MICHELIN
A BETTER WAY FORWARD

SUSTAINABLE NATURAL RUBBER ROADMAP

2020 - 2025 | 2025 RESULTS

SUSTAINABLE NATURAL RUBBER ROADMAP 2020 - 2025 (2025 RESULTS)

CONTENTS

LEGEND

WE CARE ABOUT PEOPLE

WE CARE ABOUT THE ENVIRONMENT

WE CARE ABOUT RUBBER FARMERS

WE CARE ABOUT OUR STAKEHOLDERS

DEFINITIONS

ABOUT THIS DOCUMENT

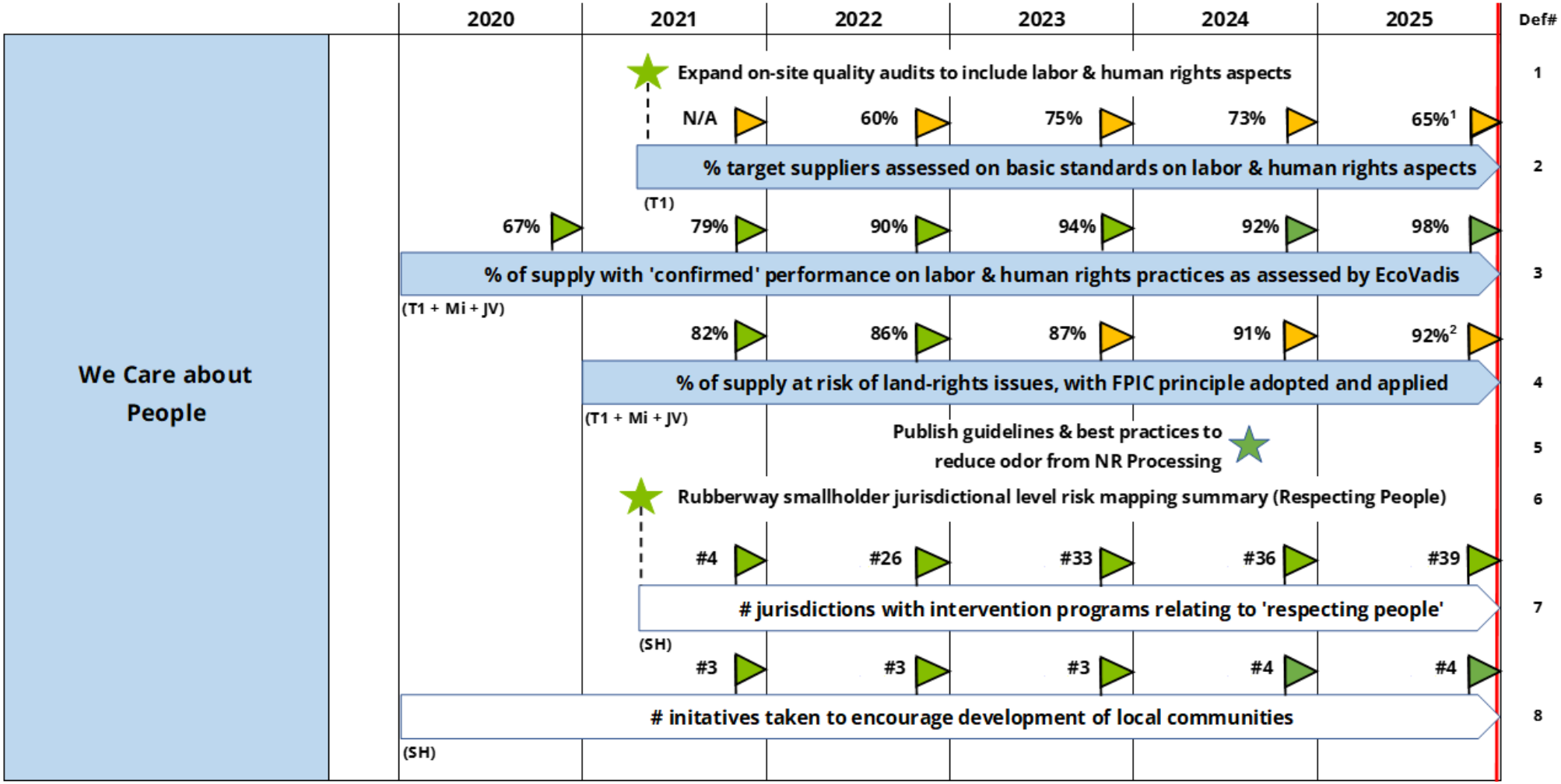
This document details the results for year 2025 against the Sustainable Natural Rubber Roadmap 2020 - 2025. Please refer also to the Sustainable Natural Rubber Roadmap 2020 - 2025, which sets key indicators to guide the implementation of Michelin's Sustainable Natural Rubber Policy, and lists the original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

First Published: 24 July 2026; Revised: 24 September 2026

LEGEND

Main target groups	
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 PEOPLE

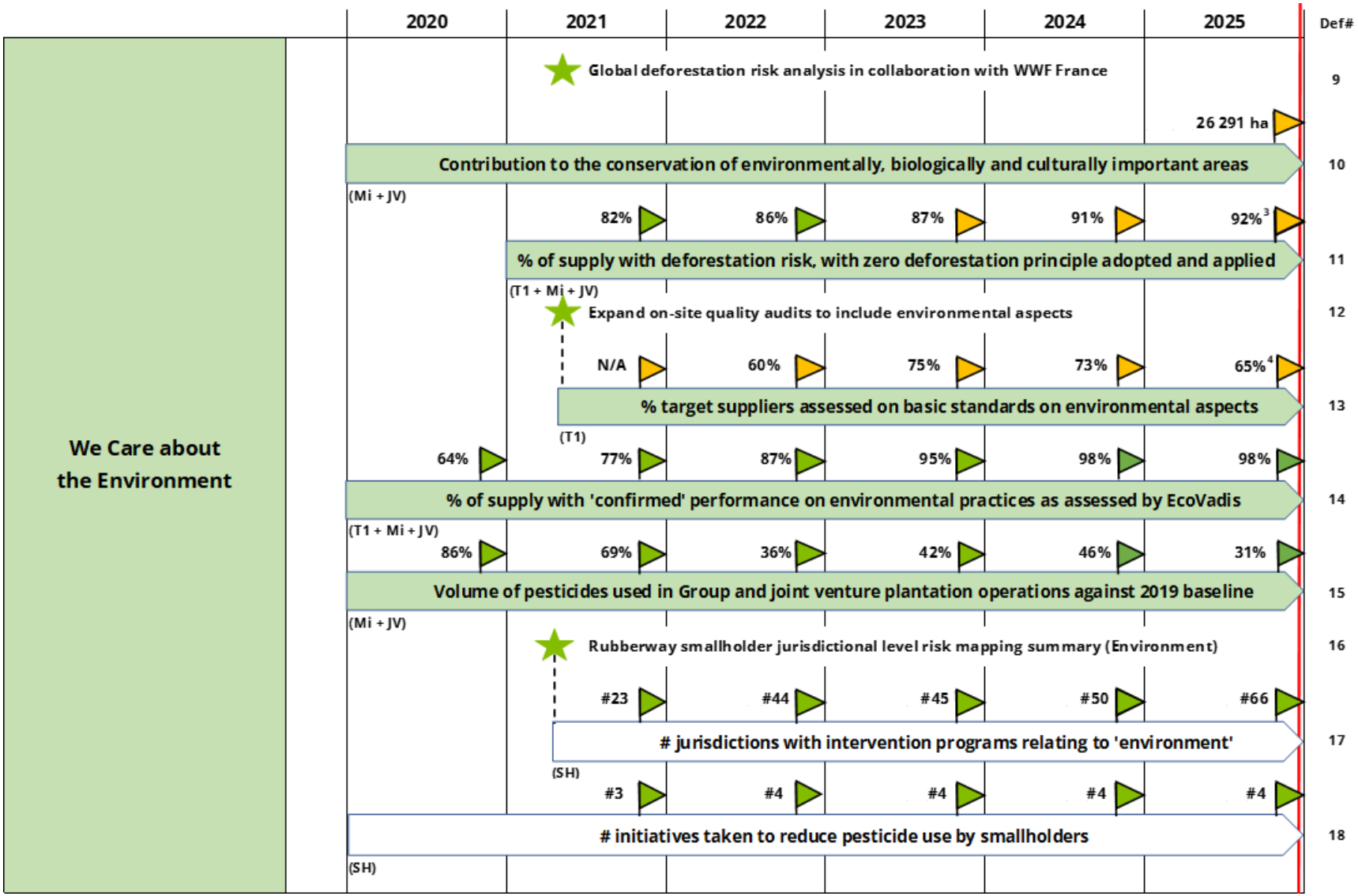


[1] Due to the ongoing restructuring of SMPT's Quality and Assurance department which started in 2024, some of the planned audits were postponed to 2026.

[2] There was a small shortfall from the target of 95% in 2025. While suppliers have either adopted FPIC or zero-deforestation clauses in their policies (this applies to the vast majority of suppliers that source from large plantations), or otherwise agree to be bound by Michelin's Sustainable Natural Rubber policy, Michelin continues to work with them to assess the implementation of the policy in their supply chains. This work with our suppliers is being accelerated as part of our EUDR activities.

For additional information for indicators 7 and 8, please see pages 9-12 and page 13 respectively.

WE CARE ABOUT THE ENVIRONMENT

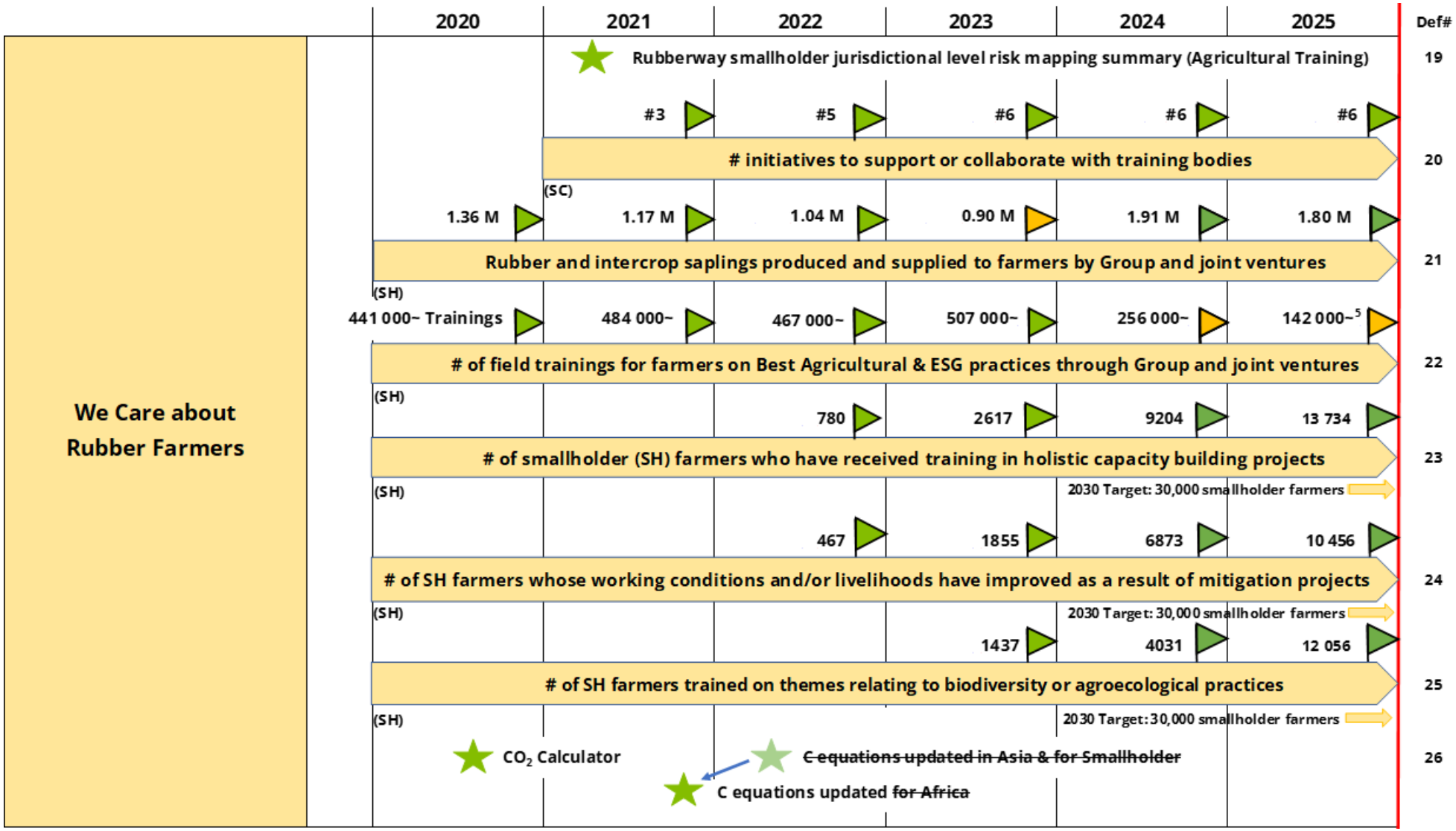


[3] There was a small shortfall from the target of 95% in 2025. While suppliers have either adopted FPIC or zero-deforestation clauses in their policies (this applies to the vast majority of suppliers that source from large plantations), or otherwise agree to be bound by Michelin's Sustainable Natural Rubber policy, Michelin continues to work with them to assess the implementation of the policy in their supply chains. This work with our suppliers is being accelerated as part of our EUDR activities.

[4] Due to the ongoing restructuring of SMPT's Quality and Assurance department which started in 2024, some of the planned audits were postponed to 2026.

For additional information for indicators 17 and 18, please see pages 9-12.

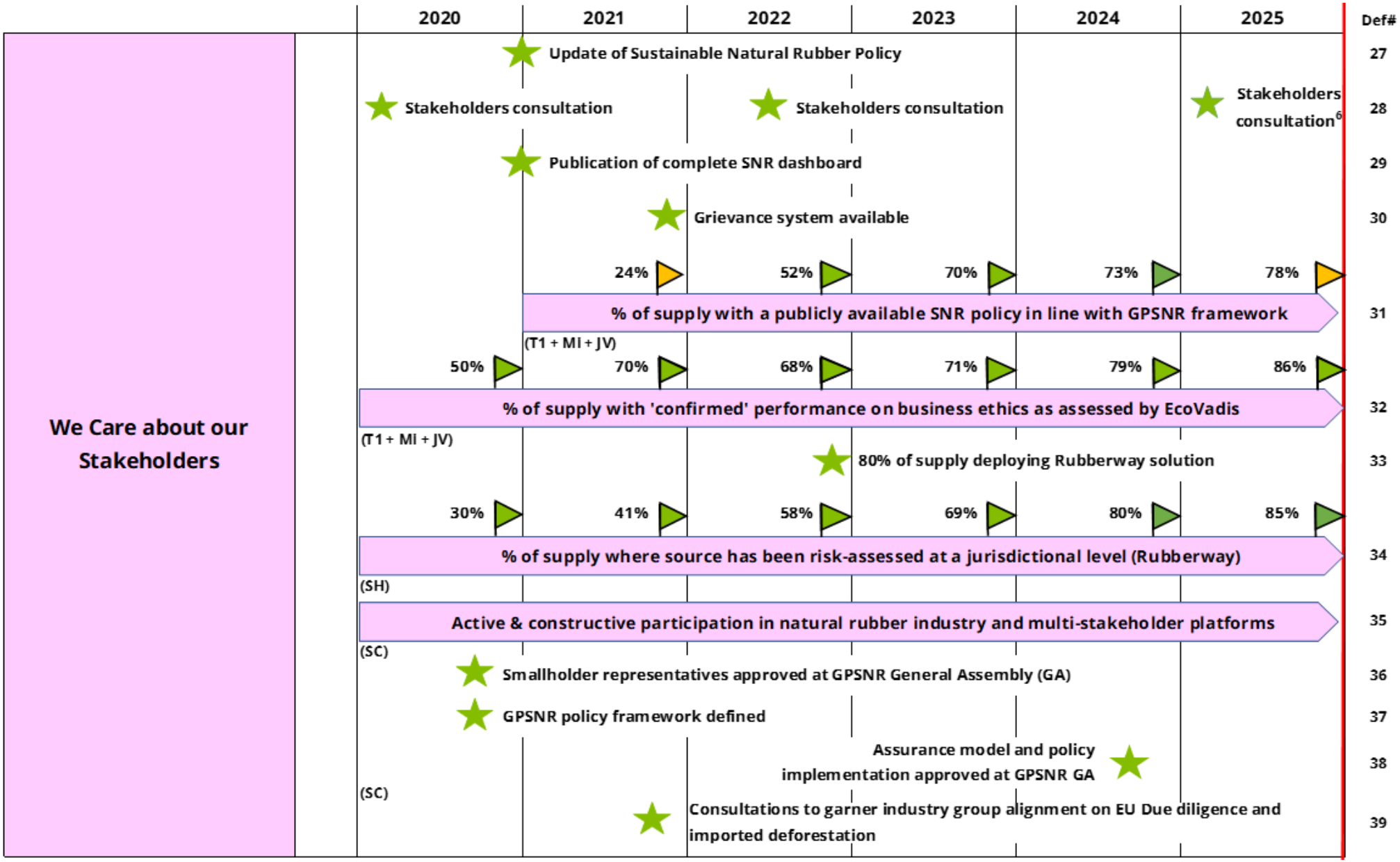
WE CARE ABOUT RUBBER FARMERS



[5] With an increase in EUDR activities in 2024 and 2025, there was a strategic decision by suppliers to reallocate manpower from farmer training activities towards data collection and geolocation operations to ensure compliance with the regulation. As such, farmer trainings only resumed in the second half of 2025.

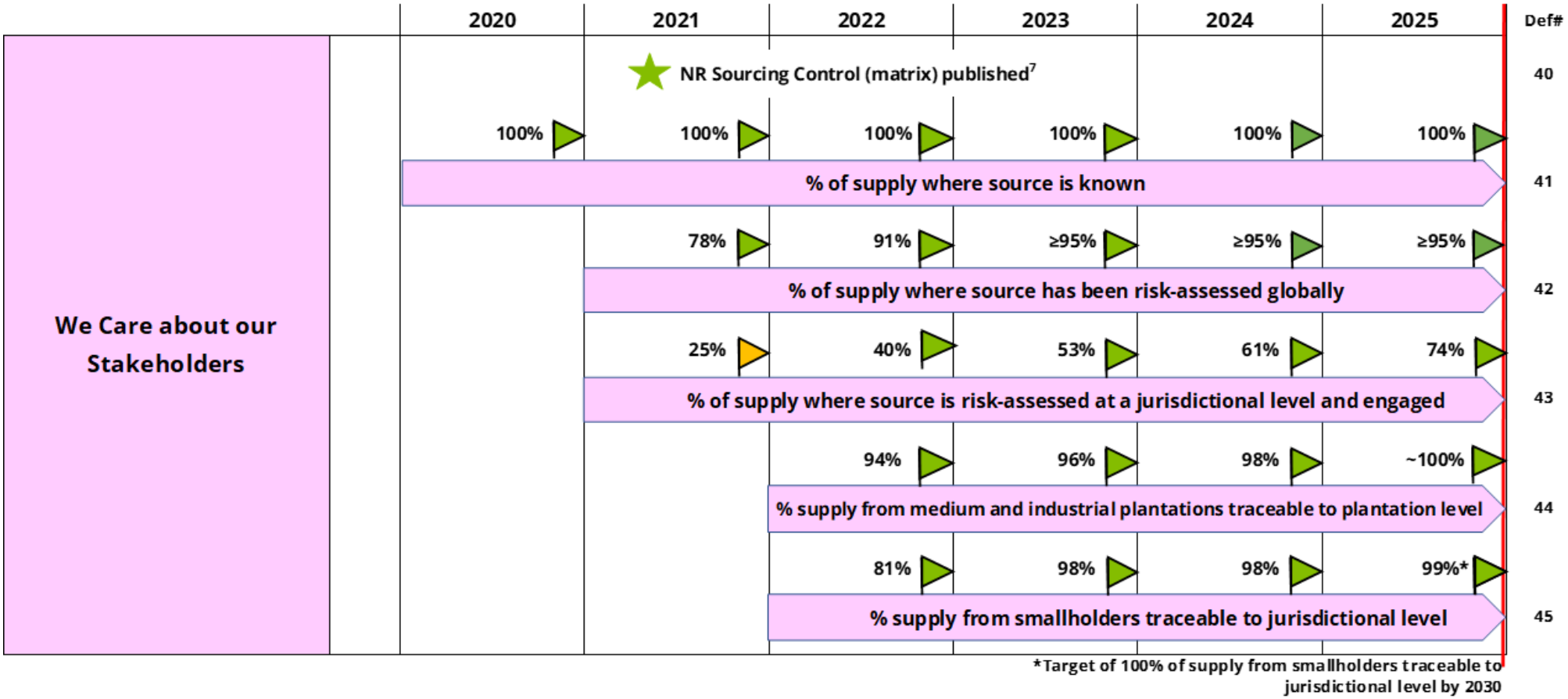
For additional information for indicator 20, please see page 14.

WE CARE ABOUT OUR STAKEHOLDERS (1)



[6] The most recent stakeholder consultation meetings were conducted in February 2025.

WE CARE ABOUT OUR STAKEHOLDERS (2)



[7] 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.

INTERVENTION PROGRAMS - JURISDICTIONS (1)

#	Project	Project Description
1	**Project CASCADE**	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. **Jurisdictions targeted:** Bungo Regency; Tebo Regency; Merangin Regency **Themes addressed:** • Environment: Environmentally-friendly farming, intercropping/agroforestry, environmental awareness (deforestation and biodiversity) • People: Livelihoods (decent wage and resilience), health and safety, labor management, gender equity
2	**Project Mahakam**	In late 2022, a capacity building project by Michelin and Royal Lestari Utama (of which Michelin has completed the acquisition of 100% in July 2022) was launched. Named Project Mahakam, it aims to train up to 2,000 village farmers and their families by 2025 in East Kalimantan, Indonesia. The project targets sustainability risks identified through the RubberWay risk mapping tool, focusing on topics like sustainable farming and good agricultural practices. It also targets to improve farmers' livelihoods. In-field activities and trainings have commenced in 2023. **Jurisdictions targeted:** East Kalimantan Regency **Themes addressed:** • 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

INTERVENTION PROGRAMS - JURISDICTIONS (2)

#	Project	Project Description
3	**Project RIVER**	Rubber tree farming plays an important role in local livelihoods in Sri Lanka. The RIVER project will develop the skills of 6,000 village farmers and their families by 2025. The project aims to address livelihood, environmental, and social risks through a combination of in-person and digital farmer training. Trainings on the field have commenced in 2023. **Jurisdictions targeted:** Ampara; Monaragala (District, Sri Lanka) **Themes addressed:** • 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
4	**GPSNR Agroforestry Project**	An Agroforestry project which is led by the GPSNR and funded by Michelin and a car manufacturer is being deployed in Southern Thailand. The project, where Michelin directly manages and also contributes technical expertise to, aims to support 1,000 village smallholder farmers in Thailand develop agroforestry systems by 2025. The in-field trainings have started in 2023. **Jurisdictions targeted:** Songkhla (Province, Thailand) **Themes addressed:** • Environment: Agroforestry systems • Agricultural practices: Agrochemical (pesticide and fertilizer) reduction

INTERVENTION PROGRAMS - JURISDICTIONS (3)

#	Project	Project Description
5	**[SIPH], Côte d'Ivoire, Child Labor Prevention Training**	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. **Jurisdictions targeted:** Grand-bassam department; in the villages Bongo, Allosso2-Koutoukro, Singrabo, Toupah and Bettié **Themes addressed:** • People: Child labor risk
6	**[SIPH], Côte d'Ivoire, Satelligence**	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. **Jurisdictions targeted:** >20 jurisdictions (Departments, Côte d'Ivoire) **Themes addressed:**
7	**[SIPH], Ghana, Child labor and Minimum wage training**	SIPH's (of which Michelin is a joint-venture partner) subsidiary in Ghana have organized regular trainings with smallholder farmers to fight against child labor. Trainings were also conducted for these smallholder farmers on decent and minimum wage. Trainings and sensitization on social and human rights issues are ongoing, especially with the upcoming EU Deforestation Regulation. **Jurisdictions targeted:** 16 jurisdictions (Districts, Ghana) **Themes addressed:** • People: Child labor risk, decent and minimum wage
8	**[SIPH], Ghana, Environmental awareness training**	SIPH's (of which Michelin is a joint-venture partner) subsidiary in Ghana has an ongoing programme for smallholder farmers where they are engaged on environmental topics. Themes covered include appropriate chemical and pesticide use, zero deforestation, and biodiversity. Trainings and sensitization on environmental and zero-deforestation issues are ongoing, especially with the upcoming EU Deforestation Regulation. **Jurisdictions targeted:** 16 jurisdictions (Districts, Ghana) **Themes addressed:** • Environment: Environmental awareness (zero deforestation and biodiversity), reduction of pesticides and chemicals

INTERVENTION PROGRAMS - JURISDICTIONS (4)

#	Project	Project Description
9	**SIPH, Nigeria, Good agricultural practices training, environmental and social awareness training**	In-line with SIPH's efforts to promote good agricultural practices, tapping trainings were organised in 4 districts. RENL also hosts rubber outgrower forums for their smallholder supply shed in 1 other district. In these forums, smallholder farmers are sensitised to environmental and health and safety issues. Meetings have also been organised to address grievances from the local communities. **Jurisdictions targeted**: 5 jurisdictions (Districts, Nigeria) **Themes addressed:** • Agricultural practices: tapping techniques and frequency, post-harvesting techniques, rubber quality • Environment: Environmental awareness, zero deforestation • People: Health and safety, grievance mechanisms
10	**[NTEQ Polymer] Environmental awareness**	To tackle the risk related to the use of hazardous agrochemicals, NTEQ (of which Michelin is a joint-venture partner) has embarked on training of smallholder farmers around the Mukdahan province on proper use of coagulants in rubber harvesting. RubberWay risk assessments identified the use of Sulfuric acid as a coagulant in the Mukdahan region, which is highly corrosive and a potential health and safety risk, while reducing the quality of the harvested product. NTEQ regularly holds engagement with farmers on a yearly basis on the proper usage of coagulants, and promotes the use of more appropriate acids such as formic acid. **Jurisdictions targeted**: Isan (Province, Thailand) **Themes addressed:** • Environment: Reduce use of harmful chemicals
11	**[Other suppliers], Projects relating to theme "Respecting People"**	As part of Michelin's commitment to move forward together with our suppliers, suppliers are encouraged to deploy mitigation projects to address risks related to the "Respecting People" theme identified through RubberWay. A majority of larger suppliers have started organising training programs targeting human rights practices, child labour, and health and safety practices. A small proportion is also focusing on grievance mechanisms and inter/intra communal conflict management. **Jurisdictions targeted:** 17 jurisdictions (Province, Thailand/ Regency, Indonesia/ Department, Côte d'Ivoire/ District, Nigeria/ County, Liberia) **Themes addressed:** • People: Child labor risk, human rights, health and safety, grievance mechanisms, conflict management
12	**[Other suppliers], Projects relating to theme "Protecting the Environment"**	As part of Michelin's commitment to move forward together with our suppliers, suppliers are encouraged to deploy mitigation projects to address risks related to the "Protecting the Environment" theme identified through RubberWay. Common training programmes currently being implemented largely target the topics of biodiversity and zero deforestation. **Jurisdictions targeted:** 23 jurisdictions (Province, Thailand / Regency, Indonesia) **Themes addressed:** • Environment: Environmental awareness (zero deforestation and biodiversity)

LOCAL COMMUNITY DEVELOPMENT

#	Project	Project Description
1	**Country House Project (Casa Familiar Rural)**	To support the local agricultural sector and empower the next generation of family farmers to develop sustainable farms, Michelin donated land and partnered with municipal authorities and civil society to establish the Igrapiúna Rural Family School (**Casa Familiar Rural**—"Casa no Campo" Project). Located in the municipality of Igrapiúna, this agricultural and technical high school serves youths aged 14 to 17 who are children of small-scale farmers from the Baixo Sul and Litoral Sul territories of Bahia. The school provides vocational education covering cultivation techniques for rubber and other crops characteristic of the region, as well as agricultural business management strategies, equipping students with the skills and knowledge to develop sustainable small-scale agricultural businesses. Environmental and social responsibility are essential components of the curriculum. Launched in 2007 and still active today, the project has graduated 449 students and implemented approximately 913 productive educational projects on their farms.
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 years 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 municipalities. The project continues to provide sufficient revenues for these guardians of the forest who currently inhabit the forest and ensure its conservation. As of 2023, 565 local families have been engaged and experienced positive impacts from this project, with about 145,000 hectares of forest protected.
3	**[RLU], Community Partnership Programme (CPP)**	Developed by Royal Lestari Utama (RLU), the In-situ Smallholder Community Partnership Program (CPP) is a long-term endeavor 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.
4	**[RLU], Indigenous Community Program**	RLU runs an Indigenous Community Program within the company's concession area and the Bukit Tigapuluh National Park (TNBT) area adjacent to their concession in Jambi. This program aims to enhance the livelihoods of indigenous communities, such as the Orang Rimba, in these areas through education and training. More information can be found on page 86 of RLU's 2024 Sustainability Report.

COLLABORATIONS

#	Project	Project Description
1	**Rubber Board India**	Captured in an MoU, Michelin collaborates with Rubber Board India on various topics on sustainable natural rubber development. Moving forward, the partnership is looking to focus on the following three areas for rubber – establishing model natural rubber agroforestry systems; international cooperations for natural rubber clone development; and phytosanitary and integrated pest management approach. The collaboration on these topics will be governed by a renewed MoU between Michelin and Rubber Board India, which is in the process of being finalised.
2	**Rubber Development Department Sri Lanka**	Michelin (through subsidiary Michelin Lanka) 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 2025.
3	**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	**Rubber Authority of Thailand (RAOT)**	Captured in an MoU, Michelin and RAOT are collaborating on a project targeted at Sustainable Plantation Management practices. A trial on tapping frequency was launched in 2023 which has shown very promising results year after year.
5	**Centre de coopération internationale en recherche agronomique pour le développement (CIRAD)**	Michelin works closely with CIRAD across multiple research topics which are imperative across agricultural commodities, including natural rubber. Some notable collaborations include trials to evaluate new agroecology practices at the replanting stage to improve soil fertility and clonal selection projects in rubber growing regions around the world. Michelin also supports CIRAD on multi-stakeholder research initiatives that address areas of climate change, labour shortages in the natural rubber industry, and education on sustainable plantations, especially through the Institut Francais du Caoutchouc (The French Rubber Institute).
6	**Instituto Agronomico de Campinas (IAC)**	Starting in 2025, Michelin began a partnership with IAC. The collaboration focuses on the research and development of the performance of new rubber clone species across Brazil, with the goal of monitoring the production, growth, and resistance to leaf diseases. Research outcomes will contribute to improving the resilience of rubber in Brazil and help to revitalize the country's natural rubber sector.
7	**Country House Project (Casa Familiar Rural)**	Michelin is one of the sponsors and partners of Casa Familiar Rural which is an agricultural technical school in Igrapiúna, Bahia. For additional information on the project, please see page 13.

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) once a year or once every two years based on their performance ranking. These assessments support supplier compliance with its Quality standards and Purchasing Principles and aside from quality issues, also address the application of the health, safety, environmental and human rights standards.
2	% target suppliers assessed on basic standards on labor & human rights aspects	2023-2025: % target suppliers assessed on basic standards on labor & human rights aspects. % target = Achievement of number of actual audits against number of planned audits according to Michelin "supplier quality system audit procedure" (ESQF) framework. Assessed: On-site quality audit with expanded aspects that include labor & human rights aspects conducted. 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. Where gross infringements are identified, factories will need to implement timebound corrective action plans. Remarks: A new methodology for target setting and achievement has been used from reporting year 2023 onwards. Natural rubber processing factories (suppliers) will be assessed once a year or once every two years based on their performance ranking. These assessments support supplier compliance with its Quality standards and Purchasing Principles and aside from quality issues, also address the application of the health, safety, environmental and human rights standards.
3	% of supply with 'confirmed' performance on labor & human rights practices as assessed by EcoVadis	% of supply = % of NR spend* year - 1 *% 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. 'confirmed' performance: Total aggregate score of supplier meeting confirmed grade as per the EcoVadis assessment methodology (≥45/100); labor & human rights pillar meeting minimum of 45/100.

DEFINITIONS

Def#	Action / Indicator	Definition
4	% of supply at risk of land-rights issues, with FPIC principle adopted and applied	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. % of supply at risk of land-rights issues with FPIC principle adopted and applied = volume from supply at risk[1] purchased from suppliers with FPIC principle adopted and applied / volume from supply at risk[1] purchased from all suppliers. Volume based on (year - 1). [1]Where 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] Adopted: FPIC clause is adopted in company policy 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. 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.
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. Programs include those conducted directly by Michelin, joint ventures and its supply chain by suppliers.
8	# initiatives taken to encourage development of local communities	Cumulative number of direct 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	-

DEFINITIONS

Def#	Action / Indicator	Definition
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	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. % of supply at risk of land-rights issues with zero deforestation principle adopted and applied = volume from supply at risk[1] purchased from suppliers with zero deforestation principle adopted and applied / volume from supply at risk[1] purchased from all suppliers. Volume based on (year - 1). [1]Where 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] Adopted: zero deforestation clause is adopted in company policy 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. 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
12	Expand on-site quality audits to include environmental 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) once a year or once every two years based on their performance ranking. These assessments support supplier compliance with its Quality standards and Purchasing Principles and aside from quality issues, also address the application of the health, safety, environmental and human rights standards.

DEFINITIONS

Def#	Action / Indicator	Definition
13	% target suppliers assessed on basic standards on environmental aspects	2023-2025: % target suppliers assessed on basic standards on environmental aspects. % target = Achievement of number of actual audits against number of planned audits according to Michelin "supplier quality system audit procedure" (ESQF) framework. Assessed: On-site quality audit with expanded aspects that include environmental aspects Basic standards: Evidence of provisions to mitigate risk of environmental impacts, including treatment of effluent, management of hazardous waste, and storage of chemicals. Where gross infringements are identified, factories will need to implement timebound corrective action plans. Remarks: A new methodology for target setting and achievement will be used from reporting year 2023 onwards. Natural rubber processing factories (suppliers) are assessed once a year or once every two years based on their performance ranking. These assessments support supplier compliance with its Quality standards and Purchasing Principles and aside from quality issues, also address the application of the health, safety, environmental and human rights standards.
14	% of supply with 'confirmed' performance on environment practices as assessed by EcoVadis	% of supply = % of NR spend* year -1 *% 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. 'confirmed' performance = total score of supplier meeting confirmed grade as per the EcoVadis assessment methodology (≥45/100); environment pillar meeting minimum of 50/100
15	Volume of pesticides used in own and joint venture plantation operations against 2019 baseline	Volume = volume/ha/year; kg of Active Ingredient (a.i.) Ha = Ha planted with natural rubber. Baseline is 2019. WHO class Ia & Ib = 0 Class Ia (extremely dangerous), Ib (highly hazardous), Class II (moderately hazardous), class III (slightly hazardous), U (unlikely hazardous). Class Ia & Ib = 0%. Class II & III to be reduced.
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.

DEFINITIONS

Def#	Action / Indicator	Definition
17	# jurisdictions with intervention programs relating to 'environment'	Cumulative number of jurisdictions where programs that address risks, identified through RubberWay, are taking place. Programs include those conducted directly by Michelin, joint ventures and its supply chain by suppliers.
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	Rubber and intercrop saplings produced and supplied to farmers by Group and joint ventures	High-performing varieties of natural rubber trees (saplings a.k.a. rubber clones) and crop saplings 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. Intercrop saplings are typically provided to farmers as part of the project, but may be procured at lower costs by the project participants as
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	# of smallholder farmers who have received training in holistic capacity building projects	Number of smallholder farmers and local community extractors that have received training under one of Michelin's capacity building projects. Holistic capacity building projects: Projects that aim to address both farmer livelihoods and environmental and social challenges. Themes include good agricultural practices, environment and social training, and improving working conditions and living standards.

DEFINITIONS

Def#	Action / Indicator	Definition
24	# of smallholder farmers whose working conditions and/or livelihoods have improved as a result of mitigation projects	Number of smallholder farmers that have reported an improvement in their working conditions and/or livelihoods after being part of capacity building projects deployed by Michelin. Working conditions have improved: Smallholder farmer or producers have experienced at least one of the following: • Adoption of improved health and safety practices (increased use of PPE, better ergonomics) • Reduction of potentially harmful chemical use (e.g. sulfuric acid in coagulation, hazardous pesticides and herbicides) Livelihoods have improved: Smallholder farmer or producers have experienced at least one of the following: • Improved yields of primary crops • Increased farm revenues • Income diversification from the implementation of non-rubber crops • Increases in overall farm value (e.g., value of new crops or trees in the context of intercropping or agroforestry, value of new non-farm activities as a result of increased on-farm efficiency) • Direct above-market incentives or payments (e.g., producers receiving price premiums under 'payment
25	# smallholder farmers trained on themes relating to biodiversity or agroecological practices	Number of smallholder farmers that have received training related to biodiversity conservation or agroecological practices. Biodiversity: Biodiversity protection, forest protection, agroforestry or other high biodiversity farming systems. Agroecological practices: Diversification and regenerative agricultural techniques (no tillage, cover cropping, complementary intercropping or agroforestry), efficient use and reduction of agrochemicals (pesticide or herbicides), protection of waterways and forests, climate-smart agriculture.
26	CO_2 calculator; C equations updated in Africa; C equations updated in Asia & for Smallholder	CO_2 calculator developed and running

DEFINITIONS

Def#	Action / Indicator	Definition
27	Update of Sustainable Natural Rubber Policy 2021	-
28	Stakeholders consultation	1 Stakeholder dialog every 2 years
29	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
30	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.
31	% 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)
32	% of supply with 'confirmed' performance on ethics as assessed by EcoVadis	% of supply = % of NR spend* year - 1 *% 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. 'confirmed' performance = total score of supplier meeting confirmed grade as per the EcoVadis assessment
33	80% of supply deploying RubberWay solution	% of supply = % of NR volume purchased year - 1 [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)] Remark 1: [80% of Tier 2 suppliers that should answer to RubberWay to have a significant result] Remark 2: NR processing factories purchasing directly from farmers (West Africa) as a reduced target: 25% of declared smallholders delivering directly at factory.

DEFINITIONS

Def#	Action / Indicator	Definition
34	% supply where source has been risk-assessed at a jurisdictional level (RubberWay)	% of supply = % of NR volume purchased year - 1 [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)] Theoretical number of smallholders = NR processing factories declared production 2018 divided by [average yield of country (LMC 2018) * average farm size of country (2018)] Remark 1: NR processing factories purchasing directly from farmers (West Africa) as an increased target: 25% of declared smallholders delivering directly at factory. Remark 2: Corresponds with the Group level Master Policy on Human Rights under Objective 3 (A company whose supply chain ensures decent work for every employee): "Percentage of natural rubber volumes used by the Group covered by human rights assessments of a representative sample of farmers (via the RubberWay® application)".
35	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
36	Smallholder representatives approved at GPSNR General Assembly (GA)	-
37	GPSNR policy framework defined	-
38	Assurance model and policy implementation approved at GPSNR GA	-
39	Consultations to garner industry group alignment on EU Due diligence and imported deforestation	-

DEFINITIONS

Def#	Action / Indicator	Definition
40	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.
41	% 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)
42	% 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).
43	% 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 34) 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.
44	% supply from medium and industrial plantations traceable to plantation level	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 volumed 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 is 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). 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.

DEFINITIONS

Def#	Action / Indicator	Definition
45	% supply from smallholders traceable to jurisdictional level	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 volumed 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 is accounts for as 5% of volume traceable in Michelin's sourcing). 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). Smallholders definition follows GPSNR definition.

Appendix: Version Control

Version number	Published	Change Log
V1.0	24 July 2026	Nil. Document references Sustainable Natural Rubber Roadmap 2020-2025 V1.4
V1.1	24 September 2026	Update on 2025 achievement for indicator 31

MICHELIN - PURCHASING GROUP DEPARTMENT
23, place des Carmes-Déchaux — 63040 Clermont-Ferrand Cedex 9 — France - www.michelin.com -
First published: 07/2026 - Retention: WA+3 - Printed copies of this document are not controlled.