



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

Clermont Ferrand, 29 July 2019

Dear Mr. Secretary General,

Michelin joined the Global Compact in February 2010 and we are now entering our tenth year of membership. This year is my first as CEO of Michelin and I would like to renew our participation and commitment to applying and promoting the 10 founding principles of your organization. Michelin is also fully supportive of the UN's Sustainable Development Goals and we strive to ensure that our activities contribute to the achievement of the Goals' objectives. This is why we took part for the second consecutive year in 2019 in an Action Platform of the Global Compact, in order to take concrete steps forward.

Once again, our strategy saw a large number of advances in 2018 and early 2019.

Following our commitments to reduce our CO2 emissions in line with the Paris climate agreement (-50% in industrial sites, -20% of tyres during usage) we formally engaged with the Science Based Target initiative and set up tools to measure our advances in this field. Within our "circular economy" approach, our company further advocated a regulation which ensures that consumers can use tyres safely for longer, hence improving resource efficiency substantially. This approach has been recognized by the European institutions and work is currently in progress at the UNECE. Our efforts towards a carbon free transportation future are also illustrated by our alliance with Faurecia to create a future world leader in hydrogen fuel cell systems.

Last but not least, our annual event on sustainable mobility, the Movin'On summit, held in Montreal in June 2019, convened almost 5,000 sustainable mobility stakeholders with the aim of taking concrete actions for a safer, cleaner, more accessible and efficient mobility.

Concerning our employees, we further promoted their empowerment, the quality of the management and favorable working conditions. As a result, the employee engagement rate at Michelin reached 80% worldwide for the 3rd consecutive year. Our measures to promote diversity were also rewarded by the French government with a remarkable rate of 94/100 of the index indicating gender equality.

More and more, we want to align our operations with the expectations of society. In 2018, our executive committee including myself attended our 3rd annual stakeholder meeting. Issues such as human rights, biodiversity, company culture and digitalization throughout our company were challenged by our external board.



It is my great pleasure to send you our "Communication on Progress" for 2018, which describes the actions that our company has undertaken to promote and implement the Global Compact principles which we so cherish.

Sincerely yours,

A handwritten signature in black ink, appearing to read "Florent Menegaux". The signature is stylized with a prominent vertical stroke and a horizontal line at the bottom.

Florent Menegaux
Chief Executive Officer