

# **OUR GROWTH & VALUE CREATION MODEL**

## **OUR STRENGTHS**



### **PEOPLE**

#### **EMPLOYEES**

Engaged people, strong values  
An assertive commitment  
to diversity and talent development

#### **CUSTOMERS**

Broad, structured market access  
Intimacy enhanced by digitization

#### **COMMUNITIES**

Deep local roots  
An engaged, caring company



### **PROFIT**

A powerful premium brand,  
with a vast capital of trust and loyalty  
130 years of radical and incremental innovation  
A global footprint, with diversified  
customers and markets  
New high-potential businesses.

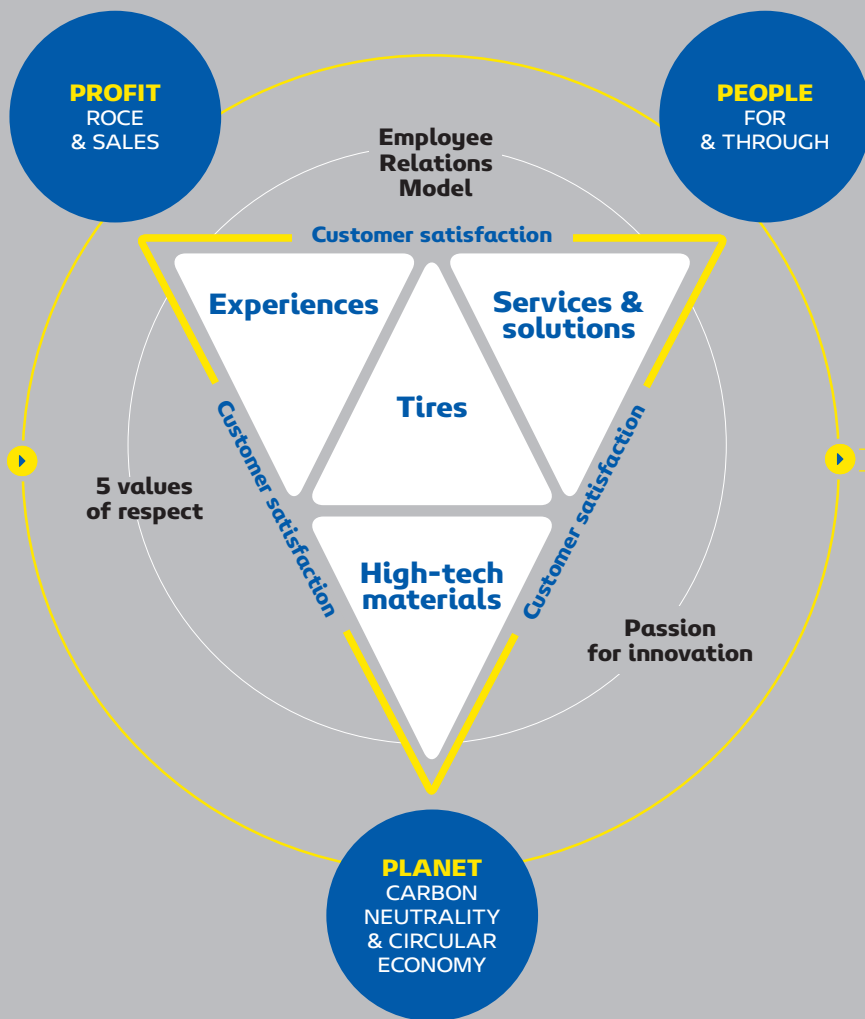


### **PLANET**

A vibrant source of innovation  
and leadership in sustainable mobility  
World-class expertise in high-tech materials  
Solutions focused on delivering  
long-lasting performance  
The 4R<sup>(1)</sup> circular economy strategy

**EVERYTHING WILL BE SUSTAINABLE  
AT MICHELIN**

**OFFERING EVERYONE  
A BETTER WAY  
FORWARD**



NB: the size of the triangles is not representative of sales.

(1) Reduce, Repair-retread, Recycle and Renew.  
 (2) Total Case Incident Rate: the number of accidents and cases of occupational illness recorded per 200,000 hours worked.  
 (3) Diversity index IMDI : Inclusion and Diversities Management Index (Diversity Index).  
 (4) Single score composite indicator which summarises the current vitality of the brand. It is based on 5 key indicators: brand purpose, innovation, communication, brand experience, love.  
 (5) Share of products and services launched over the last three years in annual sales.  
 (6) Return on capital employed.  
 (7) Weighted environmental footprint of Michelin production plants (see components on p.151).

**OUR AMBITIONS  
FOR 2030**



**PEOPLE**

**EMPLOYEES**

Employee engagement rate: > 85%

Workplace health and safety: TCIR<sup>(2)</sup> < 0.5

Diversity: IMDI<sup>(3)</sup> 80/100

**CUSTOMERS**

Partner satisfaction: +10 pts

End-customer satisfaction: +5 pts



**PROFIT**

Brand vitality<sup>(4)</sup>: + 5 pts vs. 2021

Product offering vitality<sup>(5)</sup>: > 30%

Sales: 5% CAGR between 2023 and 2030

ROCE<sup>(6)</sup> > 10.5%



**PLANET**

CO<sub>2</sub> emissions from production plants (operations, energy): -50% vs. 2010

Energy efficiency of our tires in use: + 10% vs. 2020

Environmental footprint of Michelin production plants (i-MEP)<sup>(7)</sup> -1/3 vs. 2020

Percentage of sustainable materials in our tires: 40% in 2030