



**H.E. António Guterres
Secretary-General
United Nations
New York, NY 10017
USA**

12 July 2021

Dear Mr. Secretary-General,

I am pleased to inform you that, for the twelfth year, Michelin wishes to renew its full support to the ten principles of the United Nations Global Compact. We are seriously committed to achieve the Sustainable Development Goals and as of end 2020, our company took over the chair of the French Global Compact Human Rights club.

As our world is emerging slowly from an unprecedented sanitary and economic crisis, the renewal of our commitment is more significant than ever. Our "All Sustainable" strategic approach, in which we constantly seek to strike the best balance between People, Profit and Planet is of great value. Of course, there is still a long road ahead. But as these examples of recent actions attest, we are making progress:

- Michelin committed to make all its logistics, supply and manufacturing operations carbon neutral in 2050 and to use only sustainable materials in its tires at that time.
- A new Code of Ethics has been published in 2021, that addresses in detail new topics on human rights (child labor, forced labor, harassment, impact on local communities...) environment and fair business practices, offering action principles applicable across the entire Group. A new Diversities & Inclusion Management Index was also developed to address and monitor better all kinds of discrimination on the workplace.
- A capacity building program targeted to small farmers of natural rubber was launched with an NGO in Indonesia. It will enable village farmers to apply best practices in the areas of income, labor rights, health and safety, and the environment.
- In the 170 countries where Michelin operates, our teams have shown an incredible support for their communities during the pandemic of Covid-19, donating more than three million masks, 12,000 liters of hand sanitizer, 4,600 ambulance tires with free mounting.



It is my great pleasure to send you our "Communication on Progress" for 2020, 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, which appears to read "Florent Menegaux". The signature is fluid and cursive, with a long horizontal stroke at the end.

Florent Menegaux
CEO Michelin Group