collaborative workshops such as frescoes). Tailored courses have been developed for each job family, notably for the Purchasing, Digital, Marketing & Sales and Research & Development departments. A dedicated course has also been designed for employees in charge of climate change vulnerability assessments. Some training programs are adapted to local contexts to reflect regional or national specificities, particularly in terms of diversity and inclusion.

By 2025, over 82,000 employees had received training in sustainable development skills.

In very concrete terms, our greener offerings related to tire use, described in question g, require upskilling teams and reorienting roles, thereby supporting the environmental transformation while placing employees at the heart of the transition process.

In addition, through its Royal Lestari Utama (RLU) subsidiary, acquired in July 2022, Michelin is leading an ambitious pilot project in Indonesia for sustainable rubber plantations in Sumatra and the province of East Kalimantan. This project is underpinned by a transformative investment program worth €45 million over ten years, one of the key measures of which is to upskill village smallholders in environmental issues through dedicated training courses (combating deforestation, preserving biodiversity, etc.). However, this program goes beyond environmental matters alone. It includes priority human rights actions, such as the elimination of daily contracts (as of April 2025, the Group had achieved 100% permanent contracts), the implementation of adequate wages (integrated into the Fair Wage methodology in 2025) and the development of sustainable housing for workers. These measures are fully aligned with a just transition approach, supporting transformation towards a more environmentally sustainable model, while ensuring decent working and living conditions for the affected populations.

f) How do you take into account matters related to the just transition in your human rights policy (adaptation of working conditions to climate change, adequate wages, trade union rights, new supply chains, local development, land rights, etc.)?

Answer:

Though the notion of “just transition” is not explicitly mentioned in the Group's Human Rights Policy, it remains a fundamental guiding principle. This approach is reflected in the consideration of impacts on workers, their families and local communities, both through the commitments formalized in the Policy and the associated operational principles.

The Policy is fully aligned with international standards, particularly in terms of decent and fair work, which is one of the Group's major commitments. It is certified as a “Global Living Wage Employer”, guaranteeing a living wage for all its employees. Respect for trade union rights is also a fundamental pillar, in line with Conventions 87 and 98 of the International Labour Organization. Particular attention is paid to these matters in the context of transformation, namely during restructuring or site closures.

The Group is also placing increasing emphasis on local communities affected by its activities. Dialogue with these stakeholders is considered essential, and is currently being structured to give greater consideration to their expectations and needs.

In terms of the supply chain, the Group adopts a proactive approach to managing social risks. Since 2017, the RubberWay application has made it possible to identify and assess these risks across the entire value chain by collecting data from all players, ranging from smallholders to large plantations. This approach covers human rights matters such as working conditions, working hours, health and safety, and land rights. In the context of new regulations, such as the EU Deforestation Regulation (EUDR), particular attention is paid to protecting smallholders to ensure that these requirements do not adversely affect them.

With regard to climate change, in 2024 the Group published an adaptation policy, reaffirming its commitment to a balance between People, Planet and Profit. Employee health and safety in the face of physical climate risks is a priority. Adaptation measures are already being implemented at exposed sites, with the aim of achieving tolerable risk levels by 2030 for the hazards identified as most significant. After a detailed analysis of the exposure of several thousand sites of both the Group and its value chain to adverse climate events, the Group has developed its own methodology for assessing vulnerability (droughts, heatwaves, floods, etc.). From 2026 onwards, this approach will result in strengthened prevention and personal protection procedures, gradually complemented by additional measures based on the results of assessments.

g) How do you ensure the availability and affordability of your products/services for your customers and end-users?

Answer:

The affordability of Michelin's product offering represents a key commitment in its contribution to the just transition. In light of this, the Group is rolling out a multi-brand strategy covering all market segments, without compromising on safety requirements. Alongside the Michelin brand, affordable brands such as Kleber, BFGoodrich and Uniroyal, as well as Kormoran, Tigar and Riken, meet the expectations of the most price-sensitive consumers, while maintaining the Group's standards, in particular in line with its environmental requirements.

The notion of affordability extends beyond product sales, with an innovative range of services dedicated to industrial vehicle and truck fleets. In this usage-oriented model, the customer no longer buys a tire upfront, but pays a fee based on the number of kilometers driven. This approach offers a dual benefit: on the one hand, it helps to reduce waste by extending the life cycle of tires and on the other hand, it enhances affordability by giving production operators greater control and predictability over their costs.

Whether for individual consumers or transportation professionals, the Group is ensuring that the transition to more sustainable mobility is accessible to as many people as possible.

Additional item: forward-looking analysis

Although the just transition is not included in the Michelin Group's documentation, it is one of the topics guiding our thinking for the future. Co-development with stakeholders was one of the recommendations to emerge from the discussions on biodiversity held by the Corporate Stakeholders Committee in 2025. Building on this, we have embarked on a process aimed at developing

transformative projects in the natural rubber value chain, with a view to achieving greater economic, environmental and social impact. The just transition is a cross-cutting concept that informs our sustainability actions and strengthens the systemic link between social and environmental matters.

## Social

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### **Question 2: Decent standard of living in the value chain**

A decent standard of living is not only ensured by the payment of a living wage, but also by means of social protection and financial benefits, etc.

As a reminder, a living wage is defined by the Global Living Wage as “[t]he remuneration received for a standard work week by a worker in a particular place, sufficient to afford a decent standard of living for the worker and her or his family. Elements of a decent standard of living include food, water, housing, education, health care, transportation, clothing and other essential needs including provision for unexpected events.”

This remuneration must also allow the employee and his or her family to participate in society, for example through leisure activities and access to means of communication. The living wage, the amount of which varies between locations according to the cost of living, must not be confused with the minimum wage that may be adopted at national level.

The question as a whole concerns:

- Employees in your value chain (excluding own workforce), upstream (suppliers' employees, service providers, subcontractors, etc.) and downstream (franchisees, etc.)
- Non-employee workers such as freelancers, temporary and contract staff.

The question does not therefore concern the employees of your company or its subsidiaries.

How do you ensure, assess and verify compliance with a decent standard of living for the workers across your entire value chain (salary, bonuses, social protection, benefits), from identifying the risks involved and affected groups to selecting your suppliers and partners, monitoring their progress, checking results and managing any non-compliance in this area?

- 1) Do you wish to add or change anything?

Answer:

#### **Additions to the elements presented below in the appendix (public documentation + FIR response):**

- The RubberWay questionnaire sent out to village smallholders includes a series of specific questions regarding their income and the compensation of their employees, if they have any.
- In 2025, a new field project, HARVEST, was launched with village smallholders in Thailand.
- By year-end 2025, across all projects 13,734 village smallholders and local community extractors had received training (versus 9,204 by year-end 2024). The working conditions and/or livelihoods of 10,456 of these smallholders and extractors have improved (versus 6,783 in 2025).

- 2) What is your outlook with regard to ensuring a decent standard of living in the value chain, and what are your short-, medium- and long-term objectives, if any?

Answer:

A decent standard of living is one of the pillars of sustainable performance. At this stage, however, the level of corporate maturity on this issue remains limited, including within our own value chain. Our first course of action will therefore be to raise awareness among all stakeholders concerned and assess their degree of maturity in this area, in order to establish a joint assessment.

Given the large number and diversity of our suppliers, who are present in many countries and engaged in a wide range of activities, we have adopted a prioritization approach. This approach focuses on those suppliers most exposed to risks related to a decent standard of living, and on those operating closest to our activities, where our leverage and responsibility are greatest.

In the natural rubber sector, our objective for 2030 is to improve the working conditions and/or livelihoods of 30,000 village smallholders by deploying ambitious, targeted remediation projects (see question 1).

Beyond natural rubber, in the short and medium term, our priority is to engage internal buyers and the most relevant suppliers on the issue of the living wage. The aim is to raise their awareness, encourage them to adopt responsible practices and suggest concrete courses of action, while increasing our understanding of their current practices. This initiative will firstly involve a deliberately limited panel, before being gradually extended to a growing number of suppliers.

## Social

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### **Question 3: Impact of artificial intelligence (AI) on employees**

How does generative AI influence the management of your human capital/human resources (job creation, job losses, training, reskilling, etc.)?

Please provide the following quantitative data to complete your answer:

- Percentage of employees trained in AI
- Percentage of employees using AI on a daily basis
- Potential reinvestment of productivity gains in human capital development
- Percentage of workforce likely to be adversely affected
- Level of employee acceptance of AI (measured, for example, via additional questions in the annual satisfaction/engagement survey), where applicable, broken down by geographical area, function, seniority level, level of qualification, age or gender
- Any other relevant metric.

In the absence of quantitative data or formal surveys, please give us your qualitative assessment of employees' perception of AI, distinguishing between the main categories of workers concerned.

Answer:

#### **1) Percentage of employees trained in AI**

By the end of March 2026, **18,000 employees** had started an AI training course. This corresponds to **39%** of the 46,000 employees in categories 1 to 4. More specifically, 2,365 people completed the full

three hours 20 minutes of training to obtain the “AI Passport”, and over 11,000 undertook at least 30 minutes of AI training.

These training courses have enabled almost 3,000 employees to acquire the “Artificial Intelligence and Machine Learning” skill available in our workforce management system (Workday), accounting for 6% of the population concerned (categories 1 to 4). The breakdown by employee category is as follows:

Employee category	No. of employees with validated skill	% of population in this category
Cat. 1 & 2: senior and Group executives	41	6.2%
Cat. 3: managers	836	7.5%
Cat. 4: employees	2,016	5.9%

**2) Percentage of employees using AI on a daily basis**

Our internal generative AI tool “Aurora” is open to all employees with a computer on the Michelin network. Last month, it recorded over 10,000 unique users, representing **21%** of category 1 to 4 employees.

Employees also have access to Microsoft Copilot Chat, which exceeded 5,000 unique daily users in early March. We also have Microsoft 365 Copilot (now Premium) licenses, which are used by more than 3,000 people every day.

These numbers are not cumulative, as some employees use multiple generative AI tools according to their needs. We estimate that 8% of employees use AI tools every day, and that **20%** use them at least once a month. These rates are calculated based on the total number of Group employees, including category 5 employees (production operators & supervisors), most of whom use shared computers or tablets in their workshops.

Beyond the generative AI tools available to all, employees use business-specific AI solutions built or purchased with the aim of improving our processes. For support functions, this is largely the same population. In manufacturing, employees have limited access to generative AI tools. However, they do make use of specialized solutions for production quality control, leveraging AI computer vision and machine learning technologies. This concerns around 5,000 additional employees, bringing the estimated rate of employees regularly using AI systems to **24%**.

**3) Potential reinvestment of productivity gains in human capital development**

Michelin continually invests in employee training, notably through its Manufacture des Talents, a commitment representing more than €240 million per year, as indicated in the Universal Registration Document. This action is not dependent on productivity gains made thanks to technological developments, including AI.

We have therefore recorded no specific reinvestments linked to the deployment of AI.

#### 4) Percentage of workforce likely to be adversely affected

The impact of AI on businesses, jobs and positions is one of the additional topics taken into account in our SWP (strategic workforce planning) process. In 2026, we aim to define a maturity radar for AI use in our businesses.

As the SWP process enables us to anticipate changes in our businesses, we are able to implement the training and recruitment policies necessary to meet the challenges of tomorrow. As a result, employees whose jobs will evolve with AI will either be trained to adapt, or offered another position for which they have the required skills. These developments are not considered to be an adverse impact of AI deployment.

The percentage of the workforce likely to lose their jobs, which is our understanding of “adversely affected”, is therefore zero.

#### 5) Level of employee acceptance of AI

The Michelin Group's annual employee engagement survey did not cover the topic of AI in 2025, and instead featured the following questions, which provide information on the “data-driven management” transformation:

- In my team, decisions are made based on data → 84% of employees responded positively
- I have the tools I need to do a good job → 81% of employees responded positively

Qualitatively, during discussions with employees, we observe more questions concerning environmental impact than social impact. Overall, the most frequent questions asked during training sessions and internal conferences were requests for more tools to be made available, more quickly, in order to keep pace with market developments. This feedback suggests a growing acceptance of AI within the Group.

## Environment

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### **Question 4: Michelin-specific topic**

Michelin is committed to reducing its Scope 3 emissions by 27.5% by 2030 (compared with 2019), with a net-zero emissions target for 2050. However, Scope 3 “In-Use emissions” – linked to tire rolling resistance and accounting for over 90% of the Group's total carbon footprint (115 MtCO<sub>2</sub> in 2024) – remains a major challenge. Connected solutions (such as MICHELIN Connected Mobility) can reduce fuel consumption between 7% and 12%, but their current deployment (1 million vehicles under contract) remains limited compared with the overall volume of tires sold.

The success of the net-zero emissions target for 2050 will, however, depend on the Group's ability to radically transform its materials supply chain and leverage the decarbonization of vehicle use.

a) The document mentions that connected solutions can reduce fuel consumption between 7% and 12%, but it does not define the critical threshold of overall adoption required for this effect to offset the emissions of non-connected tires. If the strategic ambition is to achieve more than 20% of non-tire sales by 2030, what is the exact penetration rate of connected solutions (as a percentage of tires sold) deemed necessary to achieve the reduction in Scope 3 “In-Use emissions”?

Answer:

The main levers for reducing Michelin's Scope 3 "In-Use emissions" are predominantly linked to vehicle design (electrification of engines, actions to reduce vehicle weight), and are therefore not under Michelin's control. As such, international carbon accounting standards (GHG Protocol) and frameworks for setting reduction targets (SBTi) do not consider Scope 3 In-Use emissions to be the primary responsibility of tire manufacturers. Nevertheless, Michelin can act to reduce its footprint by reducing the rolling resistance of its tires (which has been halved over 30 years), and through services that optimize tire use and therefore minimize its environmental impact. For example, all services that enable tires to be used down to the last millimeter of wear not only generate material savings by extending the product's lifespan, but also take advantage of the fact that rolling resistance is significantly lower for a worn tire than for a new one (by around 20%).

Currently, the services that enable tires to be used more efficiently, therefore reducing their environmental impact, are not available to all users of our tires. As a result, the impact of these services is estimated at less than 1 MtCO<sub>2</sub>e avoided. The ambition to achieve over 20% of sales in non-tire businesses by 2030 primarily concerns the Michelin Group's diversification into non-tire polymer composites. Connected services and solutions will play a smaller role. There is therefore no calculated threshold for the level of sales of connected solutions to reduce Scope 3 "In-Use emissions". Above all, the reduction in Scope 3 In-Use emissions will reflect the Michelin Group's ability to support vehicle manufacturers in the electrification of their models, which is already the case: the market share of our sales for electric vehicles is significantly higher than our market share for combustion vehicles.

b) Do you have a scenario for the deployment of connected solutions by 2030 and 2050, including an explicit link with the Scope 3 In-Use emissions pathway (unit reduction assumptions, scope, customer adoption)?

Answer:

As you have noted, connected solutions can reduce fuel consumption (for trucks) between 7% and 12%. In the context of a net zero pathway, we can therefore confirm that our net zero scope does not include tire use (in line with GHG Protocol carbon accounting and SBTi target validation). Nevertheless, we are working to reduce the carbon footprint of tires during use, in particular by lowering RR and through connected services.

Moreover, even if connected services were deployed across the entire fleet, they would not deliver improvements commensurate with the scale of the challenge (a 7%-12% reduction versus a 90% reduction). With this in mind, it is important to emphasize that connected services are services that are, for the most part, unrelated to the sale of our products. As a result, we cannot draw up a "deployment plan" for 2030 and 2050.

However, we are continuing to support the most significant lever for decarbonizing mobility, which is the electrification of vehicles: our market share is significantly higher for EVs than for ICEs.

c) The documentation outlines pilot projects and partnerships designed to secure the supply of sustainable materials. Do you have a roadmap indicating, by major families of materials (including butadiene and carbon black), 2024 volumes, 2030/2050 target volumes, and the share covered by secured contracts or JV/partnership capacities, in order to achieve the target of 40% sustainable materials by 2030 and 100% by 2050?

Answer:

The Michelin Group is confident in its roadmap aimed at achieving 40% recycled and renewable materials in tires by 2040 with the various components mentioned. However, Michelin does not disclose these levers in greater detail for confidentiality reasons.