



2016 ANNUAL REPORT



MICHELIN

CORPORATE

Foundation

HELPING PEOPLE MOVE FORWARD

*PAINTING BY FABIENNE GASTON-DREYFUS
OIL ON CANVAS, 2007, 130X195 CM - FRAC AUVERGNE COLLECTION*



JEAN-DOMINIQUE SENARD

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

“PUTTING MEN AND WOMEN AT THE HEART OF OUR ACTIVITIES”

The Michelin Corporate Foundation strives to Help People Move Forward by promoting mobility for everyone, everywhere in the world.

Its vocation is to endure over time. It expresses the Michelin Group's aspiration of advancing safer, greener and more efficient mobility. True to the Michelin Group's long tradition of patronage, the Michelin Corporate Foundation comes to the aid of the neediest through its support internationally for initiatives which give access to education, health and basic necessities, but also to employment and culture.

The driving concern of the Michelin Corporate Foundation is to put men and women permanently at the heart of its activities, and this reflects the values which have motivated us for more than a century and which are a source of pride for each and every one of our 110,000 employees throughout the world. ◀



PHILIPPE LEGREZ

Executive Director of the Michelin
Corporate Foundation

*“IT IS THE CONCEPT
OF ‘HELPING PEOPLE MOVE
FORWARD’ WHICH INSPIRES
THE ACTIVITIES SPONSORED
BY OUR FOUNDATION”*

In 2016, our Michelin Corporate Foundation, in keeping with its aims and principles, has sponsored more than 70 projects, of which 41 have been new initiatives.

We particularly wanted to encourage two young cyclists who are pedaling through Asia raising funds for the benefit of children in South East Asia.

We have commissioned a study for Yellowstone Park in the United States to reduce traffic congestion during the summer visitor season and thus preserve the environment.

We have sponsored the French Red Cross in helping refugees dispersed across France restore links with their families.

Thanks to its different sporting activities, the ASM Omnisports club has helped many sportspeople in Clermont-Ferrand find personal fulfilment and a more rewarding place in society.

In health, the Fonds pour les soins palliatifs has worked even harder to bring comfort to patients reaching the end of their lives.

Médecins du Monde has come to the aid of the people of Haiti whose nation was devastated by Hurricane Matthew.

And finally, at Versailles, the palace stables, harboring a magnificent collection of royal carriages, hitherto closed to the public, have been opened to visitors. We could not miss the opportunity of preserving these gems of historical transportation because, as always, it is the concept of “Helping People Move Forward”, in the narrowest sense as in the widest, which inspires the activities sponsored by our Foundation. ◀

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TESTIMONIES

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.



Painting by Fabienne Gaston-Dreyfus
 Oil on canvas, 2007, 130x195 cm - FRAC Auvergne Collection

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 of the University of 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

Two governing bodies manage the Michelin Corporate Foundation:

- **the Executive Board**, chaired by Jean-Dominique Senard, includes four members of the Michelin Group Executive Committee, an employee representative and three external personalities. The Board defines overall strategy and validates projects over 100,000 euros;
- **the Selection Committee** is made up of nine members representing the main activities or divisions of the Group. The Committee is responsible for validating projects with budgets between 5,001 and 100,000 euros.

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 up to 5,000 euros.

The Foundation was endowed with 14 million euros in 2016.

The Michelin Group's long-lasting commitment to social responsibility lies behind the origins of the Foundation. Its creation echoes the values and the engagement of the Group through the support given to innovative, socially-committed projects, in a tradition of respect and concern for humanity. Moreover, the Group backs projects that are consistent with its activities and close to the concerns of its employees and their local communities.

The Foundation's vocation 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 inventiveness.

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THE MICHELIN CORPORATE FOUNDATION

AN EVENT TO MARK THE FOUNDATION'S ANNIVERSARY

The Michelin Corporate Foundation celebrated its third anniversary in 2016. As every year, the occasion was marked on December 1st by a concert for Michelin employees held at the Forum des Carmes.

Encouraged by its success in previous years, the Orchestre Symphonique des Dômes conducted by Gilles Raynal played a repertoire of classical, romantic and contemporary music and soprano Karina Kazanova sang excerpts from Bizet's Carmen.

THE MICHELIN CORPORATE FOUNDATION
AN EVENT TO MARK THE FOUNDATION'S ANNIVERSARY



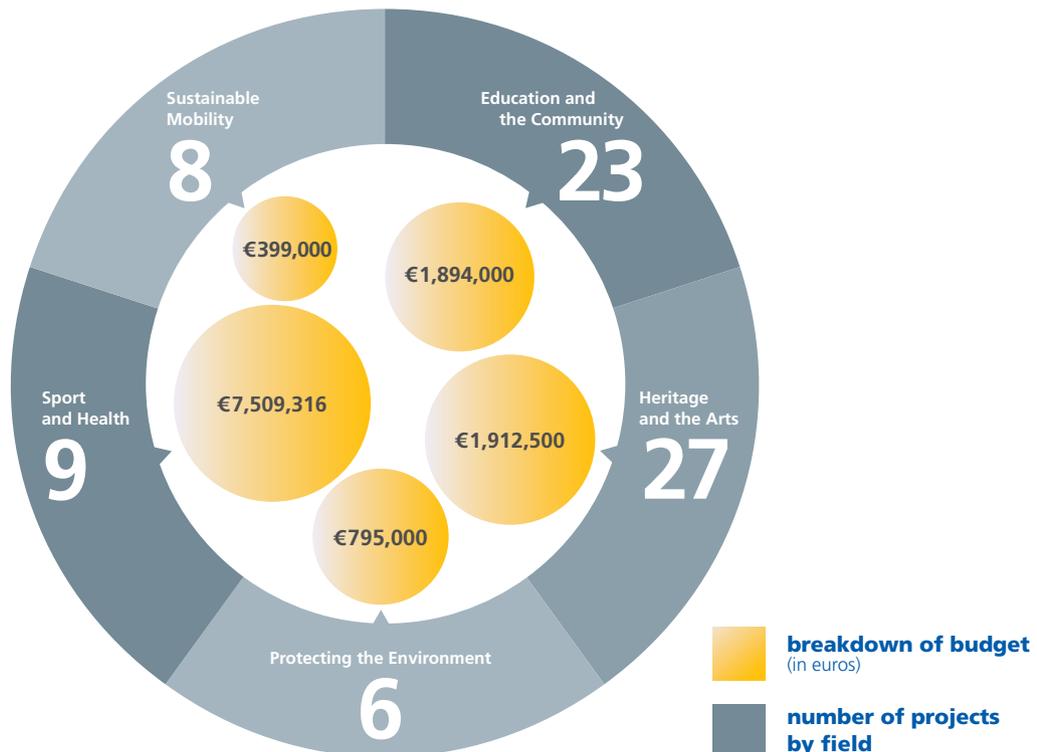
The Orchestre Symphonique des Dômes conducted by Gilles Raynal, at Clermont-Ferrand



Soprano Karina Kazanova and the Orchestre Symphonique des Dômes

ONGOING PROJECTS BY FIELD

The Foundation supported 73 projects in 2016 with a total budget of 12,509,816 euros. Of those, 41 were new projects.



ONGOING PROJECTS
BY GEOGRAPHICAL ZONE

breakdown of budget
(in euros)

number of projects
by geographical zone



SUSTAINABLE MOBILITY

*THE FOUNDATION SUPPORTS
PROJECTS WHICH ENCOURAGE
THE DEVELOPMENT OF
MOBILITY IN A LASTING WAY.*



PROJECTS SUPPORTED BY THE FOUNDATION

Association RCF Solidarité

Round table conference
and special broadcasts on the theme
“Cop21 and after?”

Enfants du Mékong

Ensuring a safe journey to school

FACE - Inclusive Mobility Laboratory

Making mobility accessible
to vulnerable users

GRSP

International road safety training

Keepmove

Digital car sharing application
for people with impaired mobility

Prévention Routière

Creating road safety awareness
in apprentice training centers

V'asie roule!

6,000 kilometers by bicycle to aid
the children of South East Asia

Yellowstone Park Foundation

Study of traffic flows within the park



Cheerful
and determined,
Lucas and Nicolas
biking 6,000 kilometers
across Asia in aid of
the Enfants du Mékong
association

The V'asie roule team on the Vietnam leg of their trip



V'ASIE ROULE! **6,000 KILOMETERS BY BICYCLE TO AID THE CHILDREN OF SOUTH EAST ASIA**

The Michelin Corporate Foundation is supporting the Enfants du Mékong NGO

which promotes social assimilation for children in difficulty. Within this partnership, it is backing the initiative of two French students. One of them is majoring in biology and biotechnology while the other is at the Ecole Centrale engineering college in Nantes. Sponsored by French schoolchildren, they are engaged in a humanitarian sports project, cycling across South East Asia raising funds for the Enfants du Mékong association's educational centers in Asia. 30 junior schools, high schools and special education centers across France are mobilized behind the operation

and are organizing money-raising activities such as prize draws, cake sales and sports events.

The students set out on the roads of Vietnam, Laos, Thailand and Cambodia on November 18th, 2016. They will be back home in June 2017 after covering nearly 6,000 kilometers. They are taking photos and producing news reports and video clips which they post to social media so the schoolchildren in France can follow their adventures and see what use is being made of the funds raised. This partnership restates the commitment of the Michelin Corporate Foundation to the three key issues of sustainable mobility, community action and education. ◀



Congestion in the Yellowstone
National Park

YELLOWSTONE PARK FOUNDATION **STUDY OF TRAFFIC FLOWS WITHIN THE PARK**

Over the past ten years, the Yellowstone National Park has seen an increase in its visitation numbers. With a 21% leap between 2014 and 2016, they now top the four million mark.

Faced with this massive influx, the park has undertaken a long-term study aimed at reconciling visitor access with the protection of its outstanding natural resources.

This project is in tune with the Michelin Corporate Foundation's strategy for sustainable mobility and tourism. Yellowstone Park Foundation and its partners, AT Kearney and Sagility, visited the site in 2016 to identify the problems linked to increased visitor numbers. From what they observed, they decided to launch a study to build a simulation model of traffic flows around Canyon Village,

a main tourist location and focus of the crowds and congestion. The study will lead to informed decisions being made and action plans drawn up. The study originates from two initiatives conducted by the park in 2016.

A large-scale survey of visitors was undertaken and data collected on their movements within the park. The results of the simulation will give support to the work planned over the long term at Yellowstone Park. ◀



SPORT AND HEALTH

THE FOUNDATION IS WORKING ACTIVELY FOR THE WELLBEING OF THE COMMUNITIES WHERE THE MICHELIN GROUP IS LOCATED.



THE PROJECTS SUPPORTED BY THE FOUNDATION

ASM La Boxe

Boxing gala in aid of cancer research

ASM Omnisports

Health, vitality and wellbeing for all

International Center for Endoscopic Surgery

5th French-speaking congress
on medical simulation techniques

Fonds pour les soins palliatifs

Support for the development
of palliative care in France

FORRAD

Launch of the mobile clinic
at Chennai

Siel Bleu association

"La Maison de la Vie", improving care
after cancer treatment, year 2

Institut Curie

Spanish subtitling of the
documentary film "Guérir le regard"

Institut du Cerveau et de la Moelle Épineière

Joint spinal cord research project
with the University of Auvergne

Institut Pasteur

Third year of the Yersin research project
in Laos and Côte d'Ivoire



Scientific and
medical research at
the Institut Pasteur



Clowns d'Accompagnement
in the palliative care unit
of the gerontology department
at Toulouse University Hospital

Home care for elderly patients



FONDS POUR LES SOINS PALLIATIFS **SUPPORT FOR THE DEVELOPMENT OF PALLIATIVE CARE IN FRANCE**

True to its humanistic principles, the Michelin Corporate Foundation is involved in the development of palliative care. The objective is to maintain as good a quality of life as possible for patients by reducing their physical pain and taking their psychological, social and spiritual suffering into consideration. In the face of an increasingly aged population, there are not enough centers to provide care for patients reaching the end of life. To meet these needs, the Michelin Corporate Foundation is engaged

alongside the Fonds pour les soins palliatifs in supporting two schemes linking health to community action. The first aims to give support to vulnerable elderly people and their families. Targeting patients who have chosen to remain in their homes, it allows them to undergo sessions of palliative care. The second, entitled *Clowns d'Accompagnement*, is a recognized non-medical technique currently applied in the palliative care unit of the gerontology department at Toulouse University Hospital. Its objective is to improve the quality of life of the patients in the department and restore communication between patients and carers. ◀



The *Pôle Vitalité* of the ASM
Omnisports sports club

ASM OMNISPORTS **HEALTH, VITALITY AND WELLBEING FOR ALL**

The issues confronting public health make the Michelin Corporate Foundation's commitment to sport more relevant than ever. Once again, the Foundation is proud to support the mythical ASM Omnisports sports club founded by Marcel Michelin which particularly encourages the practice of sport for all. Founded in 2010 to promote the benefits to health of regular physical exercise, the health, vitality and wellbeing section of the ASM has the clearly-stated ambition of combatting the harmful effects of the sedentary lifestyle. The backing of the Michelin Corporate Foundation has enabled significant advances to be made, with the development in 2016 of innovative health and wellbeing schemes, testifying to the ASM Omnisport's aspiration to constantly improve its services to all. Health checkups, interactive talks,

physical activities, for all or tailored to people suffering from chronic ailments or designed to prevent diseases of the muscles and bones, the range of programs offered by the Vitality unit is wide. Supervised by experienced coaches and approved by the project's science committee, the programs are intended to be open to the largest number of participants, directly in line with the founding philosophy of the ASM Omnisports club of making sport accessible to all. ◀



EDUCATION AND THE COMMUNITY

*FAITHFUL TO ITS PRINCIPLES,
THE FOUNDATION SUPPORTS
COMMUNITY ACTION
AND PROMOTES EDUCATION
AS A DRIVER OF DEVELOPMENT.*



PROJECTS SUPPORTED BY THE FOUNDATION

Accueil des chrétiens d'Orient

Occupational training
for young Iraqi refugees

ACTE

Replacing computer equipment

Association des Amis des Moniales Dominicaines de Langeac

Creation of an accommodation unit

Association Prix Médiation Clermont Auvergne

Creation of the Clermont Auvergne
prize for a book on mediation

AMPEI

Support in 2016 for the Bilingual
International School

CeCler

Creation of a reception center
for the homeless

The Children's Museum of the Upstate, Greenville

Michelin Transit Exhibit

Corum Saint Jean

Renovation of the catering facilities

Croix-Rouge française

Scheme to help refugees
re-establish contact with their families

Discovery Center, Halifax

Creation of the Innovation Lab

Fondation Ecole Centrale

Creation of the Michelin Auditorium

Fondation pour l'Education à la Science

Science resource centers for teachers

Fondation ESCP Europe

Establishment of a chair for the study
of the manufacturing plant of the future

Fondation IFMA

Merger between the IFMA engineering
college and the Clermont-Ferrand school
of chemistry

Fondation IFMA

Support for the engineers of tomorrow

Fondation INSA, Lyon

Creation of the Institut Gaston Berger

Fondation Université d'Auvergne

Establishment of a chair of Values
and Corporate Social Responsibility

Fondation Université d'Auvergne

Support for the university in enhancing
its international reputation

IRCOM

Providing hospitality on the Angers campus
to a class of students from Cameroon

Mai Nha

Children's home in Vietnam

Médecins du Monde

Emergency in Haiti

Missions Etrangères de Paris

Improving the management
of a weavers cooperative
in Thailand

Université de Nantes

Decision making simulation
for European student organizations



Educational activity
at the Children's Museum
of the Upstate, Greenville



Inauguration of the Bib's World at the Children's Museum of the Upstate in the presence of Philippe Legrez, Executive Director of the Foundation

THE CHILDREN'S MUSEUM OF THE UPSTATE, GREENVILLE **MICHELIN TRANSIT EXHIBIT**

THE MICHELIN CORPORATE FOUNDATION

"Bib's World" is the name given to the exhibition which the Michelin Corporate Foundation has helped to build with its generous sponsorship at the Children's Museum of the Upstate in Greenville, South Carolina. The museum, one of the largest of its kind for children in the United States, welcomes more than 195,000 visitors a year, including school groups and families. It offers numerous educational programs and exhibitions on the arts, sciences and technology intended to awaken the curiosity

of young people, stimulates their imagination and gives them a taste for learning. The Michelin Corporate Foundation shares the museum's eagerness to introduce children to the sciences and has organized a novel exhibition which presents tire technology in an entertaining, interactive and up-to-date way and explores the concept of sustainable mobility from the viewpoint of a child. ◀





Caring for a patient
in the LHSS unit
at Clermont-Ferrand

CECLER **OPENING OF A MEDICALLY-EQUIPPED RECEPTION FACILITY FOR THE HOMELESS**

At Clermont-Ferrand, the CeCler association opens its doors to more than 3,500 homeless persons, asylum seekers and refugees every year. The Michelin Corporate Foundation is involved at its side to bring help to these people who often have health problems but cannot be hospitalized. The Foundation is aware that the Auvergne region lacks facilities and has given its backing to the “Lits, Halte, Soins, Santé” (LHSS) project which has enabled the CeCler association to open the first twenty beds in the

Puy-de-Dôme and to install equipment such as an access ramp and a specially-adapted front door and a bedroom for persons with impaired mobility. In this way, more than 55 people have been given accommodation and treatment and aided on their path back into work and society. With this community project the Michelin Corporate Foundation is acting against social exclusion and for the respect of human dignity. ◀





Young Iraqi refugees being trained
in the Michelin Technical School

ACCUEIL DES CHRÉTIENS D'ORIENT **OCCUPATIONAL TRAINING FOR YOUNG IRAQI REFUGEES**

In France, the Accueil des chrétiens d'Orient - Le Cyrénéen association offers hospitality to Christian families from the Middle East as they await a more lasting solution. In addition to providing accommodation and material support, the association helps refugees to acculturate. It gives them assistance with their administrative formalities, in learning the language and culture, in planning for their future and in assimilating into the host communities. The support of the Michelin Corporate Foundation has enabled young

Iraqi refugees who have arrived in the Auvergne region with their parents to receive occupational training corresponding to their abilities. They have followed a fast-track learning program in French and have taken up again at the Michelin Technical School the studies they interrupted in Iraq. ◀

Setting up a school in Haiti

Damage to Haiti caused
by Hurricane Matthew
in October 2016

MÉDECINS DU MONDE **EMERGENCY IN HAITI**

In response to the damage caused by force 4 Hurricane Matthew which hit the south-west coast of Haiti in the night of October 3rd to 4th, 2016, the Michelin Corporate Foundation restated its determination to act in situations of humanitarian crisis. With its 230 kilometers per hour winds, the hurricane ravaged crops, homes and infrastructures across most parts of Haiti and caused serious floods and landslides. To meet immediate needs, the Foundation decided to work with Médecins du Monde which has been

very active in Haiti since 1989, having implemented many public health programs. The Foundation's support enabled health care to be restored by setting up a network of mobile clinics providing access to general practitioner services and prenatal care and offering the victims counselling to help them overcome the trauma. ◀



PROTECTING THE ENVIRONMENT

*RESPECT FOR THE ENVIRONMENT
AND THE PRESERVATION OF RESOURCES
ARE AMONG THE FOUNDATION'S PRIORITIES.*



WWF: Elephant conservation
in Indonesia



PROJECTS SUPPORTED BY THE FOUNDATION

Esat les ateliers du Prat de l'Adapei du Morbihan

Creation of a unit to recycle bread waste

Fondation Université d'Auvergne

Institution of the "Insolium"
chair for solar energy research

UniLaSalle

Establishment of a chair
for the study of agricultural machinery
and new technologies

WWF

Wildlife protection activities in Sumatra

WWF

Support for WWF's activities worldwide

Yellowstone Park Foundation

Renovation of a pathway around
the Old Faithful Geyser, phase II



Recycling bread waste in the du Prat workshops at Vannes

ESAT LES ATELIERS DU PRAT DE L'ADAPEI DU MORBIHAN **CREATION OF A UNIT TO RECYCLE BREAD WASTE**

In Brittany, the Michelin Corporate Foundation has given its backing to a novel project at the heart of a social economy initiative. The scheme has the double objective of helping handicapped persons assimilate by offering them a job and of reducing food waste. It brings together the ESAT du Prat sheltered workshop at Vannes, whose mission is to help the handicapped find work, and the Morbihan food bank. The aim is to collect every year 900 tonnes of unsold or unused bread from supermarkets, bakeries and collective catering facilities. Once collected,

the bread is sorted, shredded, dried and made into breadcrumbs and distributed to producers of animal feeds. Added to the diet of pigs raised locally, it reduces imports of wheat and soy feed. This ambitious program contributes to the development of a circular and socially-responsible economy while combatting social exclusion. The Michelin Corporate Foundation is proud to play its part, with the help of the manager and staff of the Michelin production plant at Vannes. ◀





Beauvais campus of the UniLaSalle higher education institution specializing in earth, life and environmental sciences

UNILASALLE **ESTABLISHMENT OF A CHAIR FOR THE STUDY OF AGRICULTURAL MACHINERY AND NEW TECHNOLOGIES**

The Michelin Corporate Foundation is committed to the cause of agriculture, conscious of the major issues that will need to be faced in the very near future.

There are three challenges. The first is the increasing demand for food by a growing world population while farmland becomes rarer as cities expand. The second comes from environmental constraints such as the reduced use of fertilizers and pesticides which are forcing the farming sector to rethink its methods. And the third is the incorporation of precision technology such as satellite guidance and drones into agricultural machinery and which is revolutionizing farming practices. The institution of a brand-new chair in Agricultural Machinery and New Technologies with the backing of the Michelin Corporate Foundation aims to bring tangible solutions to all these issues. The chair has been

created within UniLaSalle, a unique higher education institution specializing in earth, life and environmental sciences, which trains over 2,500 students a year on its two campuses at Beauvais and Rouen. The chair has the threefold objective of anticipating developments in agriculture and new technologies so as to design agricultural machinery as close as possible to farmers' needs, of creating new research capabilities and of producing graduates with dual skills in agronomy and engineering. These are crucial issues for the future and the Michelin Corporate Foundation is pleased to add its contribution. ◀



HERITAGE AND THE ARTS

*WITH ITS DEEP COMMITMENT
TO LIFE WITHIN THE COMMUNITY,
THE FOUNDATION SUPPORTS THE
CREATIVE SPIRIT WHICH CONTRIBUTES
TO LOCAL DEVELOPMENT.*



PROJECTS SUPPORTED BY THE FOUNDATION

Académie des sciences

Events to mark
the Academy's 350th
anniversary

Aix en Arts

Cultural events in Aix-en-
Provence

Amos

"Les Jours de Lumière"
festival

**Association
des Amis du Musée
d'Histoire Militaire
de Lyon et sa Région**
"Culture Défense 2016"
event

Centre Français des Fonds et Fondations

First conference of European
corporate foundations

**Centre lyrique
Clermont Auvergne**
2016-2017 musical season

Château de Versailles
Restoration of the Coach
Gallery

**Chœur Régional
d'Auvergne**
2016-2017 choral season

**Comédie
de Clermont-Ferrand**
2016-2017 cultural season

Comédie Française

2016-2017 theater season

La Coopérative de Mai

2016-2017 cultural season

Dundee Museums Foundation

Victoria & Albert Museum of
Design Dundee, The Michelin
Design Gallery

École Supérieure d'Art de Clermont Métropole

Report on a photographic
assignment
"The Four Seasons"

École Supérieure d'Art de Clermont Métropole

Artistic projects

ExpoFrance2025

France's bid for the 2025
World Expo

Festival de La Chaise-Dieu

2016 La chaise-Dieu
festival

Fondation de France

Creation of the Pushkin
Museum Foundation
in France

Fondation du patrimoine

La Chaise-Dieu
enhancement project

FRAC Auvergne

2016 contemporary
art events

Il Faut Aller Voir

2016 "Rendez-vous
du Carnet de Voyage"
travel festival

Ministère de la Culture et de la Communication

2016 European Heritage Days

Observatoire du Patrimoine Religieux

Inventory of religious
buildings in the Puy-de-Dôme
region

Orchestre d'Auvergne

2016-2017 orchestral season

Orchestre Symphonique des Dômes

2016-2017 orchestral season

La Sauvegarde de l'Art Français

2016 "The Biggest Museum
in France" campaign

Société des Cincinnati de France

"La Fayette, nous voilà" event

Universcience Partenaires

Promoting science and
technology to children and
the general public



Coach Gallery
in the Great Stables
of the King, Château
de Versailles



Ceremonial sedan carriage belonging to the presidency of the French Republic shipped from the French embassy in London for the visit to Paris of Tsar Nicholas II, Coach Gallery

CHÂTEAU DE VERSAILLES **RESTORATION OF THE COACH GALLERY**

The reopening of the Coach Gallery at the Château de Versailles marks a new stage in the evolution of the Michelin Corporate Foundation

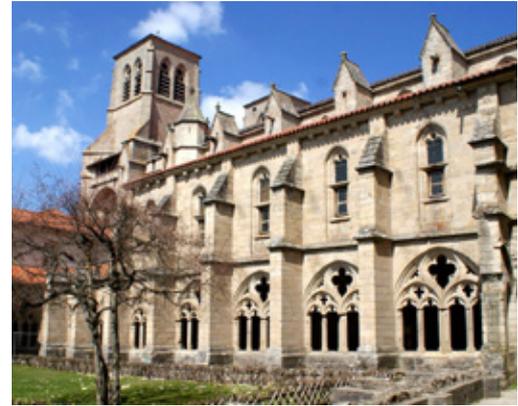
which supports projects linking mobility and history.

A real treasure, the gallery once again opened its doors to the public on May 9th, 2016 in the Great Stables of the King, built by Jules Hardouin-Mansart between 1679 and 1682.

Containing horse-drawn vehicles from the Ancien Régime, Empire and Restoration periods, the gallery exhibits some true masterpieces, ranging from royal coaches to the miniature carriages of

Marie-Antoinette's children by way of some extraordinary fantasy sleighs. More especially, the Foundation has sponsored the gallery's extension towards the east wing of the Great Stables, the installation of a passageway for persons with impaired mobility and the deployment of innovative scenography to highlight the collection and draw attention to the ornamental details. The exhibition makes use of multimedia devices such as pads and touchscreens which enhance the experience with extracts from documentary films and two 360 degree virtual tours of the christening carriage of the duke of Bordeaux and the coronation coach of Charles X. Thanks to the Michelin Corporate Foundation's involvement and the technology used to bring history alive, this unique and exceptionally rich collection can now be discovered or revisited by everybody. ◀





La Chaise-Dieu abbey cloisters

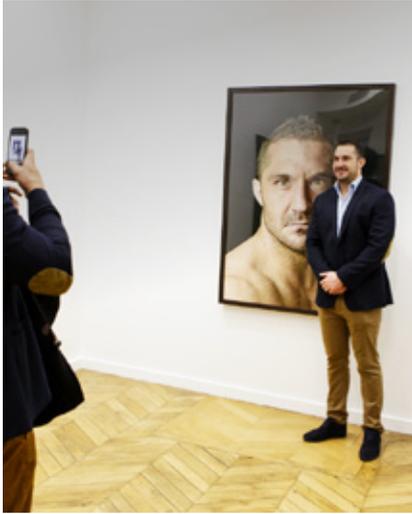
Detail of the
sixteenth century
La Chaise-Dieu
tapestry

FONDATION DU PATRIMOINE **LA CHAISE-DIEU ENHANCEMENT PROJECT**

The Fondation du patrimoine was established to enhance local heritage sites which were in danger of falling into ruin or disappearing. The organization assists in the identification of sites and brings its support to conservation and improvement projects. In line with its commitment to the safeguard of the cultural heritage, the Michelin Corporate Foundation is helping to give just recognition to two major works in the abbey of La Chaise-Dieu in the Auvergne region:

- The Danse Macabre mural painting, a fifteenth-century fresco created before 1450 by an unknown artist
- The tapestry hangings of La Chaise-Dieu, a group of 14 sixteenth-century panels depicting the life of Christ with background scenes from the Old Testament

The Michelin Corporate Foundation has more particularly assisted with the visitor scenography, in two stages: firstly, the creation of a facsimile of the Danse Macabre to be exhibited at head height so the work can be better approached and observed, and secondly, the creation of an entrance lobby giving access to the tapestry room. Here, an immersion scenario uses digital and audio-visual media to plunge the visitor into the history of the tapestries and their restoration. ◀



Scott Spedding with his portrait
by Pierre Gonnord



Inauguration of the Pierre Gonnord exhibition
at the FRAC Auvergne in the presence of rugby players

FRAC AUVERGNE **2016 CONTEMPORARY ART EVENTS**

An interview with Jean-Charles Vergne, FRAC Auvergne Manager, January 16th, 2017

MCF: What has the partnership with Michelin Corporate Foundation (MCF) brought you?

JCV: The partnership with the Michelin Corporate Foundation has enabled us to envision large-scale projects with international artists and, with the local authorities, reinforce the position of the FRAC Auvergne at the heart of the region. The project with Pierre Gonnord is an example. For us, this partnership opens up tremendous development possibilities. We suggested to the Michelin Corporate Foundation that they organize a number of in-house events specifically for the Michelin workforce in the shape of exhibitions held in Michelin Group locations, introductory lectures on contemporary art or children's workshops.

MCF: Tell us how the Pierre Gonnord exhibition project originated..

JCV: The project originated from the wish of the Association Sportive Montferrandaise (ASM) to give free rein to an artist. FRAC Auvergne was keen to suggest that the choice should fall on Pierre Gonnord because of the evocative and internationally-recognized power of his portraits. The aim was for him to produce portraits of ASM players at the end of a match or after an intensive training session. The personalities in the photos are well-known in the Auvergne region and, thanks to the Michelin Corporate Foundation, this has enabled a totally new public to be drawn to the FRAC. And it is not just connoisseurs of contemporary art that come to see Pierre Gonnord's photos but all rugby fans too. ◀



Drawing of the interior of the globe
for the 2025 World Expo

Panoramic drawing of the global
village for the 2025 World Expo

EXPOFRANCE2025 **FRANCE'S BID FOR THE 2025 WORLD EXPO**

The Michelin Corporate Foundation is an official partner of France's bid to host the 2025 World Expo. With an expected 45 million visitors, the exhibition will be organized around three poles: the "Global Village" hub in the Ile-de-France region, "Thematic Forums" in the major cities of France and a catalog of "Detours and Byways" through France. The Global Village is an immersing experience taking visitors to the heart of the largest globe ever constructed, inviting them to explore the planet and discover its lands and cultures. Each country can put the spotlight on its heritage and attractions. The Thematic Forums deal with major global issues specifically related to each city while the Detours and Byways present visitors with a wide selection of opportunities for visits, entertainment and encounters.

World expositions are major drivers of innovation, as was demonstrated in the nineteenth century. France has hosted no fewer than five of them, marked by significant advances such as the first Paris subway line, the river cruise boat and television. The Michelin Corporate Foundation, which patronizes the sciences and technology, had an obligation to pledge its support to an event of this magnitude. ◀

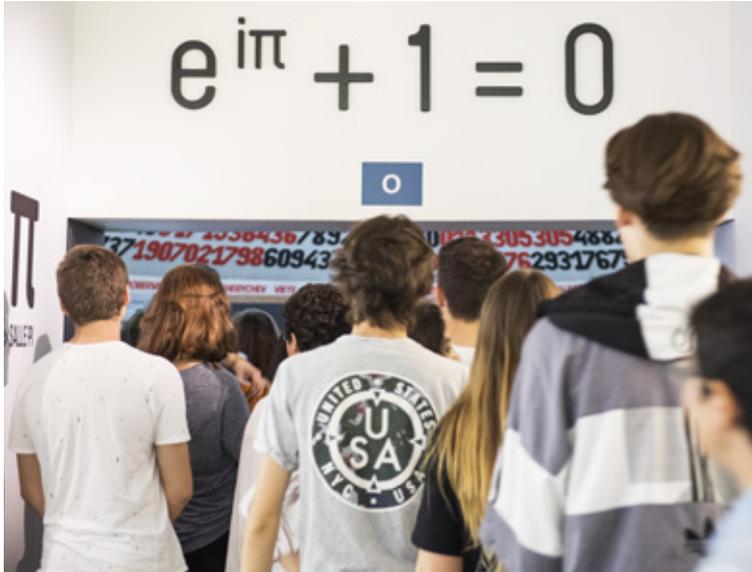


Members of the Academy at the 350th anniversary of the Academy in the presence of the President of the French Republic, Mr. François Hollande

ACADÉMIE DES SCIENCES EVENTS TO MARK THE ACADEMY'S 350TH ANNIVERSARY

The Académie des sciences is celebrating its 350th anniversary. It is dedicated to the development of the sciences and provides scientific advice to government bodies. Independent and enduring, and placed under the protection of the President of the French Republic, the Académie des sciences is one of the five academies sitting within the Institut de France. On the strength of the many agreements concluded with foreign academies and of its participation in worldwide scientific networks, it has a major role in science diplomacy. The Académie des sciences

notably plays an essential part in maintaining links with researchers in countries with which diplomatic ties are sometimes restricted. It becomes involved too, alongside its counterparts in other countries, in debates on scientific and societal issues which transcend frontiers, such as energy, population growth and the environment. The Michelin Corporate Foundation has given its support to the festivities celebrating the academy's 350 years of existence during which all the scientific academies gathered at the Louvre in Paris. The anniversary was an opportunity for them to reinforce their ties and reassert loudly and clearly the values that science has represented since the creation in 1603 of the first academy, the Accademia Nazionale dei Lincei in Rome: universalism, tolerance, a critical spirit and a desire for knowledge against all forms of obscurantism. ◀



Universcience Partenaires
young people's event

UNIVERSCIENCE PARTENAIRE **PROMOTING SCIENCE AND TECHNOLOGY TO CHILDREN AND THE GENERAL PUBLIC**

From its inception, the Michelin Corporate Foundation has been committed to promoting the sciences.

To this end, it is contributing to the endowment of Universcience Partenaires which was founded to promote a culture of science, technology and environmental awareness among young people and the general public. Universcience Partenaires is a body which brings together corporations, federations and research bodies wishing to develop partnerships in France and abroad. It works with Universcience, the public body associating the Palais de la Découverte and the Cité des Sciences et de l'Industrie and other science museums. These partnership initiatives can take different forms such as exhibitions, conferences and schemes for young people. They cover a wide range of subjects of general interest such

as mobility, the climate, energy, innovation, risks and the city of the future. On the other hand, they can also be very specialized, in line with the technical expertise of the member bodies, for example tires, biometrics, oil exploration or radioactivity. ◀

FONDS DE DOTATION | POUR LA CULTURE
SCIENTIFIQUE, INDUSTRIELLE
ET ENVIRONNEMENTALE

**universcience
partenaires**

SPONSORSHIP SCHEMES AT COUNTRY LEVEL THE FOUNDATION'S FAVORITES

The work of the Michelin Corporate Foundation complements the sponsorship and local community activities of the affiliate corporations of the Group in and around Michelin locations in all countries. In 2016, **the Foundation selected two special projects** which in its eyes exemplify the generosity and commitment of the Group's workforce



Sponsored kilometer event at Olsztyn, Poland



MICHELIN'S EMPLOYEES IN POLAND TOGETHER WITH THE LOCAL POPULATION IN AID OF THE HOSPITALS OF OLSZTYN

Encouraged by the success of the first sponsored run held as part of celebrations marking 20 years of the firm's presence on the Olsztyn site in Poland, Michelin organized a sponsored kilometer event for the second consecutive year. The aim was to raise funds to purchase medical equipment for local hospitals. Michelin put up 10 zlotys for each kilometer covered. The Michelin employees and their families, together with the entire population of Olsztyn, adults and children alike, put all their energy into the race. In all, 700 runners and cyclists took part and totaled over 7,570 kilometers. The event was highly appreciated by the runners and by the

spectators who enjoyed the additional entertainments also put on by Michelin. Staff at Olsztyn city hall and at the hospitals on whose behalf the event was held found it hard to conceal their emotions on seeing such a massive turnout for the benefit of others. The slogan of the day was "Together, we can do more" which perfectly captured the spirit of cooperation and sporting effort that reigned during the whole event. ◀



Student center at Mae Pong
in Thailand

Inauguration of the student center
at Mae Pong in the presence
of Michelin employees



MICHELIN THAILAND *GIVES ITS BACKING TO ENFANTS DU MÉKONG*

Convinced that the best way of instilling road safety awareness is to educate young people, the Michelin Corporate Foundation has made a donation to the Enfants du Mékong NGO.

Aided by the additional skills of ten of Michelin's employees in Thailand, the organization has renovated a girls' dormitory and created a playing field at the Mae Pong student center in Chiang Mai province.

While attending the opening, the Michelin employees made use of the opportunity to give road safety training to over 100 children at the Mae Pong student center. They rolled out a program called "Fill up with air" whose aim is to create public awareness of road safety and show the crucial role of tires and how important it is to carry out regular tire pressure and state of the vehicle checks.

"We've learned a lot today. We saw that many children still don't have access to education and lead hard lives. So, if there's a chance of helping them, we mustn't hold back. It's an experience we don't often have in our lives and it's extremely rewarding." Yurada Yueayi, deputy manager in charge of communications at Michelin's Rayong plant. ◀

**« MAKING THE ROAD
TO SCHOOL SAFER
AT CHIANG MAI
IN THAILAND »**

TESTIMONIES



"TO HELP TO KEEP IN TOUCH WITH THE FAMILIES FROM WHOM THEY HAVE BECOME SEPARATED"

"With the backing of the Michelin Corporate Foundation, the French Red Cross has developed and deployed a mobile scheme called RLF to re-establish family ties in the North of France. RLF moves around meeting refugees and helping them keep in touch with the families from whom they have become separated and also search for family members who have gone missing. The RLF scheme is a specific feature of our international organization and we are convinced that it's an essential stimulus for these people to plan again for the future. That's why we are grateful to the Michelin Corporate Foundation for having enabled us to develop this unique and innovative scheme and ensure it lasts."

Anne Bideau,
Voluntary Activities
and Engagement Manager
French Red Cross



"TO SUPPORT PROJECTS THAT ENHANCE AND IMPROVE THE VISITOR EXPERIENCE"

"Michelin has been a committed partner to Yellowstone National Park since 2008, supporting projects that enhance and improve the visitor experience. Their annual tire donations outfit park vehicles from trucks to snowplows, and with their help (the Michelin Corporate Foundation) we have been able to replace deteriorating asphalt pathways in Yellowstone with walkways using eco-friendly materials made in-part from recycled tires."

Dan Wenk,
Superintendent of Yellowstone
National Park



"THE FOUNDATION CAME TO OUR HELP FROM THE VERY FIRST DAYS OF THE EMERGENCY"

"Since 2015, the Michelin Corporate Foundation has been supporting the emergency relief operations of Médecins du Monde. After the earthquake hit Nepal in April 2015, the Foundation came to our help from the very first days of the emergency to restore health services. When Hurricane Matthew struck Haiti in October 2016, our teams on the ground acted instantly to set up the mobile clinics funded by the Foundation. Thanks to the support of committed private partners like the Michelin Corporate Foundation, Médecins du Monde teams can rapidly deploy emergency medical aid. This privileged partnership guarantees our independence and our ability to act. I would like to thank the Foundation for its confidence and its generosity."

Dr Françoise Sivignon,
President of Médecins du Monde

Design and production: w

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THE MICHELIN CORPORATE FOUNDATION

Office: 116 rue de la Tour – 75116 Paris – France

Corporate Headquarter: 23 place des Carmes-Déchaux

63000 Clermont-Ferrand – France

fondation.michelin.com



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HELPING PEOPLE MOVE FORWARD