



Mr Antonio Guterres
Secretary General of the United Nations
New York, NY 10017
USA

Jean-Dominique Senard
Président
Chief Executive Officer

Clermont-Ferrand, June 23, 2017

Dear Mr. Secretary General,

Michelin joined the Global Compact in February 2010 and began its eighth year of membership. Now more than ever, we wish to renew, through this participation, our commitment to apply and promote the 10 founding principles of your organization. Michelin is also fully aware of the UN's Sustainable Development Goals and we care that our activities contribute to reach these objectives.

Respect for Human Rights, concern for the working conditions of employees and sub-contractors, protection of the environment and the fight against corruption are integral to our strategy and built into Michelin's "Performance and Responsibility" approach. In addition, our sustainable development policy is overseen at the Supervisory Board by a dedicated administrator.

This strategy once again saw a large number of advances in 2016. Strengthened by its involvement in the COP 21 and COP 22 conferences, Michelin has committed to a 20% reduction in the carbon footprint of its tires by 2030 and to reduce by half emissions from its production facilities by 2050. The Group's actions to combat climate change were recognized in 2016 by Michelin's inclusion on the Carbon Disclosure Project's A list, which rewards the most virtuous companies.

Michelin's involvement of operations in the circular economy model was also recognized with the presentation of the circular economy award by the French government. As for our employees, ongoing efforts to constantly improve life in the workplace have produced results, with the personal engagement rate once again rising to 80%. Lastly, the creation of a stakeholder's committee, which meets once a year with our Group Executive Committee, reflects the importance that we give to harmonizing our operations with society's expectations.

It is my great pleasure and honour to send you our "Communication on Progress" for 2016, which describes the actions that our company has undertaken to promote and implement the Global Compact principles cherished by us.

Sincerely yours,

Compagnie Générale
des Etablissements Michelin

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