

Ambition	Metrics	2030 success
PEOPLE		
Be world class in employee engagement	Engagement rate	>85%
Be world-class in employee safety	TCIR ⁽¹⁾	<0.5
Be a reference in diversities and inclusion of teams	IMDI ⁽²⁾	80 pts (over 100)
Be best-in-class in value created for customers	NPS Partners ⁽³⁾	48 (+10 vs 2020)
PROFIT		
Deliver substantial growth	Total Sales	5% CAGR 23-30
Deliver continuous financial value creation	ROCE ⁽⁴⁾	>10.5%
Maintain Michelin brand power	Brand vitality quotient	+5pts vs 2020
Maintain best-in-class innovation pace in products and services	Offers vitality index	>30%
PLANET		
Reach net zero emission by 2050 (scopes 1&2)	CO2 emissions (Kt) scope 1 & 2	-50% vs 2010
Contribute to reaching net zero emission (scope 3)	Products energy efficiency (scope 3)	+10% vs 2020
Be best-in-class in environmental footprint of industrial sites	i-MEP ⁽⁵⁾	-1/3 vs 2019
Reach full circularity of products by 2050	Renewable or Recycled Material Rate ⁽⁶⁾	40%

- (1) Total Case Incident Rate, see definition p.264 of the 2023 Universal Registration Document
(2) Inclusion and Diversities Management Index, see definition p.237 of the 2023 Universal Registration Document
(3) Net Promoter Score, see definition p.287 of the 2023 Universal Registration Document
(4) Return on Capital Employed, see definition p.349 of the 2023 Universal Registration Document
(5) Industrial - Michelin Environmental Performance, see definition p.173 of the 2023 Universal Registration Document
(6) New KPI name for "Sustainable materials", definition unchanged see p. 193 of the 2023 Universal Registration Document

Caption:

Description:

Dimensions: 770 x 768

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credit:

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caption:

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copyright:

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keywords: Array