

2014 ANNUAL REPORT



MICHELIN

CORPORATE
Foundation

HELPING PEOPLE MOVE FORWARD

**JEAN-DOMINIQUE
SENARD**

President of the Michelin Group
President of the Executive Board
of the Michelin Corporate Foundation



*“PROMOTING A
BETTER QUALITY
OF LIFE THROUGH
SUSTAINABLE
MOBILITY”*

The creation of the Michelin Corporate Foundation in 2014

continues the long tradition of philanthropic activities that the Group began 125 years ago. It is a logical step in its history of social responsibility.

The Foundation is a powerful reminder of Michelin's purpose and reflects the deep-rooted values that drive the Group, values of respect and solidarity first held by its founders which are still very much present today.

Like Michelin itself, the Foundation's influence is worldwide and its actions match its signature theme of "Helping people move forward". This theme emphasizes the human dimension of the projects sponsored by the Foundation which are a mean of furthering progress and social development.

It embodies two of our priorities for sustainable development: encouraging the commitment and development of our employees and promoting a better quality of life through sustainable mobility. The scope and diversity of the projects being spearheaded by our teams testify to the vitality and future promise of the Foundation in which all Michelin employees take pride. ◀

**PHILIPPE
LEGREZ**
Executive Director of the Michelin
Corporate Foundation



*“CONTINUE
AND EXTEND THE
PHILANTHROPIC
TRADITION OF
THE MICHELIN
GROUP”.*

The purpose of the Michelin Corporate Foundation, which was created just a year ago, is to continue and extend the philanthropic tradition of the Michelin Group in five areas: sustainable mobility, sport and health, education and the community, protecting the environment, and heritage and the arts. This first annual report illustrates the diversity of the projects sponsored during 2014 in each of the areas mentioned above. These projects all focus on the common good, and reflect the values and commitments of Michelin. With the help of our highly motivated workforce, our Foundation has been unsparingly involved with local communities. The help we bring highlights our commitment to society and with our backing many vital and innovative initiatives have been developed. Thanks to the dedication of the Group's employees, the Michelin Corporate Foundation will be able to further its philanthropic actions, and thus share and spread the values to which our Group remains deeply attached. ◀

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The Michelin Corporate Foundation

was created in January 2014 on the initiative of Mr. Jean-Dominique Senard, President of the Michelin Group. The activities of the Foundation go by the signature theme of “Helping people move forward” and seek to promote long-term projects in all the countries where Michelin is present.

In line with the commitments and values of the Group, the Foundation operates in five areas:

- Sustainable mobility
- Sport and health
- Education and the community
- Protecting the environment
- Heritage and the arts.



“L’Homme en mouvement” (*Man in motion*), bronze sculpture, Nicola Rosini di Santi, 2014

Jean-Dominique Senard,
President of the Michelin Group
and President of the Executive Board
of the Michelin Corporate Foundation

François Corbin,
Executive Vice President Progress
and Geographic Zones, Member
of the Group Executive Committee

Claire Dorland-Clauzel,
Executive Vice President Brands
and External Relations, Member
of the Group Executive Committee

Marc Henry,
Chief Financial Officer and Executive
Vice President Specialty Product Lines,
Member of the Group Executive Committee

Jean-Michel Guillon,
Executive Vice President Personnel, Member
of the Group Executive Committee

Patrick Bernard,
Group Employee Representative

Jean Chazal,
neurosurgeon, Dean of the Faculty
of Medicine at the Université d’Auvergne

Brice Lalonde,
formerly Minister of the Environment, special
advisor on Sustainable Development for
the United Nations Global Compact

Henri Loyrette,
formerly Director of the Louvre Museum,
and President of Admical, an association
that works to develop the philanthropic
activities of French companies
and entrepreneurs.

Two governing bodies are behind the Michelin Corporate Foundation:

- **the Executive Board**, chaired by Jean-Dominique Senard, includes four members of the Group Executive Committee, an employee representative and three external personalities. The Board defines overall strategy and validates any projects over €100,000;
- **the Selection Committee** is made up of ten members representing the main activities or divisions of the Group. The Committee is responsible for validating projects with budgets between €5,000 and €100,000.

The Executive Director, Philippe Legrez, manages the corporate philanthropic activities of the Group with Deputy Director Anne Teffo. He makes decisions concerning projects with budgets under €5,000.

The Foundation was endowed with 12 million euros in 2014.

The Michelin Group's long-lasting commitment to social responsibility lies behind the origins of the

Foundation. Its creation echoes the values and engagement of the Group through the support given to innovative, socially-committed projects, in a tradition of respect and concern for humanity. The Group also accompanies projects that are consistent with its activities, reflecting the concerns of its employees and the communities around its sites.

The vocation of the Foundation is to complement the philanthropic initiatives of the Group's subsidiaries and their involvement in community life. This sponsorship is already widespread in the many countries where the Group has developed its activities.

The key fields in which the Foundation operates are broad enough to encourage many associations, foundations and charitable organizations to ask for support. The Foundation provides them with a further opportunity to demonstrate their civic commitment, generosity and creativity.

The Foundation was officially inaugurated on

December 5th, 2014 in Clermont-Ferrand, by M. Jean-Dominique Senard, in the presence of many Michelin employees.

For the occasion, the Orchestre des Dômes gave a private concert conducted by Gilles Raynal and accompanied by the tenor and Group employee Patrick Garayt.

Artist Nicola Rosini di Santi exhibited some of his work, including bronze sculptures representing “Man in Motion” and paintings on all kinds of tires in his series on “Tire Metamorphoses”.



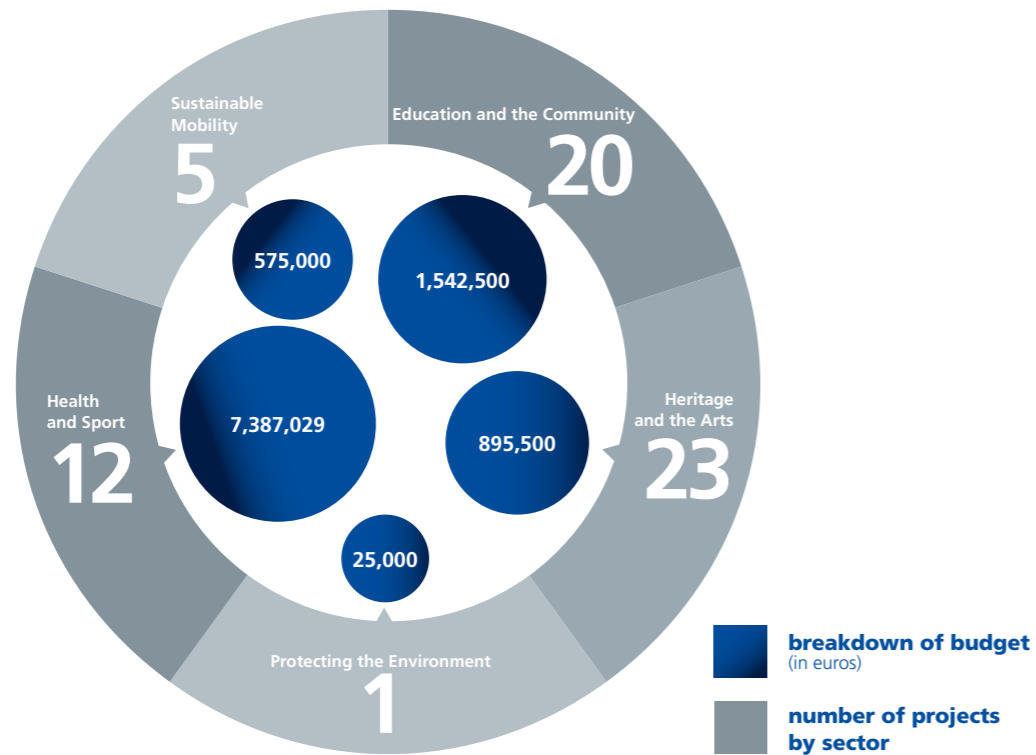
Concert of the Orchestre des Dômes conducted by Gilles Raynal at the Foundation's Inauguration



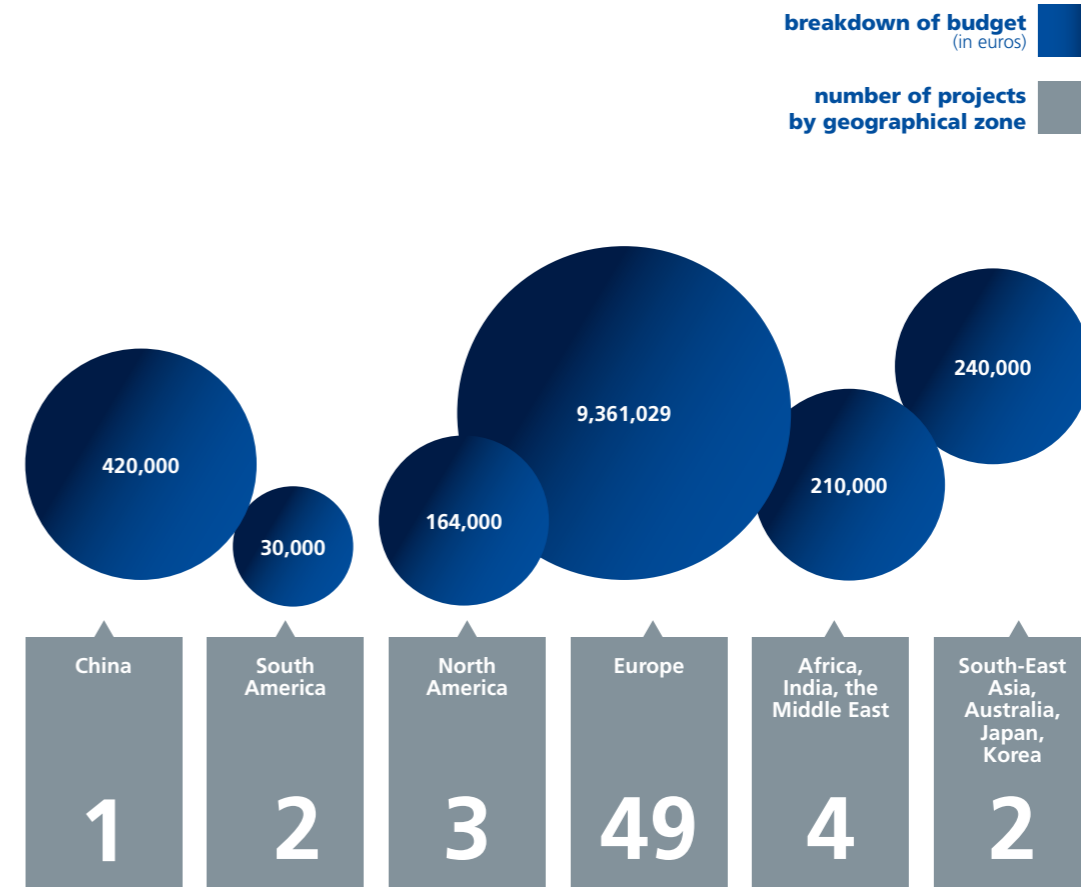
From left to right:
Nathalie Boirie, project assistant for the Michelin Corporate Foundation
Patrick Garayt, tenor and Group employee
Anne Teffo, Deputy Director of the Michelin Corporate Foundation
Philippe Legrez, Executive Director of the Michelin Corporate Foundation
Nicola Rosini di Santi, painter and sculptor
Jean-Dominique Senard, President of the Michelin Group and President of the Executive Board of the Michelin Corporate Foundation
Gilles Raynal, conductor and artistic director of the Orchestre Symphonique des Dômes

PROJECTS RUNNING IN 2014
BY SECTOR

The Foundation supported 61 projects in 2014, representing in total €10,425,029.



PROJECTS RUNNING IN 2014
BY GEOGRAPHICAL ZONE



SUSTAINABLE MOBILITY

DRAWING UPON ITS EXPERTISE IN THIS AREA, THE FOUNDATION SUPPORTS ALL PROJECTS THAT PROMOTE THE DEVELOPMENT OF SUSTAINABLE MOBILITY.



Raising awareness on road safety amongst children

THE PROJECTS SUPPORTED BY THE FOUNDATION

Association Prévention Routière

Road safety awareness campaigns

Association RCF solidarité

“Helping people move forward” radio broadcasts on the theme of Sustainable Mobility

Enfants du Mékong

Working together to make sure children get to school safely

LADAPT Auvergne, in collaboration with the Clermont-Ferrand University Hospital

A driving simulator for people who want to get back behind the wheel after an accident

TED City 2.0

5 talks on Sustainable Mobility given during the opening ceremony of the Michelin Challenge Bibendum, on November 12th, 2014 in Chengdu (China)



Raising awareness on road safety amongst children

ASSOCIATION PRÉVENTION ROUTIÈRE, FRANCE BUILDING AWARENESS, FOR A SAFE JOURNEY

Road safety campaigning has always been a concern for the Michelin Group. It represents a major commitment for the Michelin Corporate Foundation which has therefore decided to support Association Prévention Routière. This privately-run association is one of the most active road safety promoters in France, known for its national campaigns. It also carries out actions targeting young people. For instance, the association organizes events and talks in schools. It trains various target groups in road safety awareness (volunteers, police and law enforcement

officers...). The association can lead local awareness programs on road hazards, or run sessions in companies, such as the "Sécuriz'Mois" educational encounters, an annual operation created by the Michelin Group and carried out in several French cities. The partnership forged with the Foundation seeks to further the road safety message and lead to effective action on the ground. ◀



The Enfants du Mékong Center of Oambel (Sisiphon, Cambodia)

ENFANTS DU MÉKONG, SOUTH-EAST ASIA ENSURING A SAFE JOURNEY TO SCHOOL

Enfants du Mékong operates in seven countries in South-East Asia, giving a helping hand to children in difficulty. Its mission is to help them integrate by providing access to schooling or employment. Whether through sponsorship, construction of infrastructures (bridges, schools, shelters) or development of local employment through micro-enterprise, the association is totally committed on all levels. As the roads in these countries are notoriously dangerous, the association has developed an innovative new program that will be deployed over a three-year period, starting with Cambodia, and then extending to the Philippines and Burma.

The program goes by the name of *Safe Mobility*, and has a two-level mission: ensuring safe access to school, and teaching schoolchildren about road safety. This includes the acquisition of bicycles and helmets for the children, motorbikes and helmets for the accompanying adults, as well as a transit van to transport younger children. True to its commitments in terms of road safety, the Michelin Corporate Foundation has chosen to support this project through a long-term partnership. On top of the financial backing provided, a skill-based sponsorship will be implemented, with training programs on road safety run by Michelin Asia employees. ◀





A driving simulator adapted to disabled drivers

LADAPT AUVERGNE, FRANCE DEVELOPING A HIGH-PERFORMANCE DRIVING SIMULATOR TO INCREASE THE AUTONOMY OF DISABLED DRIVERS

The Michelin Corporate Foundation is dedicated to improving the mobility and autonomy of people with disabilities. In 2014, the Foundation chose to support LADAPT Auvergne, a charity that targets the social and professional rehabilitation of people with disabilities. In January 2013, LADAPT set up a partnership with the Clermont-Ferrand University Hospital and the Hôpital Nord at Cébazat, to work on the creation of a special assessment and driver training program. With the support of the Michelin Corporate Foundation, the center was able to purchase a driving simulator.

This high-performance equipment serves to assess the cognitive skills of mobility-impaired persons; the center then proposes training courses programs to help disabled drivers to get behind the wheel again. This initiative is a safe, effective and innovative approach to supporting disabled people who want to drive. ◀



Amanda Boxtel



Brice Lalonde



Doris Leung



Guillermo Peñalosa



Paola Santana

THE TED FOUNDATION, CHINA FIVE TALKS ON SUSTAINABLE MOBILITY

The theme of the 12th edition of the Michelin Challenge Bibendum, which took place in Chengdu, China, in November 2014, was Mobility in the City of the Future. To provide a forceful introduction to the subject, the Michelin Corporate Foundation decided to set up a partnership with the TED Foundation, a highly committed organization recognized for the quality of its international conferences. On the opening day of the Michelin Challenge Bibendum, five personalities with very different backgrounds were invited to come and give their angle on collective mobility issues. Brice Lalonde, Special Advisor on sustainable development for the UN, talked about the challenges and solutions to address climate change. Guillermo Peñalosa, the Commissioner for Parks, Sports and Leisure for the city of Bogota, shared his experiences of the urban environment. Doris Leung, who runs

a transport company for mobility-impaired persons, talked about the ideas behind her project. Paola Santana presented Matternet, the start-up that she founded to develop the use of drones for transporting parcels in emerging countries. And Amanda Boxtel, who was left paralyzed after a skiing accident, explained how she overcame her handicap thanks to technology (a bionic exoskeleton). These short conferences or talks were filmed and have been put on-line. They can be viewed on the TED City 2.0 and the Michelin Challenge Bibendum websites. ◀

TEDCity2.0 Salon

SPORT AND HEALTH

THE FOUNDATION IS COMMITTED
TO COMMUNITY WELL-BEING
IN THE REGIONS WHERE
THE GROUP IS PRESENT.



Dance section of
ASM Omnisports

THE PROJECTS SUPPORTED BY THE FOUNDATION

ASM Omnisports

2014 Sports season
"La Lutte", film on the Diderot wrestling club at the ASM
Omnisports center

Association des Malades d'un Syndrome Néphrotique

Research Project (for people suffering from nephrotic syndrome)

Association Du Répît pour les Familles

Support for patients' families

Braille et Culture

2015 edition of the Céci'Tourisme guidebook
(tourist guidebook for the visually impaired)

Franco-Brazilian Chamber of Commerce

Conferences of the French Académie de Médecine in Rio de Janeiro

French Red Cross

Combating the Ebola virus

FORRAD

Mobile Clinic in India for local communities around the Michelin
Group's Chennai site, in the Tamil Nadu region

Groupe associatif Siel Bleu

Feasibility study for a "Maison de la Vie", a center for patients
recovering from cancer

Institut Curie

Creation of a film and web documentary "Guérir le Regard",
sub-titled in English

Institut Pasteur

Yersin project in Laos and Ivory Coast



Team sports



The judo section

ASM OMNISPORTS, FRANCE SHARING AND TRANSMITTING THE VALUES OF AMATEUR SPORT

The legendary ASM Omnisports was founded in 1911 by Marcel Michelin. It firmly upholds the values of performance and ethics in sport, based on three main commitments: to education, through its support for social integration in deprived urban areas; to top-level sport activities through its continued support for the professional rugby team which it founded and which nurtures home-grown talent; and lastly, to health and well-being, themes that are deployed through numerous sporting programs and events, open to all publics.

From its very beginnings, the ASM Omnisports has been supported by the Michelin Group which has always considered sport as a way of bringing people together and developing excellence in individuals and teams. In 2014, the Michelin Corporate Foundation took up the torch of this historic partnership and thanks to the actions of the ASM Omnisports, nearly 5,000 people of all ages are able to enjoy the 15 different sport categories that the club organizes. The Club is determined to take this further still, by building up each sport even more in the future. ◀



Red Cross teams in Liberia

FRENCH RED CROSS THE EBOLA EPIDEMIC IN LIBERIA

The Michelin Corporate Foundation is involved in humanitarian programs and emergency situations. Following the outbreak of the Ebola virus in Western Africa that created an unprecedented health crisis in the region, the Foundation determined to be a part of the international solidarity movement. The Foundation particularly targeted the Red Cross for its support to communities, governments and health authorities in the countries concerned. The Red Cross is very active in the field, leading campaigns to educate and inform populations, providing psychological support, identifying and monitoring people in contact with the virus, as well as taking care of patients. ◀





Poster for "Guérir le regard",
a film by Caroline Swysen



Premiere of the movie on September 25th, 2014
at the Grand Action cinema in Paris

INSTITUT CURIE IN FRANCE AND ALL OVER THE WORLD PROVIDING BETTER SUPPORT TO PATIENTS ON THE ROAD TO RECOVERY: "GUÉRIR LE REGARD"

The Institut Curie is one of the biggest cancer research centers in Europe. Conceived by Marie Curie in 1909, this establishment has always been at the forefront of fundamental research and innovative treatment. To support the battle against breast cancer, the Foundation jointly produced an ambitious film and web documentary hand-in-hand with the Curie Institute which is renowned for its excellence. The film is entitled "Guérir le regard" (or *Healing perceptions*, in English), and can be used as a learning tool for patients and their families. The aim is to help women to choose their way forward after a mastectomy.

The format is designed to be interactive and educational, underscored by moving testimonials, while at the same time providing much practical information. Posted on the website of the Curie Institute and on YouTube, the film has been viewed over 14,000 times and has received a lot of positive feedback. Now subtitled in English, it is also being deployed internationally, for the benefit of all women who have undergone a mastectomy. ◀



Rubber tree plantation
and recipients used
to collect the sap used
to manufacture rubber

Teams from the Institut Pasteur of Laos (IPL) and Ivory Coast (IPIIC)
From left to right: Ibrahima Zanakoungou Coulibaly, entomologist (IPIIC), Issouf Traore, junior entomologist (IPIIC), Julie-Anne Tangena, global project coordinator (IPL), Dr. Bernard Kouadio Allali, senior entomologist (IPIIC), Dr. Paul Brey, principal investigator (IPL)

INSTITUT PASTEUR A RESEARCH PROJECT INTO RUBBER TREE PLANTATIONS IN LAOS AND IVORY COAST

The Michelin Corporate Foundation is active in the field of scientific research. The fast growth and expansion of automobile markets in emerging countries have led to a surge in the number of rubber tree plantations, particularly in South-East Asia. These plantations are often family undertakings that provide stable sources of employment in rural zones. Unfortunately, they are also often the underlying cause behind the spread of mosquitoes carrying potentially lethal diseases (malaria, dengue fever, the chikungunya virus...). In an attempt to contain this health threat, the Institut Pasteur, cooperating with teams from the Institut Pasteur of Laos and the Institut Pasteur of Ivory Coast, at the cutting edge of treatment for infectious diseases, launched an ambitious three-year research program with an international scope at the beginning of 2015. The program has received the backing of the Michelin Corporate Foundation,

and has the target of cataloguing all the factors of risk through observation periods carried out in the field in Laos, and later in Ivory Coast. The program will focus on three areas: the study of 113 species of mosquitoes that live under the forest canopy; the interaction between disease-carrying mosquitoes and humans, for example when extracting the rubber from the trees, by day or by night; and the impact of human activity. The collated data will serve to determine the maximum risk period, and enable recommendations to be made on behaviors to adopt in order to control the spread of disease. Reports will be available and transmitted to scientific circles and the communities at risk. ◀

EDUCATION AND THE COMMUNITY

TRUE TO ITS VALUES, THE FOUNDATION PROVIDES SUPPORT AND SOLIDARITY, PROMOTING EDUCATION AS A LEVER FOR DEVELOPMENT.

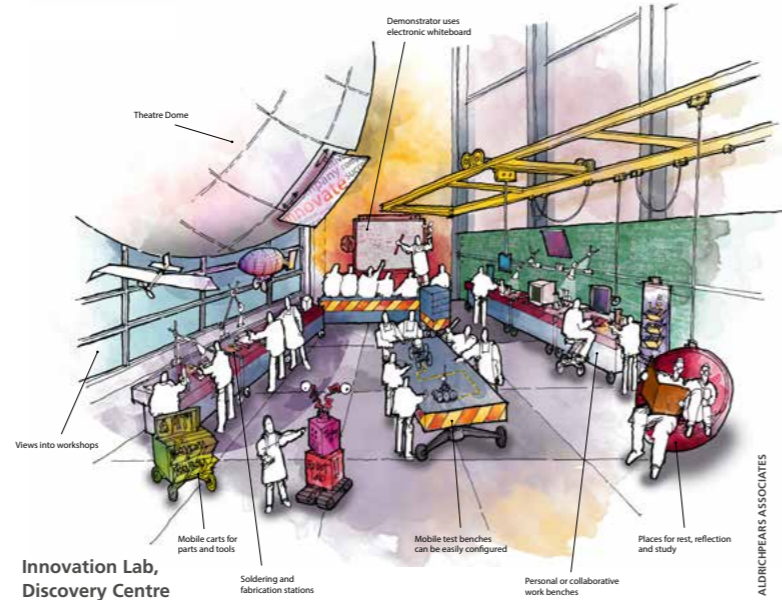


Children of the Alagados favela in Bahia, Brazil

THE PROJECTS SUPPORTED BY THE FOUNDATION

- ADGENA**
E-Gabriel, urban guest house run by disabled people
- Fondation IFMA (engineering school) de Clermont-Ferrand**
Support for tomorrow's engineers
- AMPEI (Bilingual School in Clermont-Ferrand)**
2013-2014 School year
- Fondation INSA de Lyon (applied sciences school)**
Creation of the Gaston Berger Institute
- Children's Museum of the Upstate, Greenville**
Michelin Transit Exhibit
- Fondation Université d'Auvergne**
Creation of a chair of Values and corporate social responsibility
Support in extending the university's international reputation
- Université de Clermont**
Student entrepreneurship award
- IFMA (Engineering School)**
Saint Exupéry Year
- Corum Saint Jean**
Renovation of the canteen area
- Innovation and Discovery Centre, Halifax**
Michelin Innovation Centre
- French Red Cross**
Support for Red Cross activities
- Fidesco**
Aid work in the Alagados favelas in Bahia, Brazil
- Institut du Service Civique**
Education and work opportunities for young high-flyers
- Fondation de la Deuxième Chance**
A helping hand offering a second chance
- IRCOM**
Construction of a new resource center
Partnership with the Vogt preparatory college, Yaoundé, Senegal
- Fondation École Centrale**
Creation of a Michelin auditorium on the new campus at Gif-sur-Yvette
- Les Mains Ouvertes Sénégal**
Creation of the Frédéric Ozanam professional training center
- Fondation pour l'Éducation à la Science**
Science centers for teachers

Outside view of the Children's Museum of the Upstate, Greenville



THE UNITED STATES AND CANADA
SHARING A PASSION FOR SCIENCE

Transmitting scientific learning to children

also lies at the heart of one of the core missions of the Foundation. This is why the Foundation particularly supports two large-scale projects in the United States and Canada where the Michelin Group is well-established.

The first project is for an exhibition that will run for several years at the **Children's Museum of the Upstate**, in Greenville, South Carolina. This museum is the seventh largest children's museum in the United States – featuring a wide range of educational programs, exhibits and services – and serving almost 200,000 visitors a year. The *Michelin Transit Exhibit* will present tire

technology, exploring the theme of mobility using an approach that is entertaining, interactive and contemporary and focusing specifically on road safety. The second project, organized jointly with the Michelin Corporate Foundation, led to the creation of a special exhibit on tire innovation in Halifax, Nova Scotia, in 2014. The exhibit is set up in the city's **Innovation and Discovery Centre**, a science showcase for young people. The vocation of the center is to educate visitors and raise awareness of the challenges of technical and technological innovations. ◀



Schooling support for children

Young mother and her child, Sohno de Mãe association



FIDESCO, BRAZIL
WORKING SIDE BY SIDE WITH LOCAL POPULATIONS IN SALVADOR DE BAHIA

Fidesco is an international non-profit organization that sends volunteers to deprived areas, giving them the opportunity to bring their professional and interpersonal skills to humanitarian projects and actions. This association is very active in Brazil. In the Alagados favela of Salvador de Bahia, a particularly impoverished district plagued by drugs and unemployment, Fidesco has deployed an educational and vocational program adapted to the needs of the inhabitants. This includes extra schooling for underprivileged children, support for young

mothers and the creation of a training center for underprivileged women. Fidesco's achievements are due to its philosophy: the volunteers work side by side with local people, dispensing training, but also providing daily aid and psychological support. One of Michelin's employees has taken a two-year sabbatical with his family to volunteer for aid-work in the Alagados favela. ◀





Model of the inside view of the future auditorium

FONDATION ÉCOLE CENTRALE, FRANCE A MICHELIN AUDITORIUM TO STIMULATE CREATIVE INNOVATION

The École Centrale in Paris, in alliance with the SUPELEC college of engineering, has recently launched a project to construct a new campus as part of the new University of Paris Saclay. The purpose of the campus is to enhance the scientific reputation of France and Europe worldwide. Thanks to its size and capacity, it will enable a higher number of French and foreign students to be trained, using innovative teaching methods and accommodating research teams of the highest international standards. The Michelin Corporate Foundation, working together with the Nunc Endowment Fund of the Michelin family, has decided to support this project by funding the creation of a large 700-seat "Michelin Auditorium" to be located in the heart of the campus. Modular and interactive, this auditorium will encourage innovation, technology, science and entrepreneurship. ◀



On the wall, students of the construction section of the Frédéric Ozanam professional training center in Warang, Senegal



LES MAINS OUVERTES, SÉNÉGAL GIVING YOUNG PEOPLE IN SENEGAL A NEW CHANCE IN LIFE

Les Mains Ouvertes offers work rehabilitation schemes to the most deprived. The Michelin Corporate Foundation provides support for the organization and development of a major professional training center based in Warang, Senegal. This center was founded and run by Les Mains Ouvertes Sénégal and strives to reintegrate young people in trouble by giving them training in skills where job opportunities exist such as construction, sewing and catering. The Foundation's backing will enable the center to be extended and new skills to be taught, as well as funding the installation of solar panels. A training program dedicated to transport trades (for drivers, tourist guides, public transport workers, etc.) is expected to be set up by October 2015. ◀



PROTECTING THE ENVIRONMENT

RESPECT FOR THE ENVIRONMENT AND CONSERVATION OF RESOURCES ARE PRIORITY TOPICS FOR THE FOUNDATION.



the Old Faithful
Geyser, Yellowstone
Park, USA

YELLOWSTONE PARK FOUNDATION – UNITED STATES USING RUBBER TO PRESERVE NATURAL SITES



The Yellowstone Park receives over three million visitors a year, making it one of the most visited parks in the USA. To protect the exceptional wildlife of the reserve, the Michelin Corporate Foundation accepted the invitation to take part in a pioneering project run by the Yellowstone Park Foundation. The objective is to repair the paths around the geysers and protect them from the damage caused by visitors. A project was launched targeting one of the most emblematic locations in the park, the *Old Faithful Geyser*. The idea is to replace the tarmac that is now in poor repair with a 'green' product made of 50% recycled tires. More environmentally-friendly, this new path will not wear down as fast, yet rainwater will still be able to filter through, which is critical for the geyser reservoir to be replenished. An additional aim of this pilot project is to deploy the technique elsewhere and pave the way for further environmentally-friendly initiatives beyond Yellowstone. In this way, the project will contribute to a more responsible and sustainable management of these unique sites. ◀

HERITAGE AND THE ARTS

HIGHLY COMMITTED TO
COMMUNITY LIFE, THE
FOUNDATION SUPPORTS THE
CREATIVE DRIVE THAT CAN
STIMULATE LOCAL
DEVELOPMENT.



Longma, the Horse-Dragon,
built by *Les Machines de l'Île*
in Nantes, France, and sent
to Beijing during the
Franco-Chinese year

THE PROJECTS SUPPORTED BY THE FOUNDATION

Ami, entends-tu ?

Performance on 8 May 2015 about the
Companions of the Liberation

ARTS

Creation of a sculpture on the theme of
team-spirit and sport

Association Cultures et Communication

Collaboration on a book about
the cathedral of Clermont-Ferrand
"La Grâce d'une Cathédrale", published
by Nuées Bleues

Centre Lyrique Clermont-Auvergne

2013 to 2015 operatic seasons

Chœur Régional d'Auvergne

2014-2015 operatic season

Comédie de Clermont-Ferrand

2014 to 2017 cultural seasons

Comédie-Française

2014 to 2017 theatrical seasons

École Supérieure d'Art de Clermont Métropole (art school)

Art and Entreprise

Festival de la Chaise-Dieu (classical music festival)

48th edition of the Festival
Aubades et Sérénades

Fondation du Patrimoine

Preserving the Auvergnat heritage

Il Faut Aller Voir

Carnet de Voyage Festival

Institut Français

France and China, 50 years
of diplomatic relations

French Ministry of Culture

European Heritage Day

Nicola Rosini di Santi

Artistic works created for the inauguration
of the Michelin Corporate Foundation

Orchestre d'Auvergne

International tours

Orchestre Symphonique des Dômes

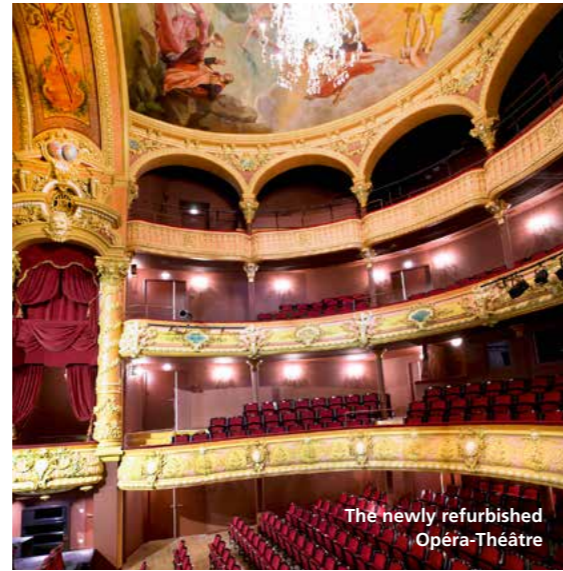
Concert for the inauguration of the
Foundation, on December 5th, 2014
Concert on February 28th, 2015

La Sauvegarde de l'Art Français (preservation of French art)

Participation in "Le Plus Grand Musée du
Monde" campaign
Best restoration award for the "Le Plus
Grand Musée du Monde" campaign



The soprano Patricia Petibon with the Amarillis ensemble on April 2014



The newly refurbished Opéra-Théâtre

CENTRE LYRIQUE CLERMONT-AUVERGNE, FRANCE PARTNERING EXCELLENCE IN THE ARTS

The Centre Lyrique Clermont-Auvergne is a significant player on the cultural stage of the region. By hosting the opera season in Clermont-Ferrand, it reinforces the regional, national, and international reputation of the city. The center organizes an international singing contest every two years and runs many musical educational programs for children. Thanks to its high standards of excellence, the Centre Lyrique draws in top-quality performers such as the soprano Nathalie Dessay or the viola de gamba maestro, Jordi Savall. The center also seeks

to diversify its activities to attract a wider audience. In May 2014, as part of the European Opera Days program, the doors to the newly refurbished Opéra-Théâtre were opened to the public, and visitors were able to explore an exhibition of costumes, attend recitals and take a guided tour of the premises. By supporting the Centre Lyrique, the Michelin Corporate Foundation contributes to the artistic vitality of the Auvergne region. ◀



Performance of "Kabaret"

LA COMÉDIE DE CLERMONT-FERRAND, FRANCE PROMOTING CREATIVITY IN ALL ITS FORMS

La Comédie de Clermont-Ferrand is the only theater in the Auvergne region to be officially recognized as a "national stage" by the French Ministry of Culture and as such it plays a central role in promoting arts and culture. The Comédie's vocation is to make contemporary creations accessible to a wider audience and to uphold its position as a leading venue for producing and performing innovative works. All the spheres of the performing arts are represented, from dance to theater, as well as music and circus arts. Consequently the Comédie hosts some of the best acts of live entertainment on offer today. Parallel to its

seasonal program, the Comédie de Clermont-Ferrand also runs a very dynamic cultural and artistic sponsorship program, organizing workshops, encounters, exhibitions and fringe theater events with visiting performers... The Comédie de Clermont-Ferrand has made a trademark of its artistic creativity and vitality. Although deeply rooted in the region, its reputation for excellence goes well beyond any geographical borders. The Michelin Corporate Foundation particularly recognizes the Comédie's unique artistic approach and level of commitment and seeks to be a partner at its side. ◀





George Feydeau's *Un Fil à la Patte* staged by Jérôme Deschamps

Comédie-Française:
the Richelieu Hall



THE COMÉDIE-FRANÇAISE SUPPORTING FRENCH CULTURAL EXCELLENCE

The Michelin Corporate Foundation has chosen to support the Comédie-Française, a major symbol of French culture and influence in the world. This state theater and cultural institution was founded by Louis XIV in 1680, hosting a troupe of 60 actors who alternately play out classic repertory and contemporary works. The support of the Foundation contributes to maintaining the high artistic standards of one of the greatest theaters of France, as well as helping to make it accessible to a wider public. ◀



Longma, the Horse-Dragon, in Nantes

INSTITUT FRANÇAIS CELEBRATING FRANCO-CHINESE RELATIONS

The Michelin Corporate Foundation wished to support the Institut Français in its organization of the Franco-Chinese commemorations and celebration events taking place in France and China throughout 2014 to mark the 50th anniversary of diplomatic relations between the two countries initiated by General de Gaulle. The Michelin Corporate Foundation would like to commend all the work that went into the organization of the commemorations. The events served to develop exchanges between the two countries and enabled ties to be strengthened between representatives, officials, social and economic bodies, intellectuals, researchers, cultural institutions, artists, the media and associations. The many events organized in Paris included the Chinese Night at the Grand Palais and the opera night at the Château de Versailles

attended by the French President, François Hollande and Chinese President Xi Jinping. The artistic association "Machine de Nantes" created a giant mechanical horse-dragon, representing the mythical Longma, which was then sent as a gift to Beijing. At the same time, many events celebrating the Franco-Chinese relation also took place in China. ◀



**COUNTRY PHILANTHROPIC INITIATIVES:
THE FOUNDATION'S FAVORITES**

The actions of the Michelin Corporate Foundation complete sponsorship and community initiatives that the Group encourages in the neighborhoods around its locations throughout the world. This year, **the Foundation has chosen two special projects,** 'The Foundation's Favorites' which it believes admirably embody the generosity and commitment of the Group's employees.



Michelin Challenge Education

USA: SUPPORTING LOCAL DEVELOPMENT

United Way is a well-established non-profit organization based in the United States. It brings together charitable groups spread across the country, whose aims are to raise funds and support. The North American headquarters of Michelin are located in Greenville, South Carolina, and for many years the employees have worked alongside this organization that contributes to developing the local economy and community life. The Michelin Challenge Education illustrates the North American employees' commitment to the welfare of local communities. The main Michelin sites

in Greenville each sponsor a local public elementary school, and many Michelin employees give up hours of free time to tutor children with difficulties at school. Particular attention is paid to reading, science and mathematics. In addition, the employees of Michelin North America have also personally donated almost 12.5 million dollars to United Way. ◀



Cleaning operation in Nishi-Shinjuku



"Mystery of Rubber" exhibit

JAPAN: WORKING TO PRESERVE THE ENVIRONMENT AND PROMOTE EDUCATION

An environmental clean-up task force was created in the Nishi-Shinjuku district of Tokyo, where the head office of Nihon Michelin Tire settled in 2013. In August 2014, Michelin decided to take part in the activities of this association. Every month, employees of the Group, side-by-side with other enterprises, dedicate some of their free time volunteering for clean-up operations around the buildings of local companies. On average they manage to fill 40 to 60 20-liter-bin bags after each operation. Over 40 Michelin employees have taken part in the clean-up operation which contributes not only to making the area cleaner but also serves to develop a community-feeling. The Michelin Japan employees working at the Ota site are also very involved in scientific education projects with young schoolchildren. They helped set up the "Mystery of Rubber" exhibit targeting

schoolchildren, on display at the Tatebayashi *Children's Science Museum*. Pupils can test out their scientific skills through fun experiments on rubber and tires. Different notions are covered, vibratory absorption, resistance, hardness, consequences of hot and cold variations... ◀

FUTURE PROSPECTS FOR THE FOUNDATION

In 2015, the Michelin Corporate Foundation plans to set up a website available in English and French. The aim will be to showcase the actions of the Foundation and local sponsorship projects running in different countries. An on-line request form will enable employees and people from outside the Michelin Group to make an application for support and receive a response rapidly.

The Foundation aims to continue its work and develop on an international-scale in all the countries where the Michelin Group has a presence. This expansion will be made possible through the use of its website, and via targeted calls for projects, encouraging Michelin personnel to put forward projects they care about. In this way, the Foundation will become a true force for the community.

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