# Michelin Australia

## Joint Modern Slavery Statement 2026

**For the Financial Year Ending 31 December 2025**

Prepared in accordance with the *Modern Slavery Act 2018* (Cth)

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### 1. Introduction

This Joint Modern Slavery Statement (this "**Statement**") describes the actions taken during the financial year ending 31 December 2025 by Michelin Australia[1] to assess and address the risks of modern slavery in its operations and supply chains, in accordance with the *Modern Slavery Act 2018* (Cth) ("the **Act**").

This is Michelin Australia's sixth Statement under the Act.

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### 2. Reporting Entities

This Statement is made on behalf of the following reporting entities (together, the "**Reporting Entities**" or "**Michelin Australia**"):

i. **Michelin Australia Pty Limited** (ABN 84 006 761 628),
ii. **Klinge Holdings Pty Limited** (ABN 69 087 237 518),
iii. **Bearcat Tyres Pty Limited** (ABN 92 085 854 520),
iv. **Fenner Dunlop Australia Pty Limited** (ABN 23 080 570 574),
v. **Hallite Seals Australia Pty Limited** (ABN 91 000 484 953), and
vi. **Tyroola International Pty Ltd** (ABN 81 678 407 120).

The Reporting Entities are wholly owned subsidiaries of Compagnie Générale des Établissements Michelin ("**CGEM**"), headquartered in France.

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### 3. Structure and Operations

The Michelin Group is headquartered in Clermont-Ferrand, France, and had approximately 122,600 employees in 63 countries as at 31 December 2025.[2] The Group operates across 128 industrial sites and markets its products and services worldwide.[3] CGEM is listed on the Paris Stock Exchange.

Michelin Australia operates across tyre distribution, mobility services, industrial solutions and engineering services. Its supply chains include the importation and distribution of tyres and rubber products manufactured by Michelin Group entities, as well as the distribution of selected third-party products by certain Reporting Entities.

These activities are supported by the procurement of locally sourced goods and services such as logistics, information technology, professional services and personal protective equipment.

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[1] References to Michelin Australia in this statement are to Michelin Australia Pty Ltd and the entities that are subject to the requirements of the Modern Slavery Act 2018 (Cth), referred to in this statement as the Reporting Entities.

[2] The Group's workforce totalled 122,600 people as at December 31, 2025, Michelin Group Universal Registration Document, page 341.

[3] Michelin 2025 Due Diligence Report, p. 4.

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An overview of each Reporting Entity is set out below.

Michelin Australia Pty Limited: Michelin Australia Pty Limited, headquartered in Port Melbourne, imports and distributes a broad range of tyres and provides mobility services across Australia and New Zealand. It operates in all major Australian cities and sells its products through independent dealers. Michelin Australia Pty Limited employs approximately 168 employees, primarily in office-based roles, including senior management, account managers, administrative personnel, customer service advisers, information technology professionals, marketing specialists, sales managers and supply chain personnel.

Klinge Holdings Pty Limited ("**Klinge**"): Klinge is a tyre software, training and consulting business located in Brisbane, Queensland. It is a wholly owned subsidiary of Michelin Australia Pty Limited and employs approximately 17 people.

Bearcat Tyres Pty Limited ("**Bearcat**"): Bearcat, located in Girraween, New South Wales, is an Australian distributor of industrial, construction, and earthmoving equipment tyres, wheels, and rubber tracks. Bearcat became part of the Michelin Group through the Camso acquisition in 2018 and employs approximately 80 people.

Fenner Dunlop Australia Pty Limited ("**Fenner Australia**"): Fenner Dunlop Australia Pty Limited (**Fenner Australia**) is wholly owned by Fenner Australia Financing Pty Ltd (ABN 15 146 477 009) (**Fenner Australia Financing**). Fenner Australia Financing also wholly owns Belle Banne Conveyor Services Pty Ltd (ABN 60 146 806 055), Agile Maintenance Services Pty Ltd (ABN 23 146 754 065 and Australian Conveyor Engineering Pty Ltd (ABN 52 117 381 138). Fenner Australia wholly owns Conveyor Products & Solutions Pty Ltd, an Australian designer and manufacturer of conveyor components for the bulk materials handling industry, and also holds a 50% interest in Wilvic Australia Pty Ltd.

Fenner Australia Financing and its subsidiaries, including Fenner Australia, form part of the Michelin Group, whose ultimate parent company is CGEM. Fenner Australia employs approximately 1,277 people across 11 manufacturing facilities and 19 service centres in Australia. Its products include conveyor systems, wear protection, cured and uncured rubber sheeting and belts, and related engineering and design services. It also provides field services, equipment hire, overhauls and refurbishment, rubber lining and 24/7 conveyor emergency call-out services.

Hallite Seals Australia Pty Ltd ("**Hallite Australia**"): Hallite Australia is a supplier and distributor of hydraulic cylinder sealing solutions in Australia and operates branches in all major Australian capital cities. Hallite Australia is a wholly owned subsidiary of Fenner Australia and continues to maintain an internal Modern Slavery Policy dated June 2023. Hallite Australia employs approximately 80 people.

Tyroola International Pty Ltd ("**Tyroola**"): Tyroola is an online tyre retailer and digital marketplace platform, operating in Australia and New Zealand, and was acquired by the Michelin Group in December 2023. Tyroola provides consumers with access to tyre products through an e-commerce platform and coordinates fulfilment via third-party suppliers, logistics providers and service partners. Tyroola does not operate manufacturing facilities and does not manufacture goods.

Tyroola operates with a distributed workforce, including 10 employees and 34 contractors located in Australia, the Philippines, Vietnam, Indonesia, Pakistan, Romania and Argentina, primarily engaged in digital operations, customer support, marketing and platform management.

The vast majority of the products imported and distributed by Michelin Australia are manufactured by members of the Group. Logistics services are outsourced.

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**4. Supply Chains**

Most of Michelin Australia's importation of tyres and related products in Australia is conducted through the Michelin Group and its members. Those products are manufactured by members of the Michelin

Group in Europe, the Americas, Asia and Africa. As such, the Group's supply chain governance and sustainability practices are directly relevant to the Australian operations.

Locally, the Reporting Entities acquire various goods and services within Australia, including logistics and warehousing, technology and telecommunications hardware and services, financial services from Australian banks, consulting services, marketing and events management, insurance, accounting, audit, and legal services. Additionally, certain goods such as protective clothing, motor vehicles, and miscellaneous office supplies are procured locally. Some contracts for these goods, particularly information technology hardware and services, are managed globally, while others are managed regionally or locally.

The procurement of locally sourced goods and services is overseen by the local purchasing teams, following the processes and procedures outlined in the various well-established Michelin Group policies including, but not limited to, the Michelin Purchasing Principles.[4] These policies, in addition to the Michelin General Terms and Conditions of Purchase which are included in Michelin Australia Pty Ltd's purchase orders and contracts, mandate supplier compliance with specific forced labour, child labour and employee requirements, in line with ILO standards.[5]

Fenner Australia primarily sources its raw materials, goods, and services from Australian suppliers. Additionally, less than 1% of its expenditure is allocated to products manufactured by Michelin Group members in Asia. Furthermore, Fenner Australia imports a small proportion of conveyor belts and conveyor equipment from international suppliers.

Hallite Australia's supply chain encompasses polymer and rubber raw materials procured from both local and overseas suppliers. The procurement processes for these materials are typically governed by the same procedures and due diligence practices as outlined in this Statement.

Tyroola operates a distinct supply chain model as an online retailer, primarily sourcing finished tyre products and related services from third-party suppliers rather than raw materials or manufacturing inputs. Its offering includes products from multiple brands, including those not manufactured by Michelin Group entities, with fulfilment coordinated through a network of third-party distributors, logistics providers and fitting service partners across Australia and New Zealand. As a result of this marketplace model, Tyroola engages with a broader and more diverse range of suppliers and service providers compared to other Reporting Entities. Its purchasing practices are typically undertaken with direct suppliers rather than upstream manufacturers; accordingly, Tyroola may have more limited visibility over upstream manufacturing supply chains beyond its immediate contractual counterparties. Notwithstanding this, Tyroola seeks to engage with reputable suppliers and, where appropriate, align with Michelin Group procurement principles and responsible sourcing expectations.

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## 5. Risks of Modern Slavery in Michelin Australia's Operations and Supply Chains

As noted in Michelin Australia's previous statements under the Act, the principal areas of modern slavery risk in Michelin Australia's operations and supply chains can be grouped into two categories:

1. **Risks associated with products manufactured and supplied by members of the Michelin Group; and**
2. **Risks associated with goods and services procured from outside the Michelin Group.**

[4] The Michelin Purchasing Principles: https://purchasing.michelin.com/en/purchasing-principles/
[5] Michelin 2025 Universal Registration Document, page 275.

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*Risks associated with products manufactured and supplied by Michelin Group members*

Michelin recognises that salient modern slavery risk factors may arise both in its own workforce and in its value chain.

**Own workforce**

In relation to its own workforce, Michelin recognises that risks to employee health, safety and wellbeing form part of its broader human rights and duty of care framework.[6] While these risks do not, in themselves, constitute modern slavery risks, they are relevant to the Group's overall approach to respecting human rights and inform its governance, risk assessment and mitigation measures.

Michelin identifies potential risks across its office, production, research, logistics and retail environments. These include occupational health and safety risks associated with the operation of mechanical and electrical installations, the handling of materials and finished products, the use of tools and equipment, and movements within industrial or warehouse settings. Employees may also be exposed to risks arising from business travel, such as traffic accidents.[7]

In addition, certain roles - particularly in manufacturing and research activities - may involve exposure to chemicals and other substances used in tyre production or present in process environments. If not appropriately managed, such exposure, if unmitigated could result in occupational illnesses.

Consistent with its duty of care approach, Michelin seeks to identify, assess and manage these risks through its global health, safety and human rights frameworks, which emphasise prevention, continuous improvement and alignment with applicable international standards.

**Workers in the value chain**

Within its value chain, Michelin has identified the upstream natural rubber supply chain as the area with the greatest exposure to human rights and modern slavery risks, including risks of forced labour and child labour. This reflects the labour-intensive nature of rubber farming, the fragmented smallholder structure of the supply base, and the geographic concentration of production in regions such as Southeast Asia and West Africa, where vulnerabilities among migrant and other workers may be heightened.[8]

Michelin engages with approximately 35,000 direct suppliers globally, across a complex, multi-tiered value chain. To identify and prioritise risks, the Group undertakes an accountability assessment which considers factors such as the number and size of suppliers at each stage of the value chain, Michelin's degree of influence, and the nature and severity of human rights risks associated with different activities and geographies.[9]

More broadly, Michelin recognises that commodity supply chains involving agricultural production are generally higher risk, particularly where manual labour is required and supply chains extend across multiple intermediaries. Given that the tyre industry accounts for approximately 70% of the global natural rubber market,[10] Michelin acknowledges its responsibility to exercise heightened vigilance and maintain targeted due diligence in this area.

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[6] Michelin 2025 Universal Registration Document, Sustainability Statement, Section S1 – Own Workforce (pp. 261–271).
[7] Michelin 2025 Universal Registration Document, p. 186.
8 Michelin 2025 Universal Registration Document, Sustainability Statement, Section S2 – Workers in the Value Chain (from p. 272).
[9] Michelin 2025 Universal Registration Document, p. 273.
[10] Michelin 2025 Universal Registration Document, p. 273.

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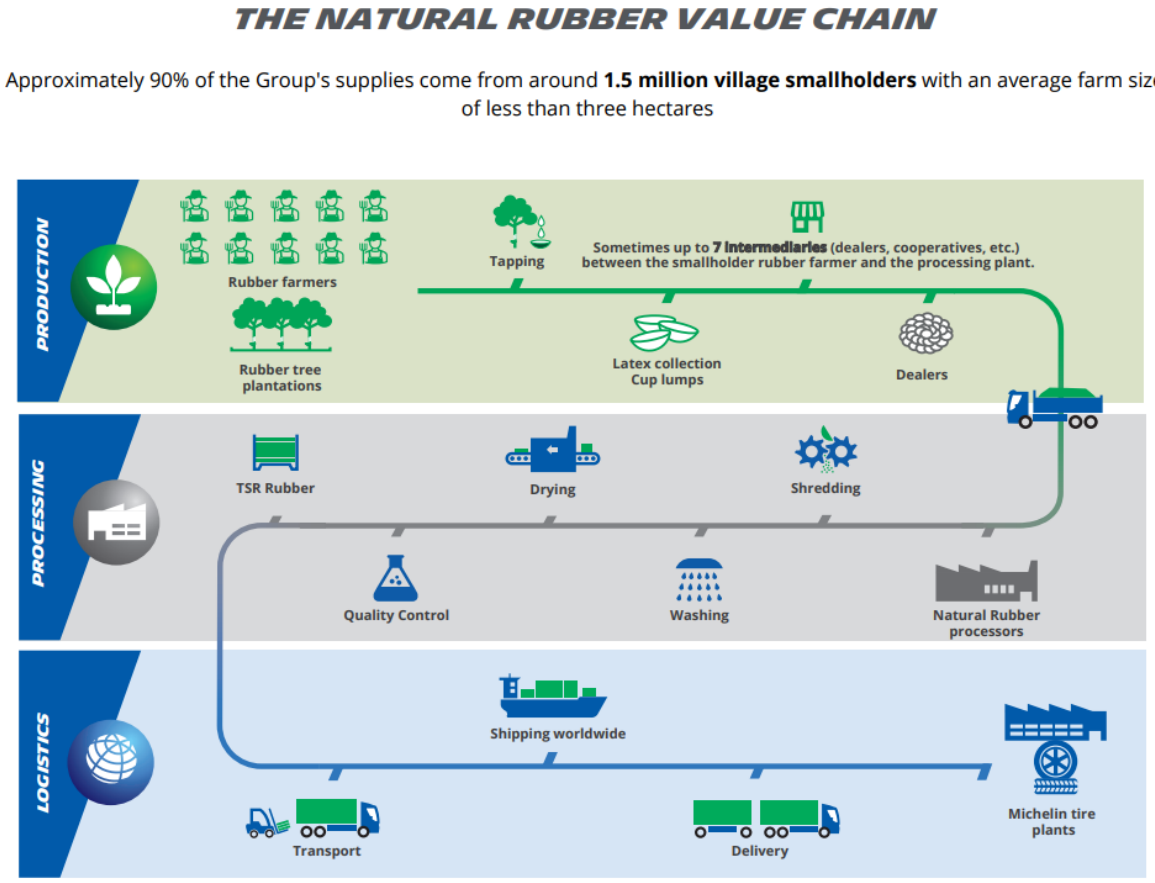
Beyond natural rubber, Michelin acknowledges that its global operations - spanning manufacturing and commercial activities across multiple jurisdictions - may give rise to potential adverse impacts on workers in its value chain and on local communities. These risks are addressed through the Group's human rights and duty of care framework, including risk mapping, supplier assessments and targeted mitigation measures, as described further in Section 6 of this Statement.

**Image 1**




Source: 2025 Universal Registration Document, page 274.

*Risks in relation to goods and services procured from outside the Michelin Group.*

As reported in Michelin Australia's previous modern slavery statements, the due diligence conducted in respect of the Reporting Entities' non-Group supply chains has focused on first-tier suppliers. While these suppliers maintain their own extended supply chains, the Reporting Entities acknowledge that they have limited visibility beyond their immediate contractual counterparties and, as such, recognise that such suppliers may be linked to modern slavery risks through their upstream supply chains. This is particularly relevant for certain Reporting Entities that procure and distribute or sell third-party and multi-brand tyre products, in addition to products manufactured by Michelin Group entities, and which therefore engage with a broader network of non-Group suppliers.

The majority of Australia-specific suppliers are in industries and jurisdictions that are considered low risk for modern slavery, such as Australian providers of logistics, rubber compounding, professional services, banking and accounting. However, Michelin Australia has identified elevated modern slavery risks in certain categories of goods and services procured outside the Michelin Group, including

shipping, clothing, technology (e.g. IT equipment), hospitality and cleaning services, where supply chains may involve higher-risk jurisdictions or labour practices.

How Michelin Australia manages these identified risks is explained in more detail in Section 6 of this Statement.

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## 6. Prevention and Risk Mitigation Measures

### Group-wide duty of care and workforce approach

Michelin's actions are underpinned by its Duty of Care Plan, which is updated annually and sets out the identification and management of workforce and value chain risks. The 2025 Due Diligence Report prepared in accordance with the Group's Duty of Care Plan was published on 1 June 2026 and forms part of the Group's broader transparency and reporting framework.[11]

In accordance with the French Act 2017-399 of March 27, 2017, the Duty of Care Plan identifies risks affecting the Group and the suppliers with which it maintains an established business relationship, and describes the measures implemented to prevent and mitigate serious adverse impacts on human rights, health and safety, and the environment. It also supports the ongoing strengthening of due diligence processes as part of a continuous improvement approach.

For its own workforce, the Group adopts a structured health and safety framework and people-centred approach based on its core value of respect for people. Risks are identified and managed through:

- a structured workforce strategy led by the Corporate Personnel function;
- a strong focus on health and safety through prevention, monitoring and continuous improvement;
- site-level risk assessments, action plans and ongoing operational improvements; and
- initiatives such as living wage commitments and universal social protection frameworks.

The Group also maintains broader workforce measures, including policies relating to fair treatment, social protection, remuneration and employee engagement, as well as accessible ethics and compliance mechanisms supported by training and awareness programmes.

In addition to ongoing prevention and improvement measures deployed at Group level, the Group recorded the following developments reflected in the 2025 Universal Registration Document:

- The Group continued its living-wage program and pursued Fair Wage Network certification; the latest certificate is dated December 2024. The Group also affirms that all employees are paid an adequate wage as defined under ESRS S1-10-69 metric.[12]

- The Michelin One Care program forms part of the Group's social protection floor and continued to be deployed across the workforce.

- The Group reports ongoing investment in health and safety within its production base, with a total of €45 million committed to workforce health and safety initiatives in 2025.[13]

### Integrated value chain due diligence

[11] Michelin 2025 Due Diligence Report.
[12] Michelin 2025 Universal Registration Document, p. 271.
[13] Michelin 2025 Universal Registration Document, p. 267.

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Across its procurement activities, Michelin applies a risk-based due diligence approach to minimise adverse human rights impacts.

**A focused natural rubber value chain strategy**

Natural rubber is a critical raw material for tyre manufacturing and represents the Group's most significant exposure to human rights risks within its upstream value chain.

The majority of natural rubber is sourced from approximately 1.5 million smallholder farmers[14], who typically operate farms of less than four hectares, with a smaller proportion sourced from industrial plantations. Michelin produces only a limited share directly or through joint ventures, with most supply obtained from external farms. As a result, human rights risks are primarily located upstream in the value chain, with migrant workers being particularly vulnerable.[15]

**Policies, governance and purchasing controls**

Michelin's approach to managing value chain risks is anchored in a structured policy and governance framework, including:

- the **Master Policy on Human Rights**, which was issued and distributed across the Group in 2022 and updated in 2025, strengthening its commitment against all forms of modern slavery and setting out the Group's commitments to respecting internationally recognised human rights;
- **Sustainable Purchasing Policy**, which sets expectations and performance indicators for responsible sourcing across all purchasing categories;
- **Sustainable Natural Rubber Policy**, which sets out Michelin's approach to responsible sourcing of natural rubber across its operations and value chain;
- **Michelin Purchasing Principles (Supplier Code of Conduct),** embedded in contractual documentation and requiring compliance with international labour standards, including prohibitions on forced and child labour; and
- dedicated governance structures within the procurement function overseeing the implementation of these policies and alignment with sourcing decisions.

The abovementioned policies can be found on Michelin.com and purchasing.michelin.com.

**Stakeholder engagement, grievance mechanisms and remediation**

Michelin complements its policy framework with stakeholder engagement and accessible grievance mechanisms, including:

- structured dialogue through the Natural Rubber Stakeholders Committee with NGOs, suppliers, researchers, customers and investors;[16]
- participation in multi-stakeholder initiatives such as the Global Platform for Sustainable Natural Rubber (GPSNR);[17]

[14] Michelin 2025 Universal Registration Document, p. 274.
[15] Michelin 2025 Universal Registration Document, p. 273.
[16] Michelin 2025 Universal Registration Document, p. 241.
[17] Michelin 2025 Universal Registration Document, p. 276.

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- deployment of risk-mapping tools such as RubberWay® to identify social and environmental risks at field level;[18] and
- a global ethics hotline, accessible to employees and external stakeholders, supporting confidential reporting, investigation and remediation.[19]

**Preventive controls, due diligence and audits**

Michelin implements targeted controls across its value chain, including:

- contractual requirements incorporating human rights standards and corrective action processes;
- independent supplier assessments (e.g. EcoVadis) with defined performance thresholds;
- risk mapping of higher-risk categories and geographies, including the natural rubber supply chain;
- audits and monitoring of supplier compliance; and
- training and capacity-building programmes for employees and suppliers.

**Field-level programmes and impact initiatives**

In 2025, Michelin implemented a range of field-level programmes in natural rubber sourcing regions aimed at supporting smallholder farmers and improving living and working conditions. These included projects such as CASCADE (Indonesia), RIVER (Sri Lanka), MAHAKAM (Indonesia) and HARVEST (Thailand).[20]

In West Africa, the SIPH joint venture continued to implement programmes with local communities, including training in agricultural practices, disease prevention initiatives and the supply of improved planting material. These programmes are designed to support smallholder productivity and promote improved environmental and labour practices within the natural rubber supply chain.

*Michelin Australia*

Locally, the following requirements and practices are implemented amongst Michelin Australia's employees, in compliance with local labour laws and regulations:

- Each employee must consent freely and without constraint to be hired by Michelin;
- Each employee gets a working contract;
- Each employee can decide to leave the company at any time (in accordance with his/her employment contract and local legislation);
- Each employee receives a regular market-based salary;
- The remuneration of each employee conforms with the local laws; and
- Employees can use the Ethics Hotline to make or lodge a complaint.

In addition, the Michelin Group maintains an anonymous Navex Ethics Hotline that is managed by an independent third party. All employees and suppliers are advised of this facility and are encouraged to raise concerns relating to ethical issues including those relating to corruption and modern slavery with their managers, human resources department or via the Navex Ethics Hotline. Michelin Australia addresses, escalates and where appropriate remediates all issues that are raised in connection with its businesses through the Hotline or other alert mechanisms.

[18] Michelin 2025 Universal Registration Document, p. 273.
[19] Michelin 2025 Universal Registration Document, p. 276.
[20] Michelin 2025 Universal Registration Document, p. 277.

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Whistleblowers are protected by its local whistleblower protection policies. In 2023, the Michelin Group issued the Group Whistleblowing Procedure applicable to all Group entities.[21]

Lastly, to ensure a high level of understanding of the CSR-related and ethical risks in Michelin Australia's supply chains businesses, Michelin Australia provides comprehensive training to its staff. All employees have access to e-learning modules covering the Code of Ethics, and a specific e-learning module for purchasing teams addresses human rights and modern slavery risks within Michelin Australia's suppliers.

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## 7. Effectiveness of the Prevention Measures

The Group assesses the effectiveness of its prevention and mitigation measures through a range of quantitative and qualitative indicators, several of which are subject to annual or multi-year targets. This approach reflects the Group's broader duty of care and sustainability framework, including its use of risk mapping, performance monitoring and continuous improvement mechanisms.

**Own workforce**

Internally, the Group tracks employee engagement through the annual global 'Moving Forward Together' surveys, which enables employees to share feedback on their working environment and overall experience. In 2025, the engagement rate reached **84.4%,** reflecting sustained improvement since 2019 and positioning the Group close to its 2030 target of 85%, in line with its objective of achieving a high level of employee engagement across its global workforce.[22]

Michelin also tracks the effectiveness of its health and safety measures through established performance indicators, including:

- the percentage of employees and temporary workers covered by a recognised health and safety management system (such as ISO 45001-aligned systems); and
- the Total Recordable Incident Rate (TRIR)[23], which measures work-related injuries and occupational illnesses.

As of 31 December 2025, approximately **69%** of employees and temporary workers were covered by a recognised health and safety management system (up from 68% in 2024). In 2025, TRIR was **4.48**, against a 2030 target of less than 2.5.

These metrics form part of Michelin's broader approach to monitoring workforce-related risks and supporting continuous improvement through prevention, training and operational controls, as described in the Sustainability Statement (S1 – Own Workforce).

These targets and metrics can be found in the 2025 Universal Registration Document and on michelin.com.

**Value chain**

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[21] The Michelin Group Whistleblowing Procedure can be found here: https://www.michelin.com/en/group/purpose-values

[22] Michelin 2025 Universal Registration Document, p. 16.

[23] The Total Recordable Injury Rate (TRIR) has replaced the Total Case Incident Rate (TCIR), to align our reporting with international standards. It represents the number of incidents per 500 full-time employees over a one-year period.

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Michelin assesses the effectiveness of its prevention and mitigation measures in the value chain through a combination of quantitative indicators, supplier assessments and targeted programme outcomes. This approach reflects the Group's broader sustainable purchasing framework, including risk mapping, supplier due diligence and continuous improvement mechanisms.

The Group monitors the deployment and outcomes of its supplier due diligence processes, including third-party CSR assessments and the progression of supplier performance against defined human rights and sustainability criteria. These assessments are complemented by targeted initiatives in higher-risk supply chains, particularly the natural rubber value chain, where field-level programmes track participation, engagement and improvements in working conditions and livelihoods.

Value chain metrics and targets (end-2025 results)

The effectiveness of these measures is tracked through Group-level indicators, including:

- **94%** of suppliers assessed through third-party CSR maturity assessments met the Group's human rights standards *(2019 baseline: 85%; 2030 target: 95%)*;[24]
- **86%** of natural rubber volumes were assessed for compliance with the Group's human rights standards *(2018 baseline: 7%; 2025 target exceeded at 80%)*;[25] and
- **10,456** village smallholders benefited from programmes aimed at improving working conditions and/or livelihoods *(projects launched in 2020; 2022 baseline: 467; 2030 target: 30,000)*.[26]

These indicators reflect Michelin's risk-based prioritisation of the natural rubber supply chain and its focus on measurable outcomes at both supplier and field levels.

Targets relating to the management of human rights risks in the value chain are defined at Group level and embedded within procurement frameworks, including the Sustainable Purchasing Policy, which sets expectations for responsible sourcing, supplier engagement and continuous improvement.

External recognition and benchmarks (2025)

Michelin's approach to responsible purchasing and value chain due diligence is supported by external assessments and recognitions, including:

- renewal of the Responsible Supplier Relations and Purchasing label in 2025;[27]
- alignment with the ISO 20400 Sustainable Procurement standard, confirmed through successive maturity assessments (2019, 2022 and 2025);[28]
- an EcoVadis Responsible Purchasing score of 94/100 in 2025, placing Michelin in the top 1% of companies assessed in its industry;[29] and
- a No. 1 ranking in the tiremaker category by SPOTT, a natural rubber ESG benchmark in 2025 (fourth consecutive year), reflecting strong disclosure and management of natural rubber-related risks.[30]

[24] Michelin 2025 Universal Registration Document, p. 278.
[25] Michelin 2025 Universal Registration Document, p. 278.
[26] Michelin 2025 Universal Registration Document, p. 278.
[27] Michelin 2025 Universal Registration Document, p. 179.
[28] Michelin 2025 Universal Registration Document, p. 277.
[29] Michelin 2025 Universal Registration Document, p. 277.
[30] Michelin 2025 Universal Registration Document, p. 277.

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These external benchmarks provide an additional mechanism for assessing the effectiveness of Michelin's policies and practices against recognised industry and international standards.

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**Continuous improvement**

Michelin recognises that managing human rights risks in complex, multi-tiered supply chains requires ongoing refinement. The Group therefore adopts a continuous improvement approach, whereby:

- findings from supplier assessments, audits and field programmes inform updates to policies, procedures and training;
- stakeholder engagement and partnerships are used to strengthen visibility over upstream risks; and
- evolving regulatory frameworks, including sustainability and due diligence requirements, are monitored to support proactive compliance and alignment with emerging best practices.

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## 8. Consultation and Approval

This Year 6 Statement, made pursuant to the Modern Slavery Act 2018 (Cth) was developed in consultation with senior management and key stakeholders across all Reporting Entities. It was approved by the Board of Directors of each of the Reporting Entities. This document constitutes our Modern Slavery Statement for the financial year ending 31 December 2025.

**Signed:**

Oliver Biggart

Oliver Biggart (Jun 30, 2026 11:19:16 GMT+10)

*Oliver Biggart*

Managing Director, Michelin Australia Pty Ltd

*On behalf of the Reporting Entities*

Date: 29 June 2026

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# 29 June 2026 FINAL Modern Slavery Statement 2026 - OMGA For Execution

Final Audit Report 2026-06-30

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