



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

Clermont Ferrand, July 20th, 2020

Dear Mr. Secretary-General,

I am pleased to inform you that, for the eleventh year, Michelin wishes to renew its full support to the ten principles of the United Nations Global Compact. I am also delighted to attach hereto our "Communication on Progress" for 2019, which describes the actions Michelin has taken to promote and implement the UNGC principles.

As our world faces an unprecedented sanitary and economic crisis in the wake of the COVID-19 pandemic, I believe the renewal of our commitment is more significant than ever.

These extraordinary times demand a global movement for sustainable growth. In that sense, Michelin's "*All Sustainable*" strategic vision, based on finding the right balance between People, Profit and the Planet, is of great value. Of course, there is still a long road ahead. But we are making progress.

- Paving the way to achieve net zero emissions in all Michelin sites by 2050, the Science Based Targets initiative approved our CO2 reduction targets on 21 May 2020
- Given that transportation currently generates 23% of global CO2 emissions, I am particularly pleased that Michelin and Faurecia formalized the creation of SYMBIO on 21 November 2019, a joint venture combining our hydrogen fuel cell dedicated activities, with the aim of becoming a world leader in hydrogen mobility.
- On 27 January 2020, Michelin signed an agreement with IndustriALL Global Union to set up the Michelin Global Works Council. This new organization will draw heavily on the work, methods and positive outcomes of the Michelin European Works Council. This is a great headway in the development of social dialogue and human rights protection within our company.
- I would also like to express my deepest gratitude for your invitation to the UN Climate Action Summit on 22 September 2019. This was a unique opportunity to reaffirm Michelin's environmental commitment. Be sure that our efforts to foster a more sustainable economic transition will only intensify.

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As we are still committed to protect the health of our employees and the integrity of our operations, I can only be proud of the outstanding behavior of my colleagues. In the 170 countries where Michelin operates, they have shown an incredible support for their communities. Our teams donated more than 2.3 million masks to healthcare professionals in hospitals and nursing homes. They also mounted more than 4,600 tires on emergency vehicles and ambulances for free. And the list goes on.

This crisis does stress the effectiveness of collective action. Just as we all work together to protect our communities from COVID-19, we can do the same to protect our planet and our future. We just have to. You can count on me, and on the 127,000 people who work at Michelin.

Sincerely yours,

A handwritten signature in black ink, appearing to read "Florent Menegaux".

Florent Menegaux
President Michelin Group