

SUSTAINABLE NATURAL RUBBER ROADMAP

2026 - 2030

SUSTAINABLE NATURAL RUBBER ROADMAP 2026 - 2030



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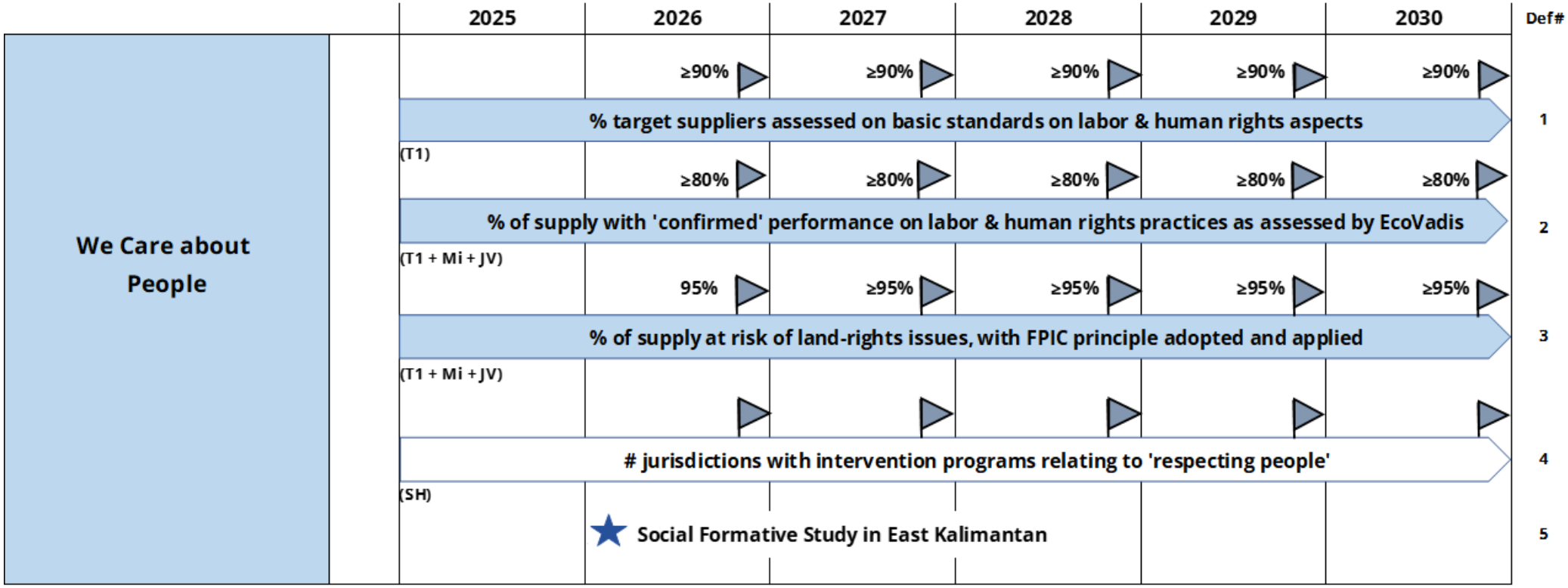
The Sustainable Natural Rubber Roadmap 2026 - 2030 sets key indicators to guide the implementation of Michelin's Sustainable Natural Rubber Policy. The categories correlate with the policy pillars to facilitate insight into Michelin's progress. The roadmap is considered a living document, and indicators can be added if they have been identified as material or removed if they are deemed no longer relevant (with rationale provided).

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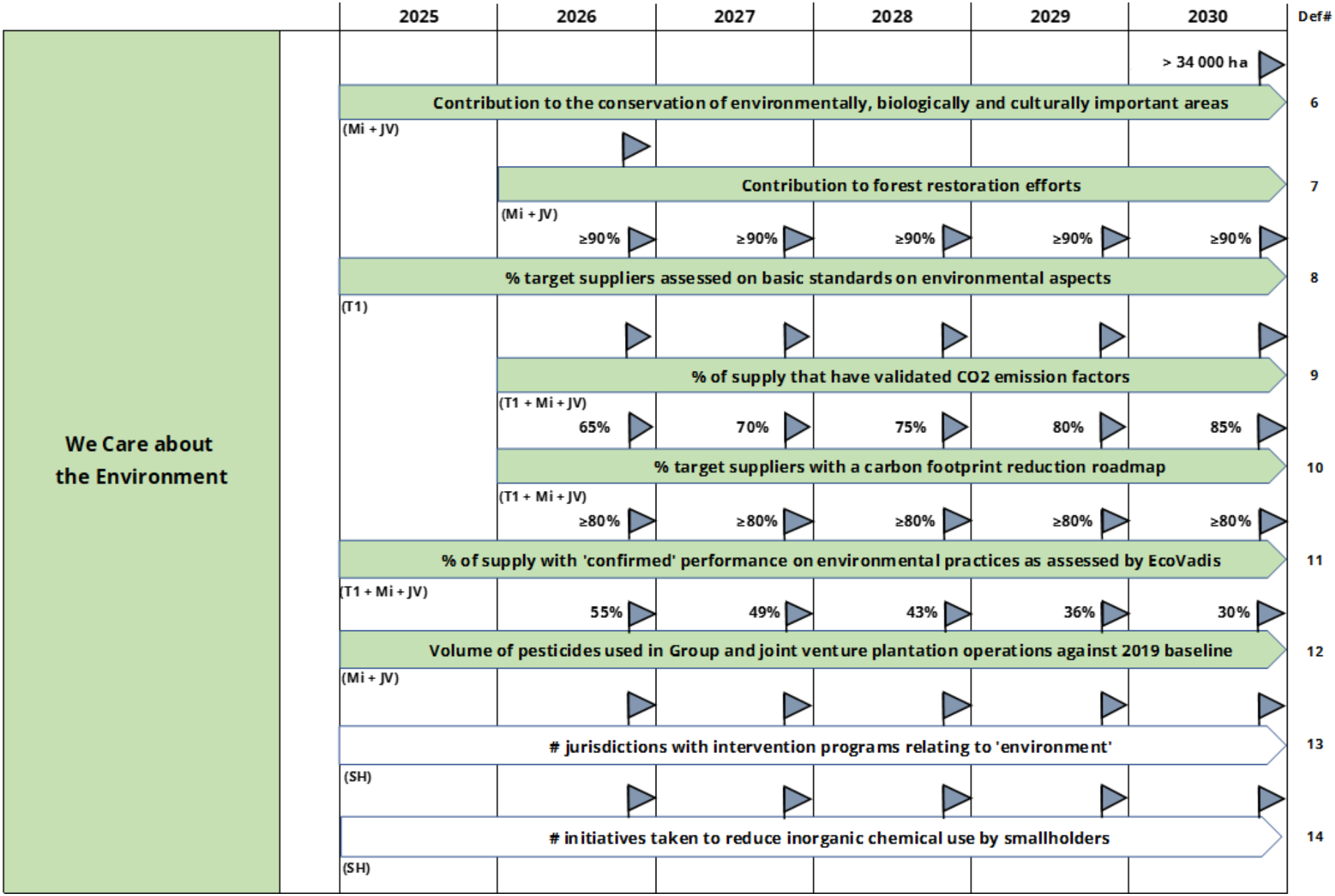
LEGEND

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

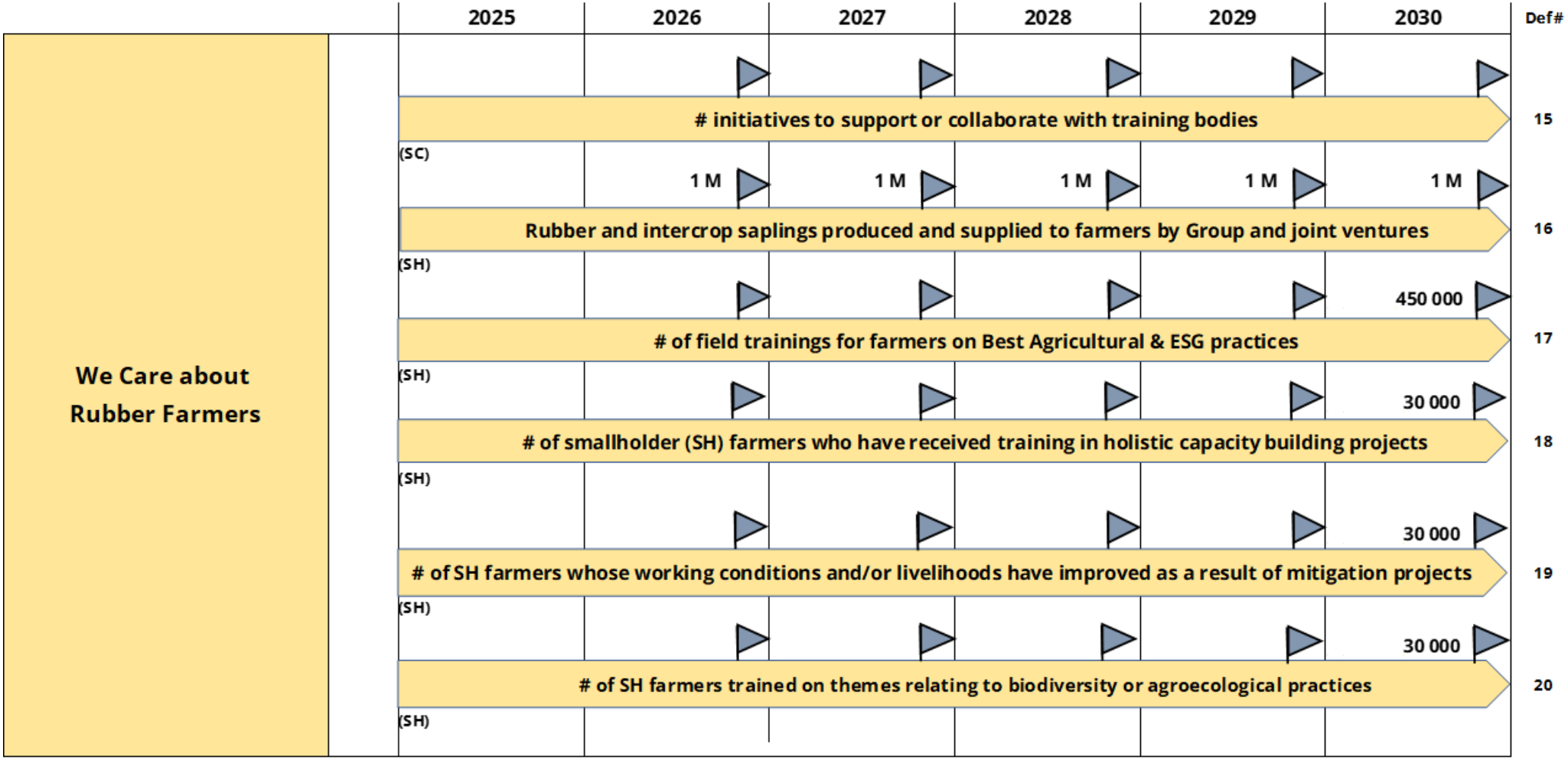
WE CARE ABOUT PEOPLE



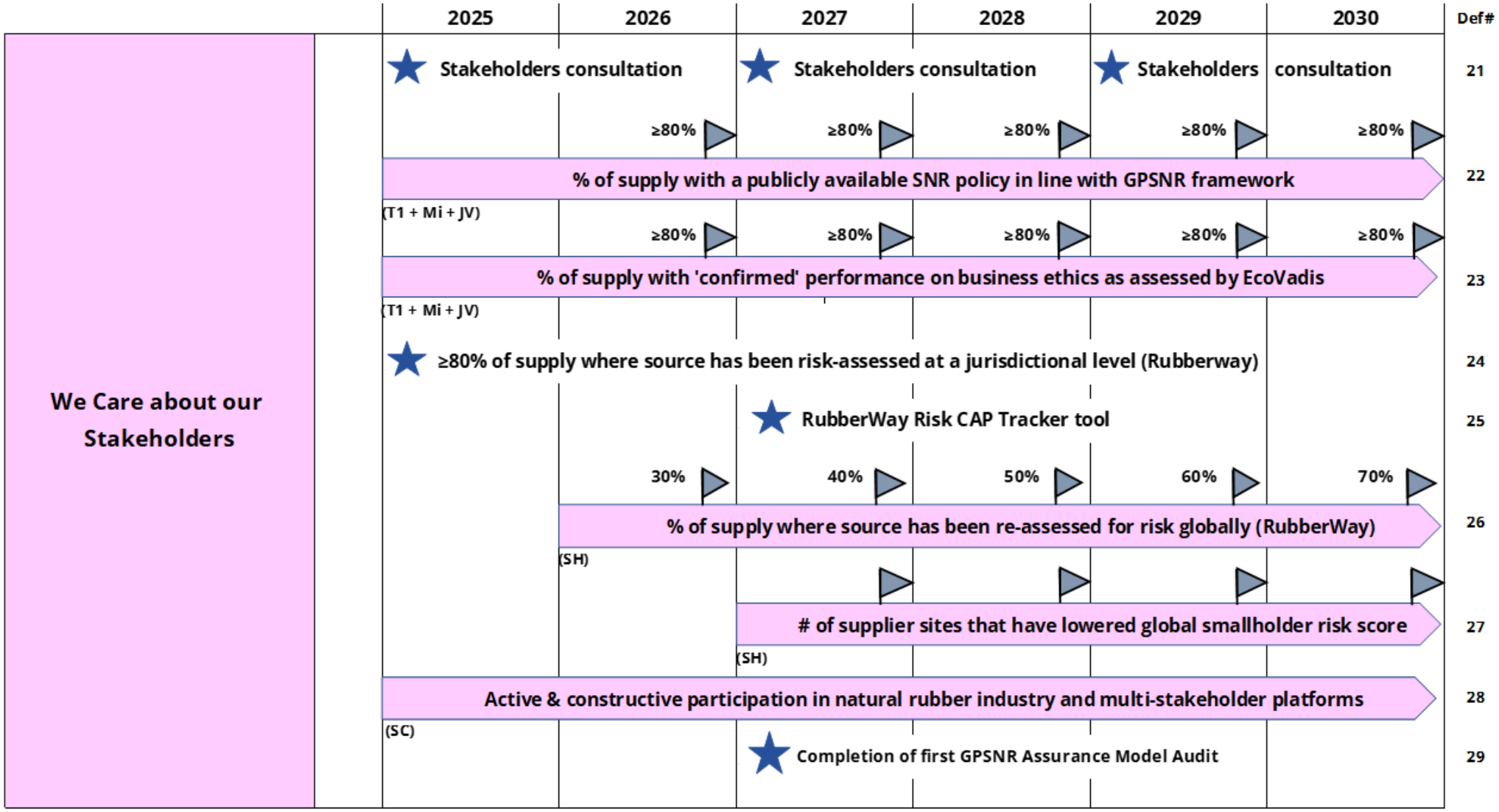
WE CARE ABOUT THE ENVIRONMENT



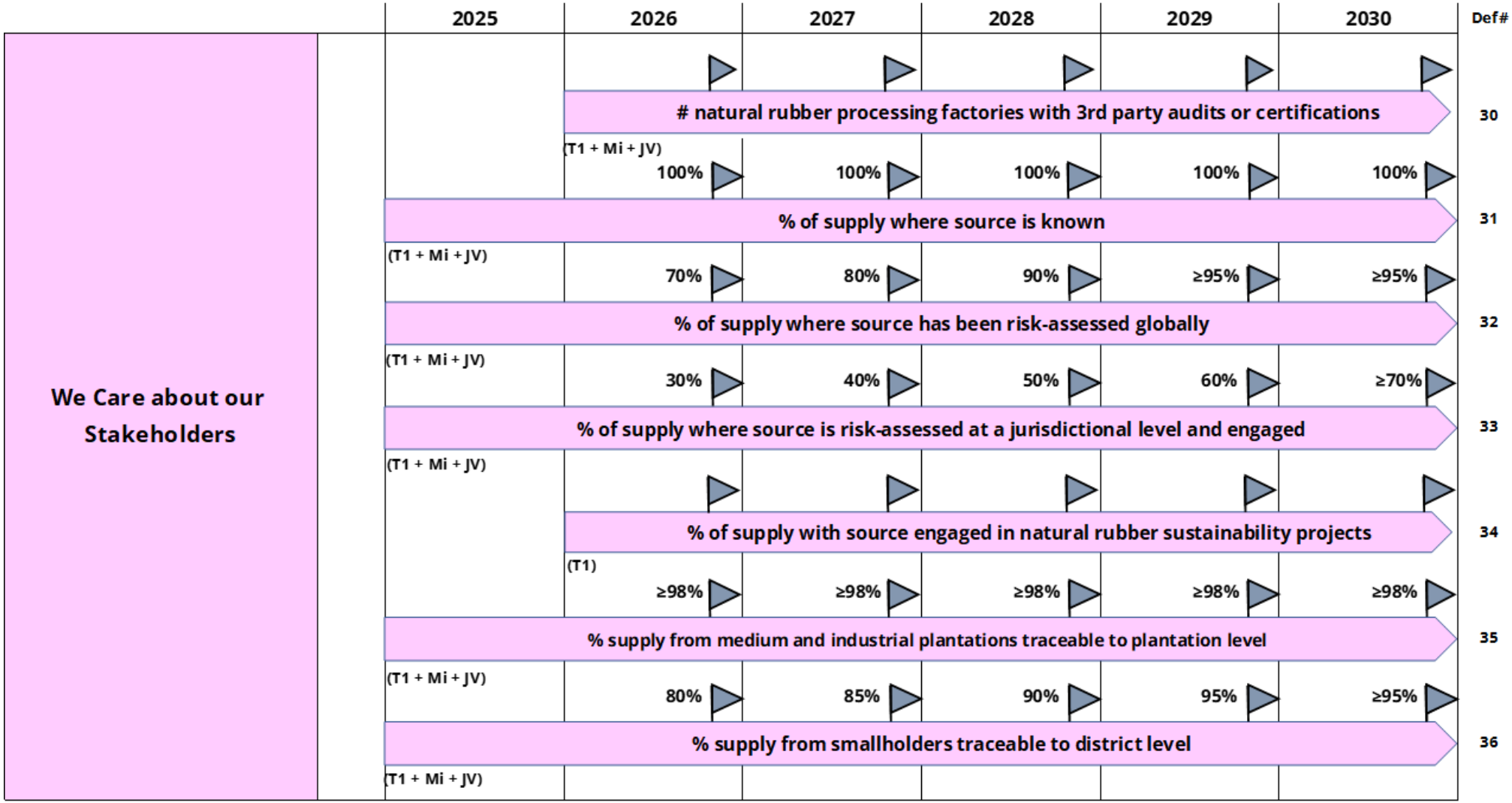
WE CARE ABOUT RUBBER FARMERS



WE CARE ABOUT OUR STAKEHOLDERS (1)



WE CARE ABOUT OUR STAKEHOLDERS (2)



DEFINITIONS

Def#	Action / Indicator	Definition
1	% 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. Methodology for target setting and achievement: Natural rubber processing factories (suppliers) will be assessed once a year or once every two years based on their performance ranking determined by the ESQF framework. 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	% 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.

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3	% of supply at risk of land-rights issues, with FPIC principle adopted and applied	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 has developed a checklist for large plantations, covering various environmental and social topics including FPIC. % 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 * [estate-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
4	# jurisdictions with intervention programs relating to 'respecting people'	Cumulative number of jurisdictions where programs that address risks, identified either through Rubberway, suppliers' own supply chain mapping, or other risk assessment tools, are taking place. Programs include those conducted directly by Michelin, joint ventures and its supply chain by suppliers.

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5	Social Formative Study in East Kalimantan	As part of the Mahakam Project, a natural rubber capacity building project run by Michelin and PT. Multi Kusuma Cemerlang, rubber farming communities involved in the project participated in a Social Formative Study. The formative study was centered around the interconnected pillars of i) social protection, safety, and inclusivity and ii) livelihoods and empowerment. Results from the study will be used to structure future social related activities in the Mahakam Project.
6	Contribution to the conservation of environmentally, biologically and culturally important areas	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.
7	Contribution to forest restoration efforts	Restoration efforts and activities conducted within land areas managed by the Group and joint ventures.
8	% 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 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. Methodology for target setting and achievement: Natural rubber processing factories (suppliers) will be assessed once a year or once every two years based on their performance ranking determined by the ESQF framework. 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.

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9	% of supply that have validated CO2 emission factors	% of supply = % of NR volume purchased year -1 Validated CO2 emission factors = Emission factors which have been checked and validated in accordance with Michelin's LCA process and requirements.
10	% target suppliers with a carbon footprint reduction roadmap	Target suppliers: NR suppliers targeted according to Michelin's Scope 3 roadmap. Suppliers' carbon footprint reduction roadmap is validated according to the requirements of Michelin's LCA process. Indicator calculation: % of NR volume purchases (year -1) of targeted suppliers (cumulative) with a validated carbon footprint reduction roadmap / % of NR volume purchases (year -1) of targeted suppliers (cumulative) e.g. Assuming all targets suppliers are able to present a validated roadmap, if % of NR volume purchased in 2026 of targeted suppliers is x% , calculation for 2027 reporting year will be (x% / x%). Then, if % of NR volume purchased in 2027 of targeted suppliers is y%, calculation for 2028 reporting year will be ([x%+y%] / [x% + y %])
11	% of supply with 'confirmed' performance on environmental 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 45/100

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12	Volume of pesticides used in Group 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.
13	# jurisdictions with intervention programs relating to 'environment'	Cumulative number of jurisdictions where programs that address risks, identified through Rubberway, suppliers' own supply chain mapping, or other risk assessment tools are taking place. Programs include those conducted directly by Michelin, joint ventures and its supply chain by suppliers.
14	# initiatives taken to reduce inorganic chemical use by smallholders	Inorganic chemicals used by smallholders include inorganic fertilisers and pesticides.
15	# initiatives to support or collaborate with training bodies	-
16	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) 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 natural rubber sustainability projects, but may be procured at lower costs by the project participants as well.

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17	# of field trainings for farmers on Best Agricultural & ESG practices	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.
18	# of smallholder (SH) 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.
19	# of SH 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 joining the 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. sulphuric 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

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20	# of SH farmers trained on themes relating to biodiversity or agroecological practices	Number of smallholder farmers that have received training related to biodiversity conservation and sustainable farming 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.
21	Stakeholders consultation	1 stakeholder dialogue every 2 years
22	% of supply with a publicly available SNR policy in line with GPSNR framework	Supply = NR spend for tier 1 suppliers / Total Michelin NR spend (year -1)
23	% of supply with 'confirmed' performance on business 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 methodology (≥45/100); ethics pillar meeting minimum of 45/100
24	≥80% of supply where source has been risk-assessed at a jurisdictional level (Rubberway)	% of supply = % of NR volume purchased year -1 Risk-assessed at jurisdictional level: Supply has been jurisdictionally risk-assessed with Rubberway

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25	RubberWay Risk CAP Tracker tool	A tool, developed by RubberWay, which aims to help Manufacturers track risk mitigation activities implemented by their suppliers. Corrective Action Plans (CAPs) are determined based on risks identified via the RubberWay Risk assessments conducted by supplier factories (T1).
26	% of supply where source has been re-assessed for risk globally (RubberWay)	% of supply = % of NR volume purchased year -1 [Sum of volume purchased (Y-1) from supplier NR processing factories that have implemented Rubberway for a target number of their smallholders] divided by [Total Michelin volume (Y-1)] Target number of Smallholders = Total number of smallholders supplying to a NR processing factory is first estimated using the factory's production volume in 2024 divided by [Avg yield of country (LMC 2018) * avg farm size of country (2018)]. With this figure, the Cochran formula is then used to calculate the target number of smallholders that need to complete the risk assessment questionnaire.
27	# of supplier sites that have lowered global smallholder risk score	Total number of natural rubber processing factories where the global RubberWay risk score of their re-assessment is lower in comparison to that of their previous assessment.
28	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

DEFINITIONS

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29	Completion of first GPSNR Assurance Model Audit	-
30	# natural rubber processing factories with 3rd party audits or certifications	Number of natural rubber processing factories (T1) that have been i) audited by a credible, external organisation on any environmental (including EUDR audits), social, and/or sustainability topics; and/or ii) received certification from a credible international institution (e.g., ISO certification).
31	% 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)
32	% of 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 district level)
33	% of supply where source is risk-assessed and engaged	% of supply = % of NR volume purchased year -1 Risk-assessed: Supply has been risk-assessed with Rubberway, through suppliers' own supply chain mapping, or other credible risk assessment tools. Engaged: Where significant risk is identified based on findings from risk assessment conducted and threats are detected, suppliers (or other supply chain actors) are implementing mitigation or engagement actions.

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34	% of supply with source engaged in natural rubber sustainability projects	% of supply = % of NR volume purchased year -1 Engaged: Natural rubber smallholder farmers participating in farmer engagement programs that are either implemented or supported by NR suppliers at site level (T1). Natural rubber sustainability 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. Themes that are part of the topics listed under the Funding Principles of GPSNR's Shared Investment Mechanism are also considered.
35	% supply from medium and industrial plantations traceable to plantation level	Data includes information from supplier declarations. 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 includes knowledge of geo-referenced central location or boundary (polygon) of plantation. Industrial plantations: >500ha. Medium plantations: <500 and >50ha. Traceability includes knowledge of geo-referenced central location, boundary (polygon), or address of plantation.
36	% supply from smallholders traceable to district level	Data includes information from supplier declarations. 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 includes knowledge of geo-referenced central location or boundary (polygon) of plantation. Traceability to smallholders at district level generally follows administrative divisions used by GPSNR (e.g. Côte d'Ivoire-Sub-Prefectures; Indonesia-Districts (Kecamatan); Thailand-Districts (Amphoe)). Smallholders definition follows GPSNR definition.

Appendix: Version Control

Version number	Published	Change Log
V1.0	13 August 2026	nil

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