

SUSTAINABLE NATURAL RUBBER ROADMAP

2020 - 2025 | 2021 RESULTS

SUSTAINABLE NATURAL RUBBER ROADMAP 2020 - 2025 (2021 RESULTS)

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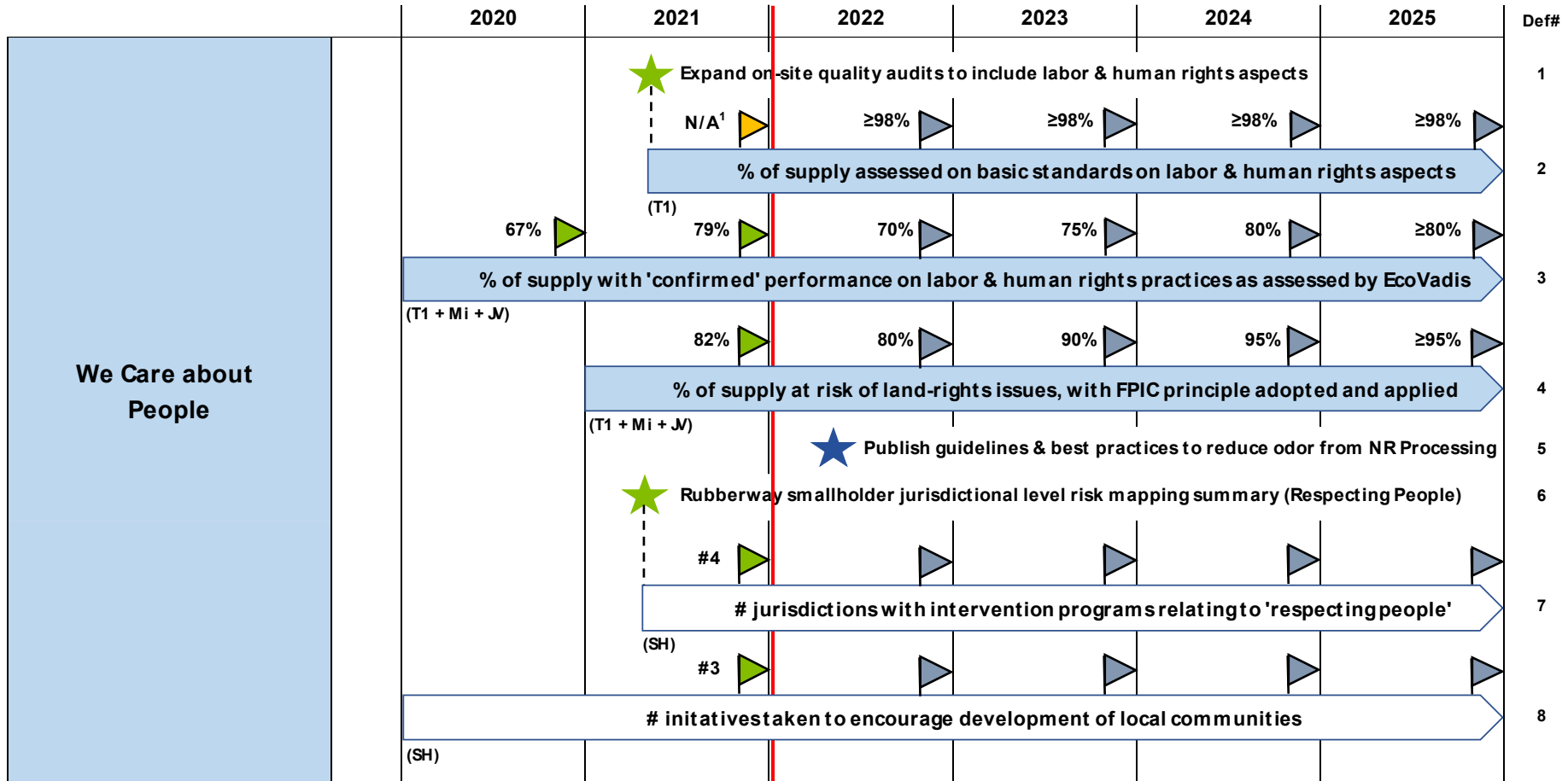
DEFINITIONS

ABOUT THIS DOCUMENT

This document details the results for year 2021 against the Sustainable Natural Rubber Roadmap 2020 - 2025. Please refer also to the Sustainable Natural Rubber Roadmap 2020 - 2025, which sets key indicators to guide the implementation of Michelin's Sustainable Natural Rubber Policy, and lists the original targets. Where targets have been met, the symbols are color coded as 'green'. Where targets are delayed, the symbols are color coded as 'orange'.

Published: 30 June 2022

WE CARE ABOUT PEOPLE



[1] An expanded on-site quality checklist was completed. However, travel restrictions meant that auditors were largely unable to go on-site in 2021, and virtual audits were implemented instead with a simplified checklist. The deployment of the updated checklist will resume in 2022 in line with the lifting of travel restrictions.

For additional information for indicators 7 and 8, please see page 8 and page 9

Main target group (legend):

T1 Direct suppliers (Tier 1 suppliers)

Mi Michelin owned operations (including subsidiaries whose activities relate to the production or processing of natural rubber)

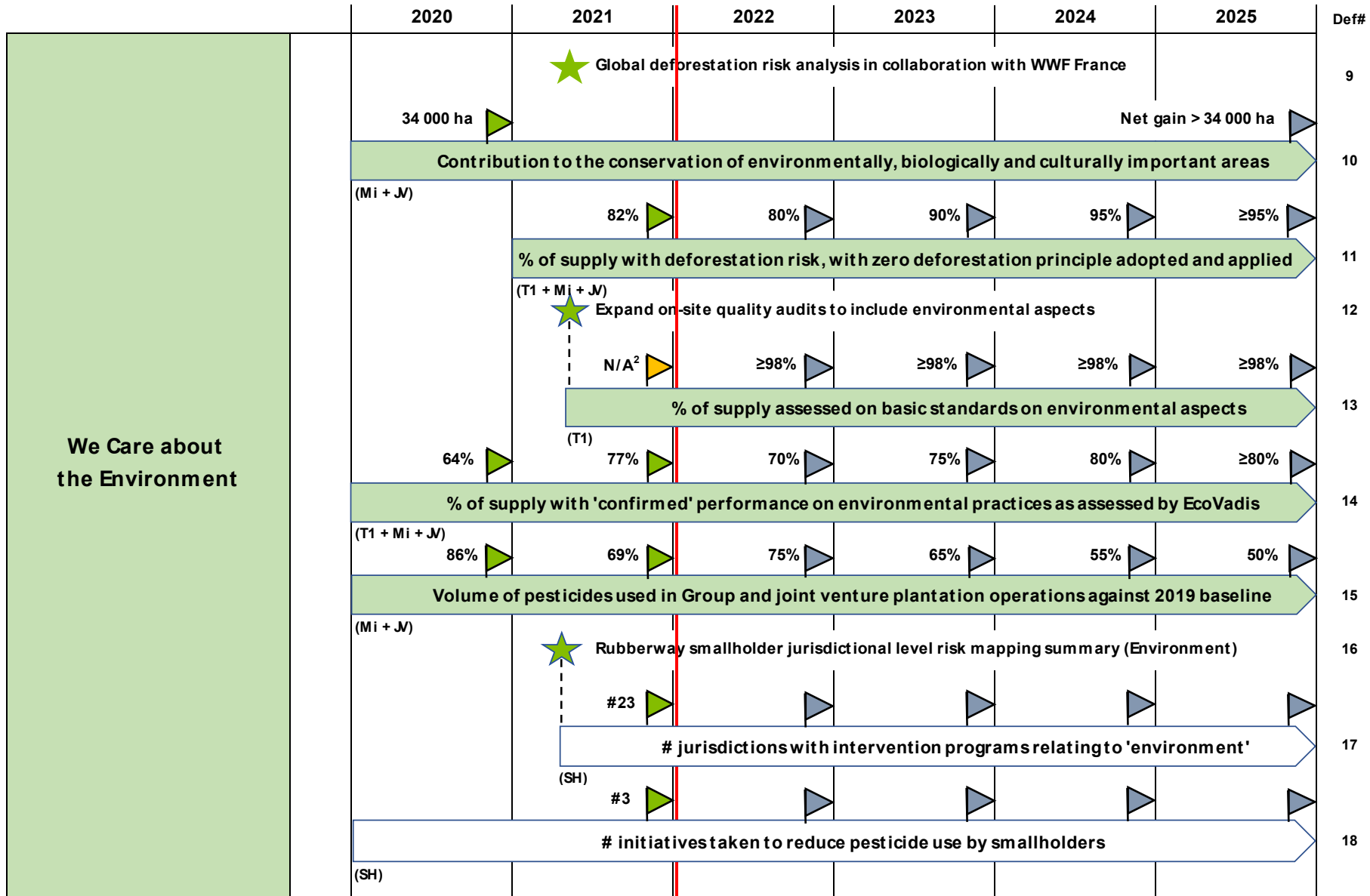
JV Joint Ventures: within this document, defined as companies whose activities relate to the production or processing of natural rubber where Michelin Group maintains financial interest but is a minority shareholder

SH Smallholders

SC Global Supply chain



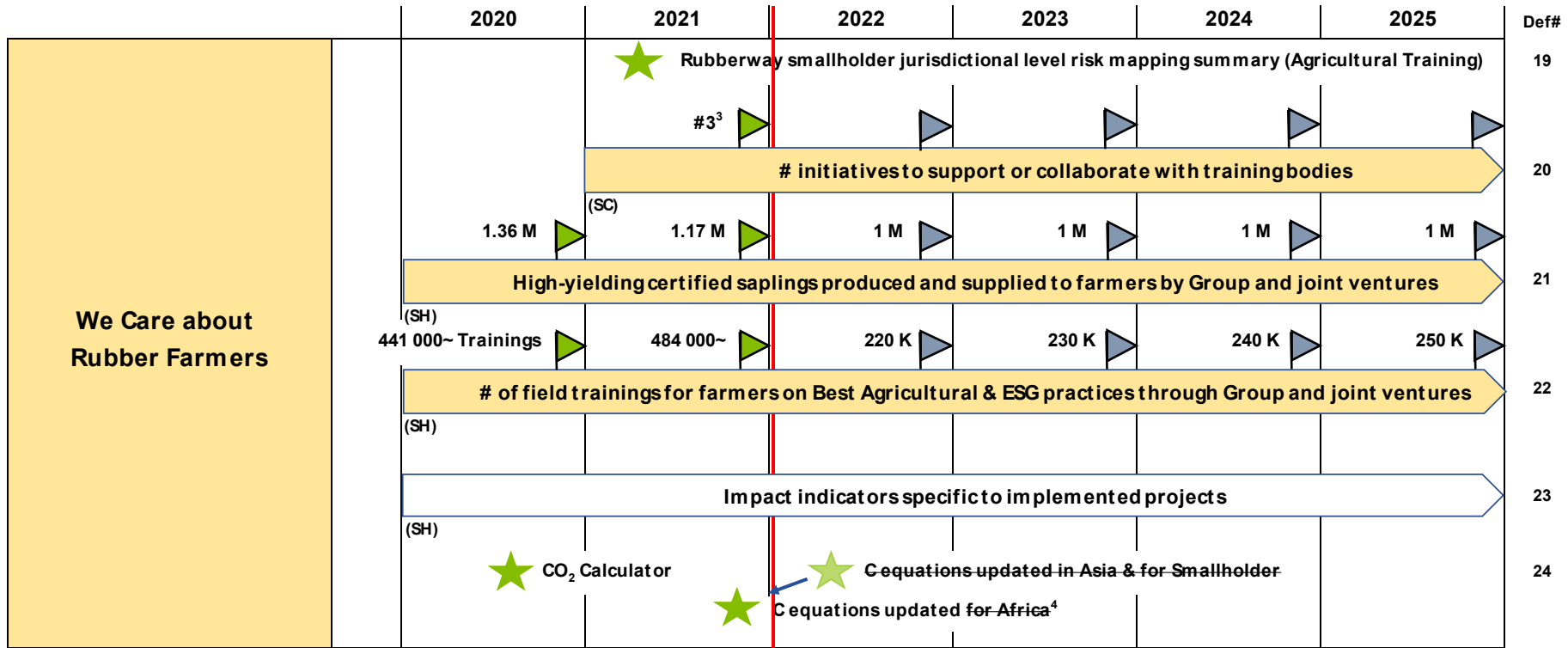
WE CARE ABOUT THE ENVIRONMENT



[2] An expanded on-site quality checklist was completed. However, travel restrictions meant that auditors were largely unable to go on-site in 2021, and virtual audits were implemented instead with a simplified checklist. The deployment of the updated checklist will resume in 2022 in line with the lifting of travel restrictions.

For additional information for indicators 17 and 18, please see page 8.

WE CARE ABOUT RUBBER FARMERS

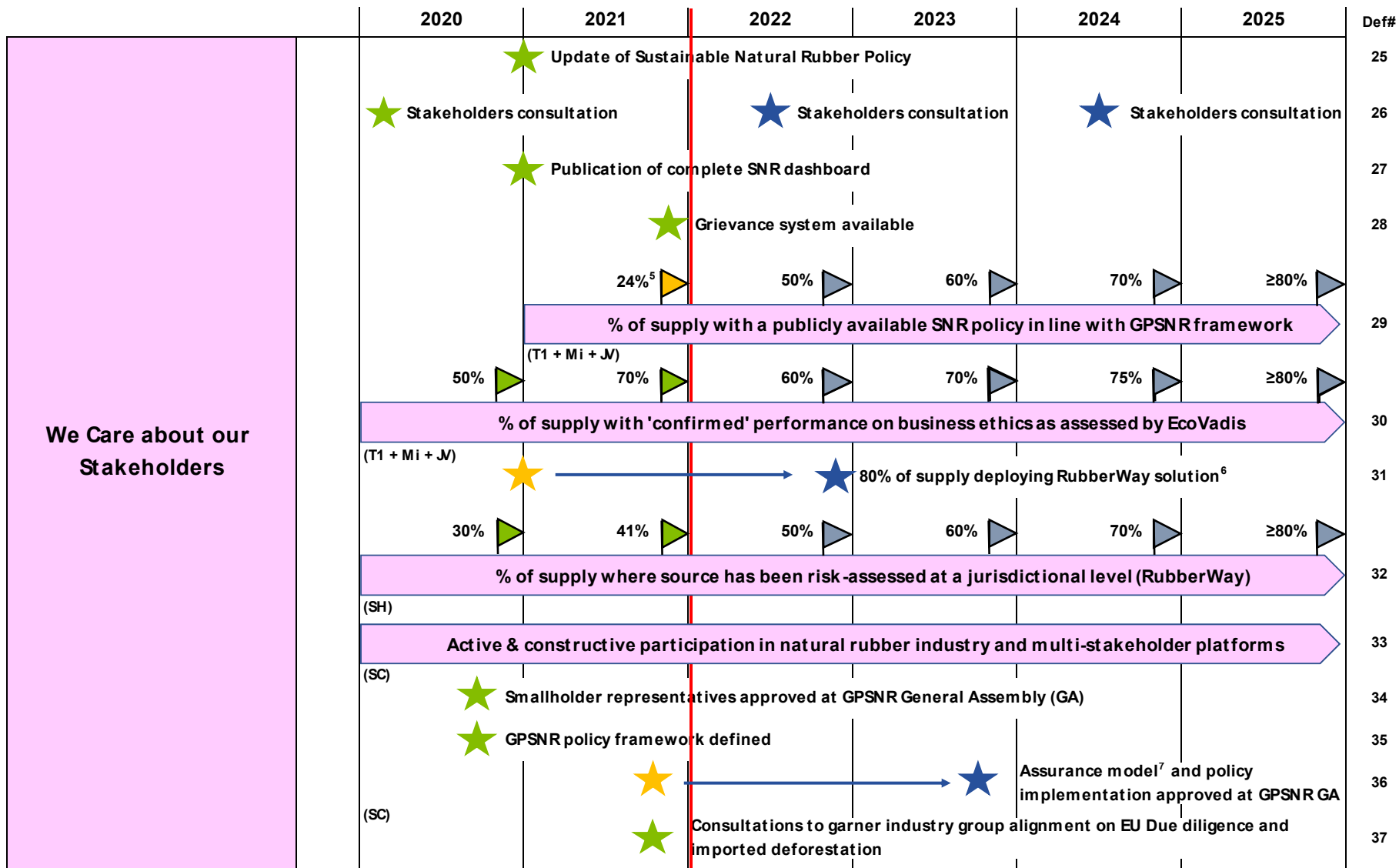


[3] Collaborations:

- Rubber Board India: Captured in an MoU, Michelin plans to collaborate with Rubber Board India on topics such as clone development, disease management, rubber-based agroforestry systems, online fertilizer recommendation, low frequency tapping, processing and product development.
- Rubber Development Department Sri Lanka: Michelin (through subsidiary CAMSO Loadstar) maintains a long-standing collaboration with the Rubber Development Department (RDD) of Sri Lanka, and contributes to activities to train and engage farmers, including activities in 2021.
- International Rubber Research and Development Board (IRRDB): Michelin is the only manufacturing member of the IRRDB, a network which brings together natural rubber research institutes in virtually all the natural rubber producing countries, covering 95 per cent of world natural rubber production. Michelin's partnership with the IRRDB is based on the development of high yield natural rubber tree varieties and sustainable farming practices, with the aim of reducing pressure on the land.

[4] Previously 'C equations updated for Africa': Carbon allometric equations for rubber plantations in West Africa were updated in 2021. These equations are a useful resource for carbon estimation, but indicate limited opportunity by specifying them to Asia and smallholder contexts; further specification will not be pursued.

WE CARE ABOUT OUR STAKEHOLDERS (1)



[5] Original target: 40%. We have noted an extended process of policy validations for some GPSNR members, these processes are ongoing according to prescribed timelines.

[6] This target has been postponed an additional year due to Covid-19 restrictions in 2021 that continued to restrict intra-country travel and disrupt deployment.

[7] GPSNR continues to make strong progress towards defining an Assurance Model. With the first GPSNR reporting requirements exercise envisioned in 2022, it is likely that the assurance model will build off that process to be completed by 2023.

WE CARE ABOUT OUR STAKEHOLDERS (2)

	2020	2021	2022	2023	2024	2025	Def#	
We Care about our Stakeholders		★ NR Sourcing Control (matrix) published ⁸					38	
	100%	100%	100%	100%	100%	100%		
	% of supply where source is known							39
		78%	80%	90%	≥95%	≥95%		
	% of supply where source has been risk-assessed globally							40
		25% ⁹	40%	50%	60%	≥70%		
	% of supply where source is risk-assessed at a jurisdictional level and engaged							41
				85%	90%	95%	100%	
% supply from industrial plantations traceable to plantation level							42	
			35%	40%	45%	≥50%*		
% supply from smallholders traceable to jurisdictional level							43	

[8] The NR Sourcing Control (matrix) has been shared with GPSNR working groups and members involved in the assurance model process. It is hoped that it will contribute to the development of the assurance model.

[9] Original target: 30%. While much progress has been made to work with and advise suppliers on engaging their supply chains with results from risk assessments including RubberWay, achievement of this target has been limited by the progress of RubberWay deployment at the smallholder jurisdictional level, which has been slowed by Covid-19 restrictions in 2021 that continued to restrict intra-country travel and disrupt deployment.

INTERVENTION PROGRAMS - JURISDICTIONS

#	Project	Project Description
1	Project CASCADE	<p>At the end of 2020, Michelin, with its partners, launched a holistic capacity building project targeting smallholder farmers in the central Sumatra region. Named Project CASCADE (Committed Actions for Smallholders Capacity Development), the project aims to address sustainability risks linked to natural rubber production in target communities, identified through the RubberWay risk mapping tool. The project is supported by digital training tools and impact measurement methods. Cascade includes a technical training that will enable farmers to develop their production capacities, and in particular their yield. The project will also pursue ambitious objectives aimed at establishing better social practices. Environmentally friendly farming is an integral part of the project: education for deforestation-free farms, reduction of agrochemical use, intercropping, agroforestry, and exploration of a CO2 sequestration model. The four-year project intends to engage 1,000 rubber farming households, and to indirectly generate positive social outcomes for up to 5,000 beneficiaries.</p> <p>Jurisdictions targeted: Bungo Regency; Tebo Regency; Merangin Regency (3)</p> <p>Themes addressed:</p> <ul style="list-style-type: none"> • Environment: Environmentally-friendly farming, intercropping/agroforestry, environmental awareness (deforestation and biodiversity) • People: Livelihoods (decent wage and resilience), health and safety, labor management, gender equity • Agricultural practices: Agrochemical (pesticide and fertilizer) reduction
2	[SIPH], Côte d'Ivoire, Child Labor Prevention Training	<p>As part of SIPH's (of which Michelin is a joint-venture partner) community permanent dialogue framework (CPD - Cadre Permanent de Dialogue) activities, offices have officially been set up in each community to fight against child labor. Members of these offices are from the community and are trained and sensitized to address child labor in their communities. These trainings are generally aimed at reinforcing the cognitive and volume intelligence of partners of SAPH (organized in committees) towards fight against child labor and health and safety for child labor. In February 2021, these trainings reached 5 people per village, or a total of 20 people.</p> <p>Jurisdictions targeted: Grand-bassam department (1); in the villages Bongo, Allosso2-Koutoukro and Singrabo</p> <p>Themes addressed:</p> <ul style="list-style-type: none"> • People: Child labor risk
3	[SIPH], Côte d'Ivoire, Satelligence	<p>SIPH (of which Michelin is a joint-venture partner), with its parent group SIFCA, started in 2021 to utilize Satelligence for mapping forest cover and forest cover change in their operation and in a landscape context. A land cover map, which covers approximately 45% of the land area of Côte d'Ivoire, is allowing SIPH to understand the risks of deforestation in the landscape as a whole, include in jurisdictions where they source from smallholders/outgrowers. The jurisdiction count of >20 jurisdictions (Departments, Côte d'Ivoire) is a conservative figure that corresponds to the number of jurisdictions indicated in the RubberWay risk map.</p> <p>Jurisdictions targeted: >20 jurisdictions (Departments, Côte d'Ivoire)</p> <p>Themes addressed:</p> <ul style="list-style-type: none"> • Environment: Deforestation risk

LOCAL COMMUNITY DEVELOPMENT

#	Project	Project Description
1	Country House Project (Casa Familiar Rural)	To support the agricultural sector in the region, and to empower the next generation of farmers to develop sustainable farms, Michelin donated land and has partnered with other stakeholders to create the Casa Familiar Rural (Country House Project) . This agricultural technical school is catered to youth 14-18 years old, who are the children of smallholders in the region of Igrapiúna, Bahia. The school empowers them with a professional education that covers techniques for the cultivation of rubber and other diversified crops, along with agricultural business strategies and management, giving them the skills and knowledge to develop sustainable small agricultural businesses. Environmental and social responsibility are core parts of the curriculum. The project, set up in 2007 and still running today, has seen 249 graduates and 436 productive education projects.
2	Strengthening the Natural Rubber Value Chain in the Brazilian Amazon	Latex extraction is an important part of the local economy for communities in the Amazon. Here, local communities, especially indigenous people groups, collect latex from naturally occurring rubber trees scattered in the Amazonian rainforest. The practice, when done sustainably, has minimal impacts on the forest, and provides an important income source for communities in the area. Understanding the difficulties faced in recent year by the Covid pandemic and the gradual exodus from the practice, the Michelin Foundation partnered with WWF Brazil to empower the communities in the area. In the short run, the project aims to preserve the existing ecosystem by improving the way natural rubber is extracted and commercialized by traditional communities. Better organizing the process and making it more viable will sustain employment for local people, mitigate the negative impacts of the health crisis, help promote forest conservation and reduce deforestation and the carbon emissions that go with it. Practically, in the medium term, the project potentially covers 14 conservation units with a total surface area of 6,8 million hectares of forest, directly providing sufficient revenues for the guardians of the forest, some 3,800 families who currently inhabit the forest and ensure its conservation.
3	[RLU], Community Partnership Programme (CPP)	Developed by Royal Lestari Utama (RLU), the In-situ Smallholder Community Partnership Program (CPP) is a long-term endeavour that aims to strengthen the social and economic stability of the community. This program aims to resolve land claims and conflicts and ensures compliance with the applicable regulations. The program includes the provision of production facilities, technical capacity building, and the marketing facilities. As the first step, the company is to identify smallholders and communicate the program with them. Once the smallholders form an agreement with RLU, RLU will provide technical support to build the capacity of smallholders to increase their rubber production and agroforestry gardens, as well as to increase the institutional capability of the smallholder groups to conduct business transactions with RLU and subsidiaries professionally.

DEFINITIONS

Def#	Action / Indicator	Definition
1	Expand on-site quality audits to include labor & human rights aspects	Quality audits run on-site at individual supplier natural rubber (NR) processing factories (1) before they are included in Michelin's approved supplier list (2) annually thereafter (once every two years for factories in West Africa). These audits already include health and safety aspects. Michelin will further expand these audits to include aspects relating to labor and human rights.
2	% of supply assessed on basic standards on labor & human rights aspects	<p>% of supply = % of NR volume purchased year - 1</p> <p>Assessed: On-site quality audit with expanded aspects that include labor & human rights aspects conducted.</p> <p>Basic standards: Evidence that fundamental workers' rights are not infringed upon, including no evidence of child or forced labor. Evidence of appropriate health and safety practices, including the provision of appropriate personal protective equipment.</p> <p>Where gross infringements are identified, factories will need to implement timebound corrective action plans.</p>
3	% of supply with 'confirmed' performance on labor & human rights practices as assessed by EcoVadis	<p>% of supply = % of NR spend* year - 1</p> <p>*% of NR spend closely approximates % of supply volume, used for EcoVadis-related indicators as EcoVadis assessments are used across all purchasing domains and % spend is used to measure coverage.</p> <p>'confirmed' performance: Total aggregate score of supplier meeting confirmed grade as per the EcoVadis assessment methodology ($\geq 45/100$); labor & human rights pillar meeting minimum of 50/100.</p>
4	% of supply at risk of land-rights issues, with FPIC principle adopted and applied	<p>Currently, supply determined to be at risk is defined to be supply originating from large natural rubber plantations where an individual management unit has an area $>500\text{ha}$ (industrial plantations). Michelin is working to develop a risk assessment framework that will determine which plantations are at risk.</p> <p>% of supply at risk of land-rights issues with FPIC principle adopted and applied = volume from supply at risk¹ purchased from suppliers with FPIC principle adopted and applied / volume from supply at risk¹ purchased from all suppliers. Volume based on (year - 1).</p> <p>¹Where supplier sources from a mix of industrial plantations and smallholders, volume at risk is calculated as: total volume purchased from supplier * [industrial plantation-based production of supplier / total production of supplier]</p> <p>Adopted: FPIC clause is adopted in company policy</p> <p>Applied: Evidence of FPIC mechanism having been applied where there has been new development since Michelin's policies have been published. Where there are ongoing issues related to FPIC processes, there should be an active engagement process.</p> <p>Note on medium plantations (<500 and $>50\text{ha}$): Medium plantations are typically owned by individual landowners and exist in limited number primarily in West Africa and South America; they are sometimes difficult to differentiate from smallholder farms. Michelin working with its suppliers to refine the delineation between small and medium farms, as well as to consider specific approaches for non-industrial medium farms.</p>

DEFINITIONS

Def#	Action / Indicator	Definition
5	Publish guidelines & best practices to reduce odor from NR processing	-
6	RubberWay smallholder jurisdictional level risk mapping summary (Respecting People)	Jurisdictional-level risk mapping summary from RubberWay to be displayed on the web dashboard.
7	# jurisdictions with intervention programs relating to 'respecting people'	Cumulative number of jurisdictions where programs that address risks, identified through RubberWay, are taking place.
8	# initiatives taken to encourage development of local communities	Cumulative number of initiatives. Examples of initiatives may include activities to improve health and education infrastructures, alternative forms of employment, capability building for better livelihoods, etc.
9	Global deforestation risk analysis in collaboration with WWF France	-
10	Contribution to the conservation of environmentally, biologically and culturally important areas (ha)	Environmentally, biologically and culturally important areas: areas may include HCV and HCS area, protected area, primary forest, riparian buffer zones, important areas used for cultural and social purposes and other areas deemed to be of environmental, biological and cultural importance. Contribution includes areas conserved through Group-owned and joint venture plantations.
11	% of supply with deforestation risk with zero deforestation principle adopted and applied	<p>Currently, supply determined to be at risk is defined to be supply originating from large natural rubber plantations where an individual management unit has an area >500ha (industrial plantations). Michelin is working to develop a risk assessment framework that will determine which plantations are at risk.</p> <p>% of supply at risk of land-rights issues with zero deforestation principle adopted and applied = volume from supply at risk¹ purchased from suppliers with zero deforestation principle adopted and applied / volume from supply at risk¹ purchased from all suppliers. Volume based on (year - 1).</p> <p>¹Where supplier sources from a mix of industrial plantations and smallholders, volume at risk is calculated as: total volume purchased from supplier * [industrial plantation-based production of supplier / total production of supplier]</p> <p>Adopted: zero deforestation clause is adopted in company policy</p> <p>Applied: Implementation of zero deforestation commitment (including HCV and HCS assessments) where there has been new development since Michelin's policies have been published. Where there are ongoing issues related to deforestation, there should be an active engagement process.</p> <p>Note on medium plantations (<500 and >50ha): Medium plantations are typically owned by individual landowners and exist in limited number primarily in West Africa and South America; they are sometimes difficult to differentiate from smallholder farms. Michelin working with its suppliers to refine the delineation between small and medium farms, as well as to consider specific approaches for non-industrial medium farms.</p>

DEFINITIONS

Def#	Action / Indicator	Definition
12	Expand on-site quality audits to include environmental aspects	Quality audits run on-site at individual supplier NR processing factories (1) before they are included in Michelin's approved supplier list (2) annually thereafter (once every two years for factories in West Africa). These audits already include aspects relating to effluent treatment. Michelin will include additional aspects relating to the environment.
13	% of supply assessed on basic standards on environmental aspects	<p>% of supply = % of NR volume purchased year - 1</p> <p>Assessed: On-site quality audit with expanded aspects that include environmental aspects</p> <p>Basic standards: Evidence of provisions to mitigate risk of environmental impacts, including treatment of effluent, management of hazardous waste, and storage of chemicals.</p> <p>Where gross infringements are identified, factories will need to implement timebound corrective action plans.</p>
14	% of supply with 'confirmed' performance on environment practices as assessed by EcoVadis	<p>% of supply = % of NR spend* year -1</p> <p>*% of NR spend closely approximates % of supply volume, used for EcoVadis-related indicator as EcoVadis assessments are used across all purchasing domains and % spend is used to measure coverage.</p> <p>'confirmed' performance = total score of supplier meeting confirmed grade as per the EcoVadis assessment methodology ($\geq 45/100$); environment pillar meeting minimum of 50/100</p>
15	Volume of pesticides used in own and joint venture plantation operations against 2019 baseline	<p>Volume = volume/ha/year; kg of Active Ingredient (a.i.)</p> <p>Ha = Ha planted with natural rubber. Baseline is 2019.</p> <p>WHO class Ia & Ib = 0</p> <p>Class Ia (extremely dangerous), Ib (highly hazardous), Class II (moderately hazardous), class III (slightly hazardous), U=> unlikely hazardous.</p> <p>Class Ia & Ib = 0%.</p> <p>Class II & III to be reduced.</p>
16	RubberWay smallholder jurisdictional level risk mapping summary (Environment)	Jurisdictional-level risk mapping summary (Protecting the Environment) from RubberWay to be displayed on the web dashboard
17	# jurisdictions with intervention programs relating to 'environment'	Cumulative number of jurisdictions where programs that address risks, identified through RubberWay, are taking place.

DEFINITIONS

Def#	Action / Indicator	Definition
18	# initiatives taken to reduce pesticide use by smallholders	Similar guidelines to those applied in owned and joint venture natural rubber plantation operations will be embedded in agricultural training and capacity building programs and interventions. Performance of owned and joint venture plantation operations are considered to be demonstration pilots for widespread adoption across the industry.
19	RubberWay smallholder jurisdictional level risk mapping summary (Agricultural Training)	Jurisdictional-level risk mapping summary from RubberWay to be displayed on the web dashboard
20	# initiatives to support or collaborate with training bodies	-
21	High-yielding certified saplings produced and supplied to farmers by Group and joint ventures	High-performing varieties of natural rubber trees (saplings a.k.a. rubber clones) that are produced in Group-owned and joint venture plantation operations and supplied to farmers. These are either sold at cost price, or at reasonable prices that are economical for farmers.
22	# of field training for farmers on Best Agricultural and ESG practices through Group and joint ventures	Number of individual trainings (one farmer can attend multiple trainings in a year. Can be conducted by Group-owned or joint venture operations, or through direct intervention projects.
23	Impact indicators specific to implemented projects: Smallholder capacity building projects (including workers' rights and gender equality)	e.g. Number of farmers (and family) engaged in the program
24	CO ₂ calculator; C equations updated in Africa; C equations updated in Asia & for Smallholder	CO ₂ calculator developed and running
25	Update of Sustainable Natural Rubber Policy 2021	-
26	Stakeholders consultation	1 Stakeholder dialog every 2 years

DEFINITIONS

Def#	Action / Indicator	Definition
27	Publication of complete SNR (Sustainable Natural Rubber) dashboard	Web dashboard reporting on indicators in the Sustainable Natural Rubber Roadmap published on the Michelin Purchasing website
28	Grievance system available	An accessible grievance mechanism (consistent with UNGP effectiveness criteria and OECD guidelines) will be set up by 2021 to enable stakeholders to express their grievance independently and to give opportunities to remedy adverse impacts caused through production or sourcing.
29	% supply suppliers having a publicly available SNR (Sustainable Natural Rubber) policy in line with GPSNR framework	Supply = NR spend for tier 1 suppliers / Total Michelin NR spend (year - 1)
30	% of supply with 'confirmed' performance on ethics as assessed by EcoVadis	<p>% of supply = % of NR spend* year - 1</p> <p>*% of NR spend closely approximates % of supply volume, used for EcoVadis-related indicator as EcoVadis assessments are used across all purchasing domains and % spend is used to measure coverage.</p> <p>'confirmed' performance = total score of supplier meeting confirmed grade as per the EcoVadis assessment methodology ($\geq 45/100$); ethics pillar meeting minimum of 50/100</p>
31	80% of supply deploying RubberWay solution	<p>% of supply = % of NR volume purchased year - 1</p> <p>[Sum of volume purchased (Y-1) from supplier NR processing factories having implemented RubberWay with 80% of their direct suppliers (Tier 2) on a proportional basis] divided by [Total Michelin volume (Y-1)]</p> <p>Remark 1: [80% of Tier 2 suppliers that should answer to RubberWay to have a significant result]</p> <p>Remark 2: NR processing factories purchasing directly from farmers (West Africa) as a reduced target: 25% of declared smallholders delivering directly at factory.</p>
32	% supply where source has been risk-assessed at a jurisdictional level (RubberWay)	<p>% of supply = % of NR volume purchased year - 1</p> <p>[Sum of volume purchased (Y-1) from supplier NR processing factories having implemented RubberWay for 5% of their smallholders (theoretical number) on a proportional basis] divided by [Total Michelin volume (Y-1)]</p> <p>Theoretical number of smallholders = NR processing factories declared production 2018 divided by [average yield of country (LMC 2018) * average farm size of country (2018)]</p> <p>Remark: NR processing factories purchasing directly from farmers (West Africa) as an increased target: 25% of declared smallholders delivering directly at factory.</p>

DEFINITIONS

Def#	Action / Indicator	Definition
33	Active & constructive participation in natural rubber industry and multi-stakeholder platforms	Examples of platforms include natural rubber industry platforms, including sustainability related working groups within industry platforms, and multi-stakeholder initiatives such as GPSNR
34	Smallholder representatives approved at GPSNR General Assembly (GA)	-
35	GPSNR policy framework defined	-
36	Assurance model and policy implementation approved at GPSNR GA	-
37	Consultations to garner industry group alignment on EU Due diligence and imported deforestation	-
38	NR Sourcing Control (matrix) published	A structured reporting framework on sourcing control that captures both aspects of traceability and risk control or mitigation will be published.
39	% of supply where source is known	% of supply = % of NR volume purchased year - 1 Source known = source is traceable to supplier (individual natural rubber processing factory)
40	% supply where source has been risk-assessed globally	% of supply = % of NR volume purchased year -1 Risk-assessed globally: where sourced has been risk-assessed for deforestation and other high-priority risks as part of a global risk assessment (e.g. spatial analysis etc.) or with other tools of equivalent or higher resolution that achieve the same purpose (e.g. RubberWay at a jurisdictional level).
41	% supply where has been risk-assessed and engaged	% of supply = % of NR volume purchased year -1 Risk-assessed at jurisdictional level: Supply has been jurisdictionally risk-assessed with RubberWay (see indicator 32) Engaged: Where significant risk is identified based on findings from RubberWay and threats are detected, suppliers (or other supply chain actors) are implementing mitigation or engagement actions. Where risk is under control, engagement is not mandatory (and rubber supplied automatically qualifies for the indicator).

DEFINITIONS

Def#	Action / Indicator	Definition
42	% supply from industrial plantations traceable to plantation level	<p>Data includes information from supplier declarations and supply chain studies, and sourcing mix from each individual processing factory is assigned proportionally based on Michelin purchased volume per factory (e.g. if Michelin sources 10% from a factory, and the factory has 50% of its own supply from industrial plantations traceable to industrial level, this accounts for as 5% of volume traceable in Michelin's sourcing). Traceability refers to knowledge of farm or plantation location (geolocation through central GPS location or address) or boundary information (polygon).</p> <p>Industrial plantations: >500ha. Medium plantations: <500 and >50ha. Medium plantations are typically owned by individual landowners and exist in limited number primarily in West Africa and South America; they are sometimes difficult to differentiate from smallholder farms. Michelin working with its suppliers to refine the delineation between small and medium farms, as well as to consider specific approaches for non-industrial medium farms.</p>
43	% supply from smallholders traceable to jurisdictional level	<p>Data includes information from supplier declarations and supply chain studies, and sourcing mix from each individual processing factory is assigned proportionally based on Michelin purchased volume per factory (e.g. if Michelin sources 10% from a factory, and the factory has 50% of its own supply from smallholders traceable to jurisdictional level, this accounts for as 5% of volume traceable in Michelin's sourcing).</p> <p>Traceability to smallholders at jurisdictional level currently defined as minimum 'province level or equivalent' (sub-national level), but generally follows administrative divisions used in RubberWay (e.g. Côte d'Ivoire-Department; Indonesia-Regency; Thailand-Province).</p> <p>Smallholders definition follows GPSNR definition.</p>

Appendix: Version Control

Version number	Published	Change Log
V1.0	30 June 2022	Nil. Document references Sustainable Natural Rubber Roadmap 2020-2025 v1.1



MICHELIN - PURCHASING GROUP DEPARTMENT

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