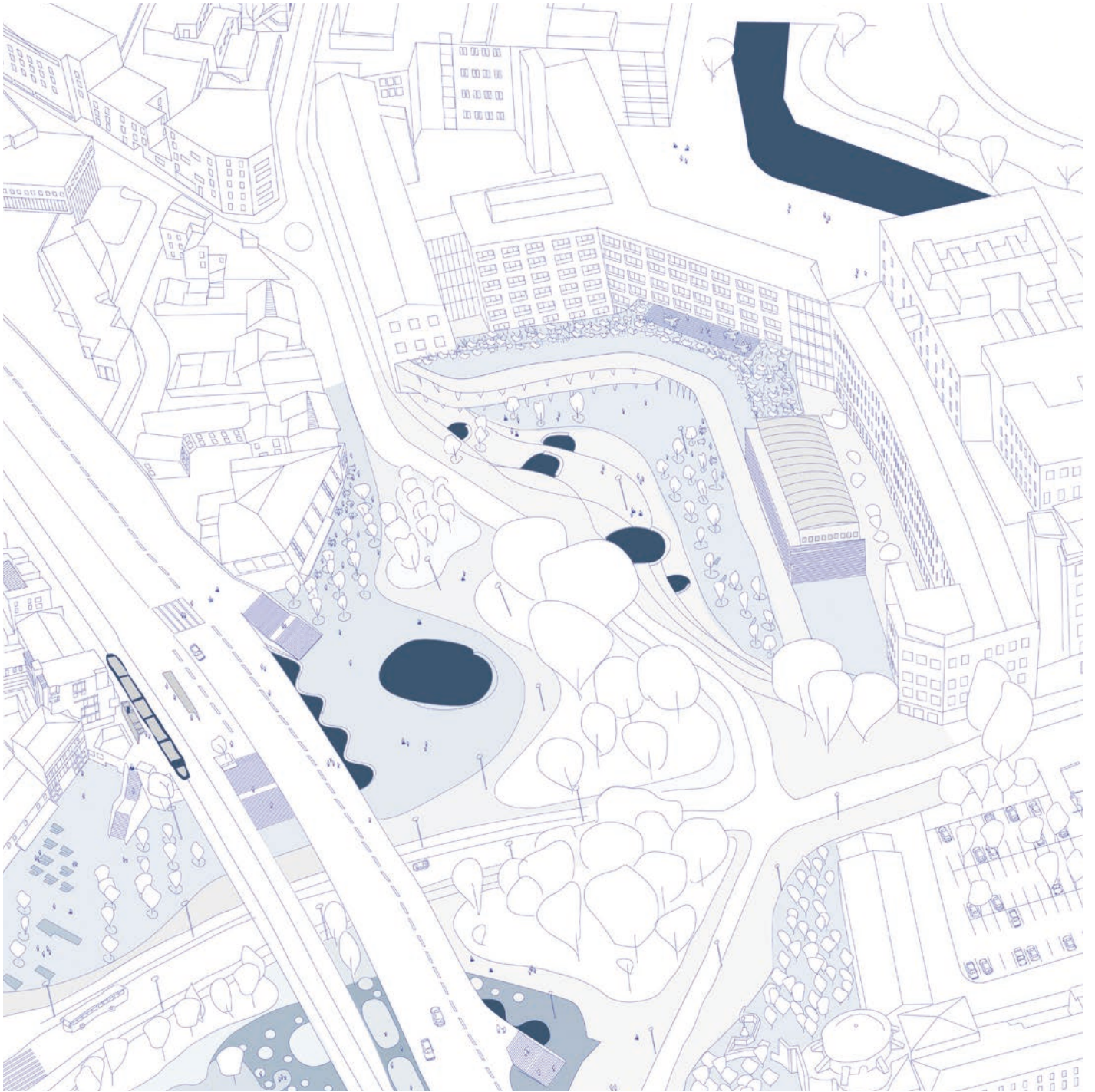


THE REDEVELOPMENT OF THE PLACE DES CARMES & THE TRANSFORMATION OF THE MICHELIN GROUP HEADQUARTERS

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MICHELIN
A BETTER WAY FORWARD

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EDITORIAL_

BRINGING THE CARMES SITE INTO A NEW ERA:

A VISION SHARED BY CLERMONT-AUVERGNE-MÉTROPOLE AND MICHELIN

The crucible in which Michelin was forged and dynamic hub of Clermont-Ferrand, the Carmes site has symbolic resonance. Its urban transformation today reflects how the ambitions of Métropole and Michelin are converging, pointing toward a shared future vision.

This once rural zone, situated on the historic city outskirts, was initially a place of industry. Service activities then gradually began to predominate, making it the ideal location for the Group's head office. In terms of town planning and architecture, this long process has culminated in a somewhat disparate complex, suffering from a lack of identity.

Conceived in the round, the metamorphosis of Carmes seeks to reflect the extensive influence of the headquarters of this global group that Michelin has become, while offering a new living space to local residents, the people of Clermont-Ferrand and all the citizens of the metropolitan area. The redevelopment is based on a subtle sequencing leading from the Metropolitan public space to the private space of the Carmes Campus.

A powerful sign of this change is the creation of a totally revamped facade for the Michelin Group head office on the Place des Carmes, to serve as both a frontier and a point of passage between exterior and interior. Fundamentally restructured from top to bottom, the emphasis for the new reception building will be on transparency and proximity, marking a break with the image of a climate of secrecy, too often suggested in the past.

A new stage in the urban transformation of Clermont-Ferrand, indicative of the progressive outlook of a metropolitan area with international scope, and with innovation in its DNA, this project also underlines the solid place of Michelin in the Clermont landscape.

" In both the architecture and the running of the project, the transformation of the Carmes site expresses the new way in which Michelin is opening up to the town and to the world. "

Jean-Dominique Senard, CEO of Michelin Group

The trust built up over many years between the Michelin Group and Clermont-Auvergne-Métropole has once again made it possible to establish a public-private partnership for developing a large-scale project which embodies a true community of purpose.

" We are building a harmonious city of the 21st century, a metropolitan area proud of its past and of its values, as a launching pad for our common future. "

Olivier Bianchi, President of Clermont-Auvergne-Métropole, Mayor of Clermont-Ferrand

Balanced, green, airy, with the soothing waters of the fountains and water wall, the Place des Carmes will constitute a new emblematic link in the town planning chain suited to the expectations of the 21st century, focusing heavily on ecological modes of getting around and sustainable development. Michelin and the Métropole thus intend to write a new chapter in the history of Clermont-Ferrand.







A completely revamped square and a new reception building

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Michelin factory exit in 1929



Planned project

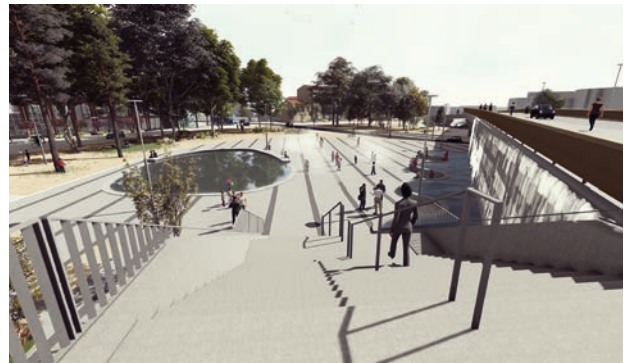


LA PLACE DES CARMES_

A PUBLIC METROPOLITAN SPACE
AT THE GATEWAY TO THE INNOVATION DISTRICT



One square, seven water features



AN AMBITIOUS TOWN PLANNING PROJECT IN TWO PHASES

The Place des Carmes is currently a patchwork configuration reflecting its usages: the esplanade, the square per se, the single pedestrian pathway, the car park, the monopoly of the car.

After its two-phase redevelopment, this entire square will become a true living space, through the various cultural events that can be held there, traffic circulation favouring ecological modes of travel (cycles and pedestrians), and a quality terrace environment for the traders. It will indeed be divided into three “terraces” and a central square, with pride of place given over to natural elements: water and vegetation.

AN OPEN AND AIRY PEDESTRIAN SQUARE

The presence of water

An isle of freshness evoking the proximity of the Tiretaine River, the new Place des Carmes will contain several water features:

- > a central water feature (20 x 18 metres), divided into six water features of different sizes.
- > a water wall (4.22 metres high x 32 metres long, extended by a 6 m-long water curtain), with integrated misting system.

A true reflection of local materials and know-how, the water features will be hewn from dark Volvic stone, illuminated by the brightly glinting waterfall.

A place of vegetation

The monumental trees will be preserved, while the number of conifers will be reduced in favour of flowering trees. The lines of plane trees will be preserved and completed.

There will be a variety of species: plane trees, pines, hornbeam, alder, amelanancier and Indian lilac shrubs, existing deciduous trees.

The aesthetics will be meticulous, with the three terraces each benefiting from an island of different-coloured shrubs.

Three terraces with their own specific identity, linked by a central, uniform and verdant space

The esplanade, the festive terrace and the heritage terrace will be adorned with water features, a water wall and a misting system.

The core of the square will be bright and tree-lined. The traffic flows around the viaduct, on boulevard Jean-Baptiste Dumas and rue Henri Barbusse, will be modified to take greater account of greener modes of travel.

**CHANGING HABITS:
GETTING AROUND DIFFERENTLY**

Greater balance and greater importance will be accorded to greener modes of travel:

- > pedestrians will be able to walk around freely, with no defined pathway;
- > bikes will be able to be ridden on stabilised surfaces on and around the square, and will benefit from two cycle paths on boulevard Jean-Baptiste Dumas;
- > tram access will be facilitated by three staircases (with built-in bike ramp); the tram station platform will be expanded;
- > a meeting place will be created, in particular around rue Henri Barbusse, with priority for pedestrians.

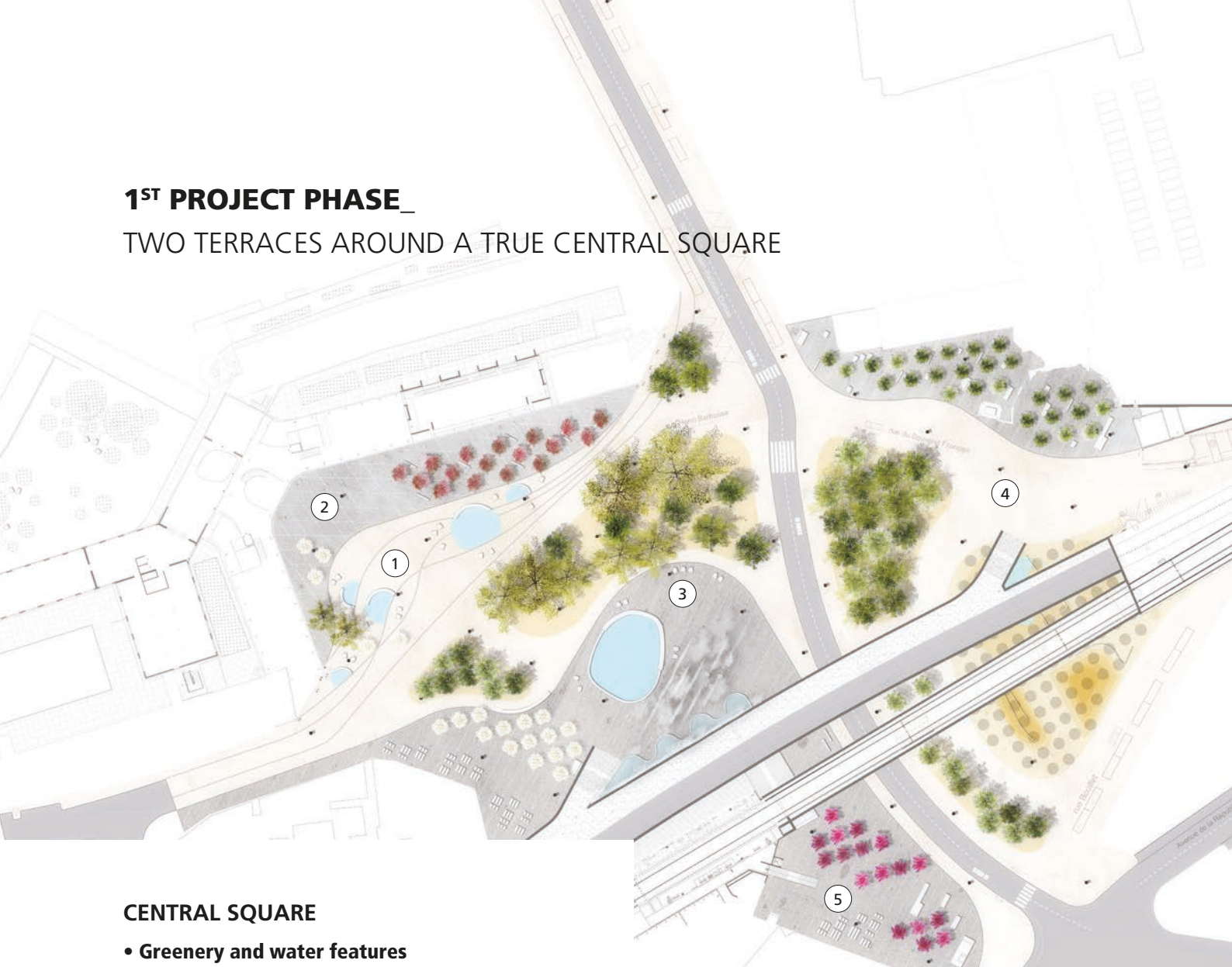
The viaduct is transformed into a viewing platform.

The different viaduct traffic flows will undergo some major changes, with the addition of a pedestrian promenade and the suppression of the two access-exit ramps.



1ST PROJECT PHASE

TWO TERRACES AROUND A TRUE CENTRAL SQUARE



CENTRAL SQUARE

- **Greenery and water features in Volvic stone for aesthetic effect**

Beauty and restraint for this bright and airy central square

- **From mineral to vegetal**

Pathways will be made more easily accessible for persons with reduced mobility. People making their way to the central square will pass progressively from concreted zones to ever greener spaces.

- **Requalification of boulevard Jean-Baptiste Dumas**

Changing from 2x2 lanes to 2x1 lane, a secure and distinct cycle path will be created, in line with the metropolitan cycling scheme.

THE TERRACE IN FRONT OF THE ESPLANADE OF THE MICHELIN GROUP HEADQUARTERS

The presence of several green plots will offer a way of controlling the effects of the heat on a south-facing esplanade.

- ① Central Square
- ② Michelin esplanade terrace
- ③ Festive and aquatic terrace
- ④ Cultural heritage terrace
- ⑤ South-west section of the square



A FESTIVE AND AQUATIC TERRACE

- **Creation of an isle of freshness**

The significant presence of water in this part of the square allows it to be qualified as a pilot site in combating the effects of town centre heat islands:

- > the water wall (reduced flow during the winter);
- > the central water feature, with waterfall against Volvic stone backdrop (chic and refined);
- > a built-in misting system in the ground (adjustable according to season).

- **Creation of a monumental staircase**

Situated beneath the viaduct, this staircase will be 36 m wide by 10 m deep, with 33 central steps extended either side into terracing. It will offer both access to the top of the viaduct and places for users of the square to take a seat near to the shady spots or during special events.

- **Creation of a quality shaded area for trader terraces**

The square will be embellished at night by spectacular lighting effects.

THE CARMES VIADUCT BECOMES A VIEWING POINT

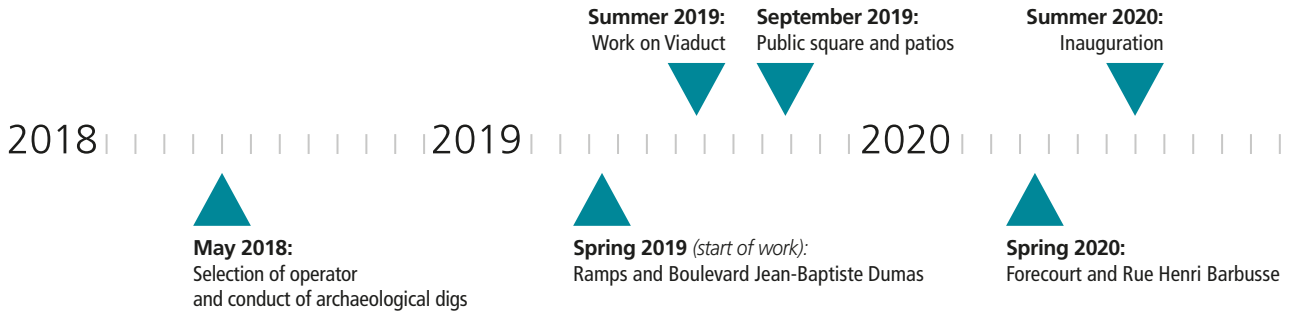
- **Creation of a pedestrian promenade on the viaduct**, with three pedestrian accesses to the square (three staircases, including one monumental staircase)

- **Creation of a cross-platform between "the two viaducts":**

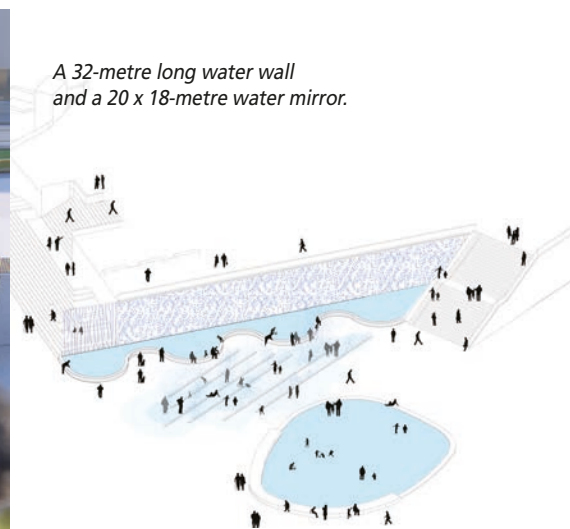
The tram tracks and the roadway will be linked by a deck for pedestrians to cross, at the station exit.

PROVISIONAL SCHEDULE FOR PHASE 1 WORK

COST OF PHASE 1: **€8 MILLION INCLUSIVE OF VAT** (not including archaeological digs)



The Carmes Viaduct and its new panoramic viewpoint



A 32-metre long water wall and a 20 x 18-metre water mirror.

2ND PROJECT PHASE_ HERITAGE TERRACE AND PLAY AREA



This phase, designed as part of the global project, is planned to begin at the end of the first phase. It will be subject to consultations and requests for proposals from companies.

CREATION OF A CULTURAL HERITAGE TERRACE

This space will be a place of peace and quiet and will complement the Carmes Chapel.

DEVELOPMENT OF A PLAY AREA

This will be aimed at young children, and will be given over to innovative and original toys and games.

The spaces beneath the viaduct will be optimised. Shaded from the sun, the notions of height and resonance will come into play, hence the presence of trampolines and sound games



REDEVELOPMENT OF THE SOUTH-WEST SECTION OF THE SQUARE

Creation of a high-quality public square in front of the shops, with shrub plantations and a retained self-service cycle station.

NEW RECEPTION BUILDING_

A TRANSFORMED IMAGE OF THE MICHELIN GROUP HEADQUARTERS



THE NEW RECEPTION BUILDING AND ITS FACADE TRANSFORM THE HISTORIC CORE

The initiative to open up the company to the town is manifested by Michelin's involvement in the Place des Carmes development project, characterised by the quest for a maximum degree of porosity, both visual and physical.

Open to the public, the new building proposes an environment suited to the new modes of working: more collaborative, flexible and convivial.

Respectful of the environment, innovative in its design and its functioning, the new reception building portrays a strong image, faithful to the identity and the corporate purpose of the Group.



Entrance

AN ARCHITECTURAL STANCE

The facade, given an entirely new look, combines sobriety and simplicity, while assuming a singular identity. The new head office comes across as open, modern, international, comfortable and welcoming. The entrance, at the point of the L formed by the twin awnings, naturally draws the visitor toward the building's interior..



Central access staircase to project space



View from reception



A HARMONISED FACADE_

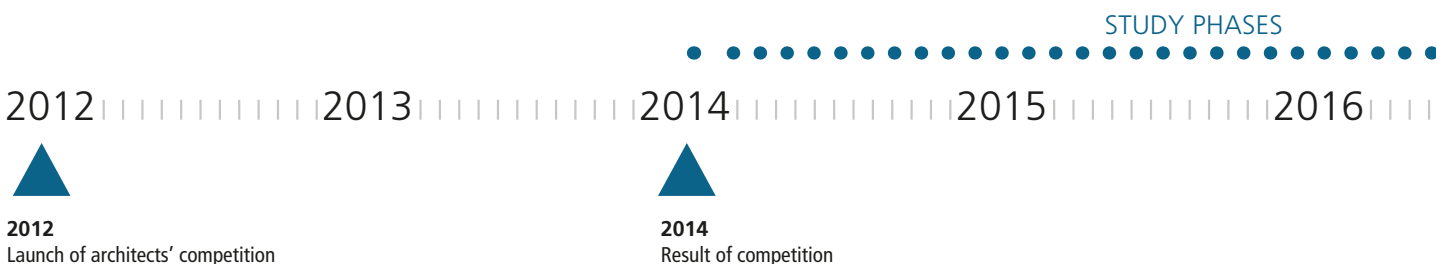
THE NEW BUILDING AND ITS FACADE UNITE THE EXISTING BUILDING STRUCTURES INTO A FLUID AND COHERENT WHOLE

The architectural stance underlying the reception building, open on to the esplanade, consists in creating a homogeneous whole, unifying the current disparate context.

On the facade, a double horizontal awning offers a sunshade, to the east and the south, while preserving maximum visibility between the esplanade of the Place des Carmes and reception. The structure of the awning consists of large wooden porticoes, imposing a new identity on the complex. This awning, deployed in the form of a gigantic L, combines pale-green stone, wood and crude steel. Offset from certain parts of the existing buildings, it enables the creation of spaces and patios offering good natural light penetration toward the interior.

Its upper extension in front of the tropical greenhouse once again unifies the complex as part of a coherent system.

CALENDAR OF WORKS_

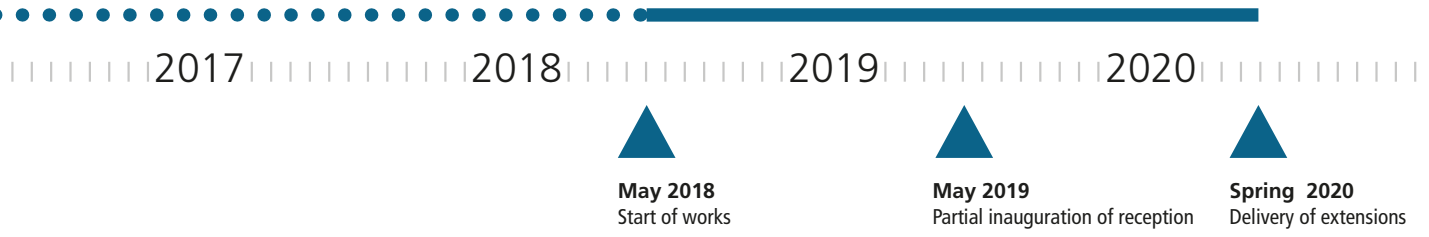




Views from the esplanade of the unified building



PRODUCTION



A MOSAIC OF SPACES

RESERVED FOR THE COMPANY EMPLOYEES OR OPEN TO THE PUBLIC,
THE SPACES ARE ENHANCED AND EXTENDED



Inside – outside view.

MICHELIN RECEPTION

The main access opens onto a vast lobby of more than 1000 m². The glass walls provide visual continuity between the Place des Carmes and the Campus environment. All barriers are gone. Customers, external first-time visitors, suppliers, partners, job applicants, professional visitors and employees will all find a space suited to their needs thanks to clearly-identified modules.

SHOW ROOM

The showroom testifies to the strategy and the values of the Group all around the world. It showcases products, promotes the latest development and research, and highlights the main lines of strategy, such as respect for the environment and competition. It covers an area of 450 m² on the ground floor and in the mezzanine.

OPEN AND COLLABORATIVE SPACES

The “take-a-break” spaces and lounges situated outside of the central hall, on two levels. The establishment of collaborative or convivial spaces, roaming workstations or informal meeting places is made possible thanks to the modularity of the layout.

TROPICAL GREENHOUSE

Accessible from inside the building or from the esplanade on the Place des Carmes, the 600m² tropical greenhouse becomes a public space. Thanks to the modularity of the layout, visitors can stroll beneath the canopy and immerse themselves in a tropical world. Guided tours are proposed to both Michelin employees and the external public. In this new environment, a scenic passage and exhibition spaces complete this sense of immersion.



Discovering the tropical greenhouse



The exhibition area adjacent to the tropical greenhouse

CAFE

Open to all, a place of relaxation and conviviality, the point of passage between reception and tropical greenhouse, it is in a prime location. Its terrace benefits from maximum exposure to the sun.

PROJECT SPACE

Characterised by its flexibility and its scalability, this vast area is ideal for collaborative working. It can accommodate both seminars lasting several days and large groups of visitors. It offers workspaces that are varied in terms of form, ergonomics and comfort.

Modular, it can also be used for hosting large-scale receptions without the need for major transformation.

WORKSPACES

The office area layouts derive from global reflections on workspaces at Michelin.

The design, aside from process simplification, is grounded in an ethical, social and ecological approach through appropriation by users, reuse of materials and craftsmanship. The new workspaces are prevented from appearing humdrum through espousing a local, non-standard and high-quality identity, for greater durability.

TEMPORARY EXHIBITION SPACES

Demonstrating, informing, things to see, things to hear. As the name indicates, these spaces will receive all kinds of exhibitions all year long.

TEENAGERS' AREA

Dedicated to the children of Michelin staff, this area makes available all the support they need for their schooling while waiting for their parents to leave work.



Cafe



Project space



Waiting area

CAMPUS CORE_

A GREEN PARK, A PLACE TO LIVE, RELAX AND WORK

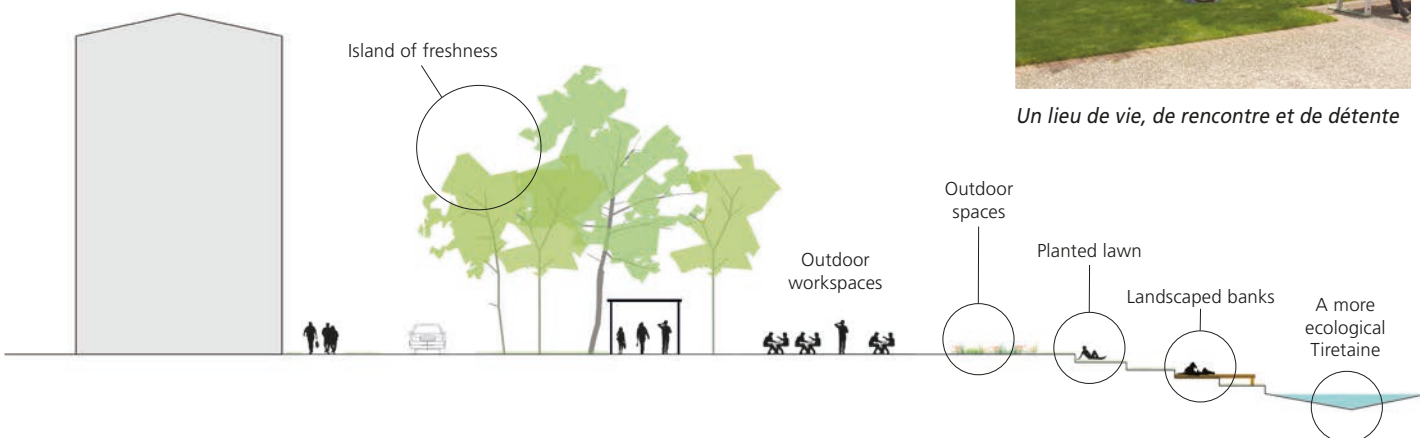
With a central lawn, islands of shade and freshness, places for work, relaxation and picnicking, the landscaped features are designed to enhance the quality of life in the workplace.

The landscaping approach involves a vegetal gradient shifting from wooded to meadow landscape. Studded with trees, with wide verges and stretches of lawn, the redeveloped banks of an expanded Tiretaine add ecological value to the Campus setting.

This stance is in perfect resonance with Michelin's many undertakings in favour of sustainable development.



Un lieu de vie, de rencontre et de détente



The Tiretaine at Carmes

THE TIRETAINE_

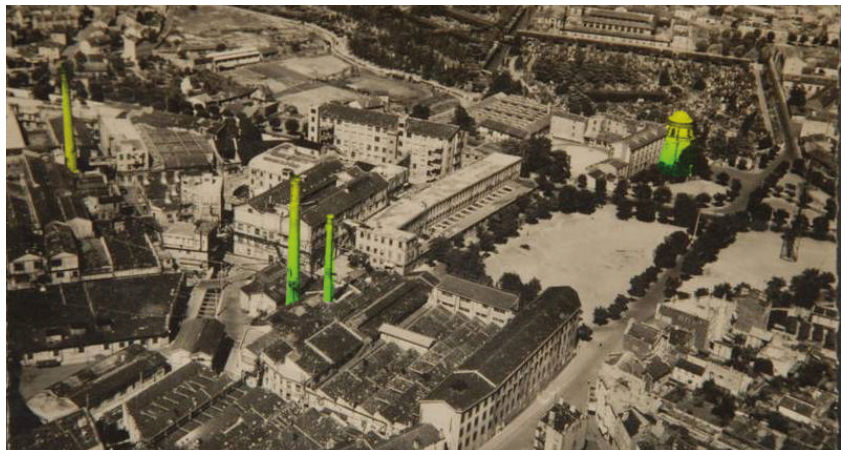
Long considered a source of potential nuisance, this small tributary of the Artière and the Bedat has been channelled into an underground waterway passing beneath Clermont-Ferrand. Except at the Carmes site...

The Michelin site at Carmes is without any doubt the place where the Tiretaine is shown off at its best, throughout the entire urban conglomeration. This is an appreciable advantage at a time when the link with the environment has become one of the pillars of everyday well-being.

Management of flood risks, land clean-up and the quest for a healthier and more harmonious living environment have required major work, in collaboration with the DREAL (*Direction Régionale de l'Environnement, de l'Aménagement et du Logement - Regional Department for the Environment, Development and Housing*), in particular concerning the deviation of the river. The work on taming this waterway and optimising its course constitutes an undeniable asset for the site's appeal.

ALMOST TWO CENTURIES OF HISTORY_

SINCE ITS ORIGINS, IN THE 19TH CENTURY, CARMES HAS REFLECTED THE CHANGES THAT MICHELIN HAS UNDERGONE, WHILE REMAINING IN TOUCH WITH ITS ENVIRONMENT



*Aerial view
of the Place des Carmes*



Leaving the factory



Site interior



Workers leaving the factory

In 1832, the family company, Barbier & Daubrée, specialised in agricultural machines, sprinkler pumps and small rubber items, sets up for business on the outskirts of the Auvergne capital, where it meets the surrounding countryside, to make use of the hydraulic power of the Tiretaine. Aristide Barbier is none other than the grandfather of André and Edouard Michelin, who take up the reins in 1889.

A new page in the company history opened in 1891, when a chance event spurred a decisive initiative: a cyclist called at the Carmes factory to get his tyre fixed. This request got Edouard Michelin thinking differently about the link between tyre and wheel. This was how the first removable tyre was born. The small rubber manufacturing plant was thus launched, with Carmes already as its headquarters.

The innovations came thick and fast, and required extensions to the premises. The surrounding gardens and the Château de Bien-Assis were progressively

replaced by industrial buildings. Michelin's development was such that the Carmes factory, saturated, would soon no longer suffice.

In 1921, a new site was built in Cataroux. The company developed and grew incessantly on the outskirts of Clermont-Ferrand. Considering that the quality of life in the workplace is an essential factor in professional accomplishment, Michelin undertook a major refurbishment of its flagship site at the end of the 1990s. The old industrial site became a mainly service site, and reinforced its status as corporate head office.

Today, Michelin is undertaking a new transformation process for its historic core. This involves turning it into a formidable tool for facing the challenges of the 21st century, in a world where everything is accelerating, while asserting a stronger identity and extending its reach. It marks the constant will of the Group to remain in tune with its age and its environment.

MICHELIN IN THE MÉTROPOLE_

BORN BETWEEN CLERMONT AND MONTFERRAND, THE OLD CARMES PRODUCTION FACILITY HAS SPREAD BEYOND ITS WALLS OVER TIME, DEVELOPING ACROSS THE TERRITORY, ALL ALONG THE TIRETAINE

From the first industrial buildings, the Michelin company has pursued its natural development by creating new production sites along the South-North access in the plain, and along the Tiretaine. From Carmes to Ladoux, via Cataroux, La Combaude and Les Gravanches, high-performance tyres are produced while reflection goes into the technologies of the future.

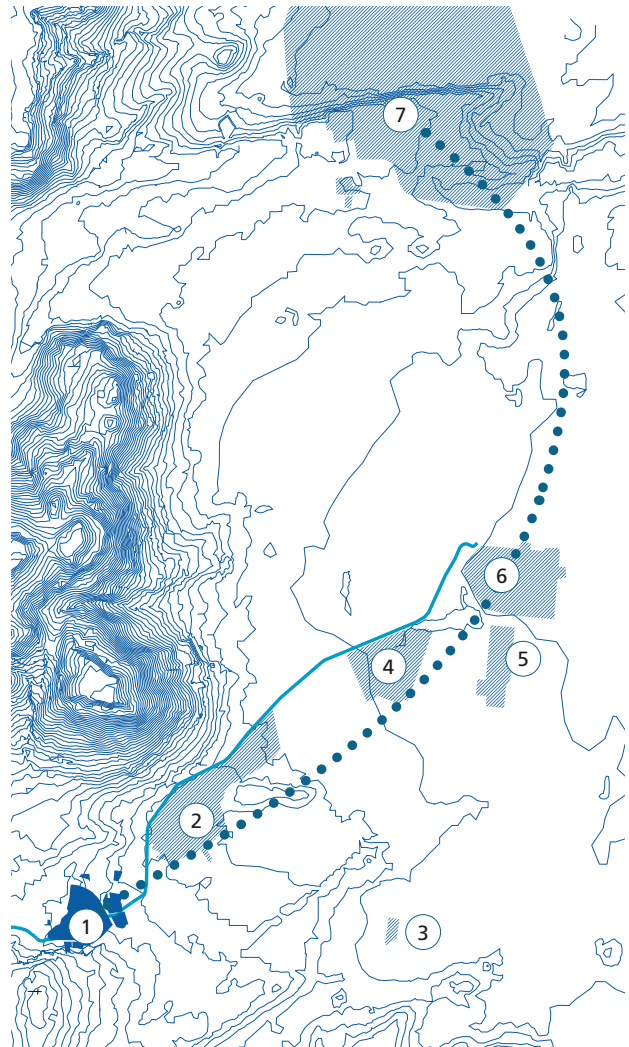
Originally, the Carmes site was located on the outskirts of the conglomeration, into which it was incorporated.

The city has grown, and the company has, too. Everyone is now seeking to re-forge sound urban ties. As something of an outlier, Ladoux recently

inaugurated its RDI Campus. Ultramodern, it is currently the largest private building in the new Auvergne-Rhône-Alpes region.

As part of the same process of development, on the historic Carmes site industry has withdrawn to free up spaces that require in-depth redevelopment and justify the two major projects that have been announced: the redevelopment of the Place des Carmes and the transformation of the Michelin headquarters, providing the opportunity to reassert the presence of the brand in the Clermont landscape.

- ① **LES CARMES**, headquarters of the Michelin group and historic base of Michelin for 129 years, the site accommodates 3,700 people, with the general office, 12 business lines, 11 corporate departments, 7 operational departments and 2 production workshops.
- ② **CATAROUX**
With its multiple activities (20 different entities including Michelin Motorsport) employing 2,500 people, the site combines Group heritage, innovation, and agility in the service of the customer. The site also hosts L'Aventure Michelin.
- ③ **LE BRÉZET**
Base of the France and Benelux Sales Department (DCFBN), it was built in 1975. This tertiary site is mainly dedicated to the sales activities of the Michelin group, for the replacement tyre market in France and Benelux. It houses around 300 people and handles more than 53,000 customer accounts.
- ④ **LA COMBAUDE**
Accommodating three poles of excellence concerning nine different entities (industrial, service and support), the site has a headcount of 700.
- ⑤ **LES GRAVANCHES**
Boasting an innovative automatic process, the site is dedicated to producing very high performance tyres. It employs 750.
- ⑥ **CHANTEMERLE**
Europe's biggest logistics warehouse with a storage area of 146,000 m², and historic showcase of Michelin's logistics activity, the site has 420 workers. In 2017, Chantemerle delivered, in France and worldwide, almost 362,000 tonnes of manufactured products.
- ⑦ **LADOUX**
With its 3,400 people from the Group's R&D teams on the RDI Campus, the site is a unique hub of innovation.



PANORAMA_

2 PROJECTS TO BE MANAGED

3 YEARS OF DESIGN

9 ENGINEERING OFFICES

29 ARCHITECTS, LANDSCAPERS AND URBAN PLANNERS

Place des Carmes

2.5 HECTARES OF RENOVATED SQUARE

7 WATER FEATURES

6 RESTAURANT TERRACES

8 MILLION EUROS WORK COSTS (PHASE 1)

50 PLANT SPECIES

73 OUTDOOR SEATING AREAS

91.5% OF SPACES RESERVED FOR PEDESTRIANS AND BIKES

New reception building

2 YEARS IN CREATION

AN INVESTMENT OF AROUND **20** MILLION EUROS

516 M² EXHIBITION SPACE

600 M² TROPICAL GREENHOUSE

4,400 M² SURFACE AREA

45,000 VISITORS PER YEAR

46 NATIONALITIES REPRESENTED ON THE SITE

PROJECT MANAGEMENT_

The consortium

Comprising the entities Construire, Encore Heureux et BASE, with Loïc Julienne as assigned architect, this consortium has worked simultaneously on the design of the two projects: the renovation of the Place des Carmes and the transformation of the Michelin HQ.

Calling upon a single consortium to design these two projects demonstrates both the close links existing between Michelin and Clermont-Auvergne-Métropole and the desire to ensure consistency and continuity between these two projects. It also testifies to the interaction at play between both projects.

While the consortium dedicates itself fully to the comprehensive project management of the new reception building and the esplanade, the work on the public space of the Place des Carmes will be conducted by the town planning and landscaping agency, Plan B.

Furthermore, a consortium of this kind facilitates communication and liaison between the various experts required on a project. As it happens, the strength of this project, and what makes it special, is the method employed, with the installation of an architectural office right in the heart of the Carmes Campus.

The architectural office

For more than 20 years, the Construire agency has set up offices for the projects and work sites assigned to it. This method was consolidated and developed before becoming a Manifesto for the curating of the France Pavilion at the Venice Biennale of Architecture in 2006.

Comprising one architect from each of the consortium's three entities (Encore Heureux, Construire and BASE), the Carmes office plays a key role. Its prime mission has consisted in understanding the Michelin universe - its history, its modes of operation - and immersing itself in this history. As part of this approach, the team installed itself in the heart of the Campus, two years ago, to conduct its analysis and act as an interface with the various stakeholders.

The office also plays an essential role in terms of production (large scale mock-up, graphic documents, presentation documentation, studies, videos, etc.) and communication relating to the project.

The office has become the centre of convergence for the workforces involved in one of the finest projects to involve Michelin and Clermont-Auvergne-Métropole.



The team

A multidisciplinary team with complementary skills

The Construire consortium, consisting of three entities with distinct characteristics and complementary skills, has harnessed the know-how of these entities to ensure perfect architectural consistency in the design of the Place des Carmes and the new Michelin reception building. While this consortium is also responsible for constructing the building and the esplanade, Plan B is focused on the development of the Place des Carmes for Clermont-Auvergne-Métropole.

> DESIGN OF THE TWO PROJECTS AND PROJECT MANAGEMENT OF THE NEW MICHELIN RECEPTION BUILDING

CONSTRUIRE

Founded in 1986 by Loïc Julienne and Patrick Bouchain, the Construire agency has forged its reputation on major industrial and tertiary projects (Valeo, Thomson Multimedia, Transpac, etc.), and in the field of culture (Lieu Unique in Nantes, Condition Publique in Roubaix, Le Channel in Calais, Académie Fratellini in Saint-Denis, École nationale des Arts du Cirque at Rosny, the National Choreographic Centre at Rilleux-la-Pape). More recently, it has made its mark with alternative experiments for producing social housing via a project entitled: "Construire ensemble le Grand Ensemble" ("Building the greater whole together") in Tourcoing, Boulogne-sur-Mer and Beaumont-en-Ardèche. Furthermore, Construire drew up the guide map for the Branféré botanical park and zoo (Morbihan department) and has led projects for many public and animal buildings in this area. The "fairground university" project, which reviews the planning processes, has been conducted in Rennes, Clermont-Ferrand, Avignon and Bataville.

ENCORE HEUREUX

Architectes et collectifs depuis 2001



Founded in 2001, Encore Heureux champions generalist practices for designing buildings, installations, play areas or exhibitions. A winner of the Nouveaux Albums des Jeunes Architectes (New albums from young architects) in 2006, the agency has designed and delivered several cultural and tertiary, public and private buildings. In 2014, they curated the Grey Matter exhibition at the Pavillon de l'Arsenal in Paris, on the topic of reusing materials in architecture, and took charge of

the associated publication. The following year, the agency won with its scenographic installation concept for COP21, and produced the Circular Pavilion, an experimental architecture demonstrating the possibilities of reuse.

In 2016, Sébastien Eymard joined the agency as third associate alongside the creators, Nicola Delon and Julien Chopin. In 2018, they curated the French Pavilion at the Venice Biennale of Architecture, with the project: "Lieux Infinis" ("Infinite Places"). Comprising some 20 architects, Encore Heureux is working on around 15 projects throughout France. At the crossroad of genres and to critical enthusiasm, Encore Heureux imagines conditions and creates situations for better inhabiting the world's complexity.

BASE



A landscaping and town planning structure created in 2000 by Franck Poirier, Bertrand Vignal and Clément Willemin, qualified landscapers all graduating from the École nationale du Paysage de Versailles, BASE brings together all the skill sets linked to town planning and landscaping. The fields in which it works concern the project management of urban parks or natural environments, along with the design of public spaces, as well as the planning and development of urban, economic, industrial and tourist areas. Working through three branch offices based in Bordeaux, Paris and Lyon, employing around 50 architects and landscapers, BASE works mainly in France and in the French overseas territories (Guadeloupe, Martinique, New Caledonia and Réunion), as well as more widely in Europe and occasionally in Asia and North Africa.

> PROJECT MANAGEMENT FOR THE PLACE DES CARMES

Plan B

An architects and landscapers office, Plan B is involved in three sectors of activity: architecture, town planning and landscaping. It works on the various phases of production, from prospective study, through planning and design, to production, for housing programmes, service sector buildings and public facilities, as well as on global projects involving urban, landscaping, architectural, environmental and mobility issues. For the works phase, the project management team is composed of three complementary entities with quite distinct characteristics.

ABOUT CLERMONT AUVERGNE MÉTROPOLE AND MICHELIN_



The economic, university, sports and cultural capital of the Auvergne, the city of Clermont-Ferrand is perpetually vibrant. It offers a remarkable quality of life to its 290,000 citizens, and pursues its development while preserving its exceptional living environment.

Clermont-Auvergne-Métropole is the urban hub between the western region and the Massif Central. At the geographic crossroads right in the centre of France, the metropolitan heartland serves as an engine for the entire Auvergne region.

With its 40,000 students and 3000 researchers, the city is in the top 10 of France's most attractive territories. The dynamism of all its stakeholders is recognised nationally and internationally: it is the first French city to be awarded the "city of learning" title by Unesco; it has a university of excellence certified "I-site"; it is labelled a "French Tech" connected territory; and it is a candidate for the 2028 European capital of culture.

Michelin's corporate purpose is to contribute to the long-term mobility of people and goods.

To this end the Group manufactures, markets and distributes tyres for all types of vehicles. Michelin also proposes innovative digital services, such as digital management of vehicle fleets and mobility support tools. It publishes tourist guides, hotel and restaurant guides, maps and road atlases. The Group, with its head office in Clermont-Ferrand, is present in 170 countries, employs 114,000 people worldwide and has 68 production sites in 17 countries.

It possesses a technology centre for R&D with sites in Europe, North America and Asia. In 2017, Michelin made net sales of €21.96 billion and devoted €641 million to R&D. (www.michelin.com)

PORTFOLIO_



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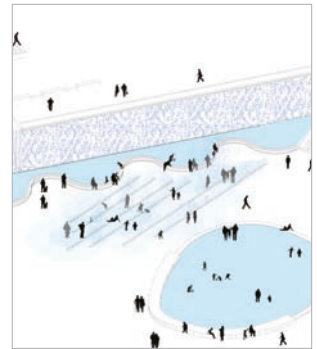
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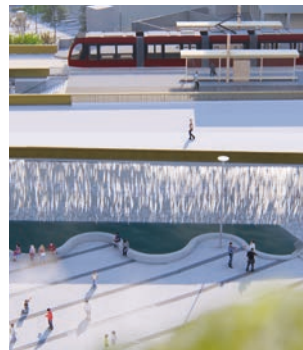
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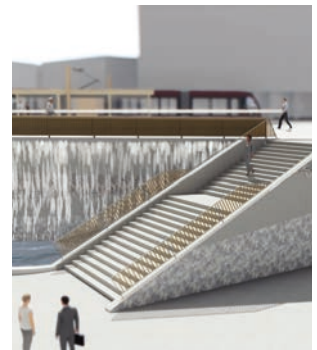
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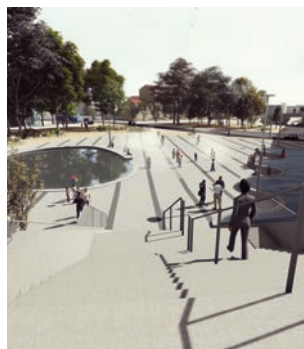
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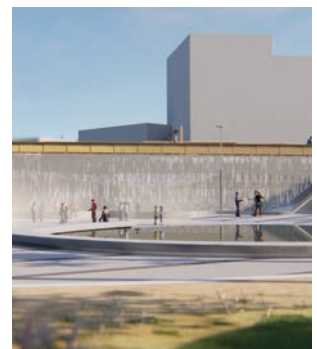
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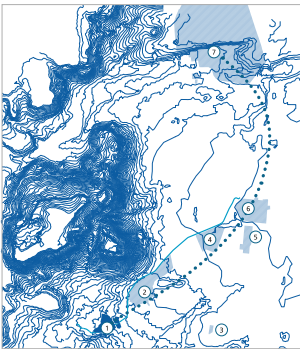
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PORTFOLIO CAPTIONS_

- | | | | |
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| 2 | A totally revamped square | 26 | Cafe |
| 3 | Project vision | 27 | Workspaces |
| 4 | Panoramic viewpoint | 28 | Waiting area |
| 5 | Central Square | 29 | Project space |
| 6 | Square and water features | 30 | Take-a-break space |
| 7 | An open and airy pedestrian square | 31 | Luxury lounge |
| 8 | Water wall and water feature | 32 | Luxury lounge |
| 9 | Children's games | 33 | Take-a-break space |
| 10 | Play area | 34 | Interior view |
| 11 | Water wall | 35 | Cafe |
| 12 | Revamped tram access | 36 | Reception |
| 13 | Carmes chapel | 37 | Cafe |
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▶ All photos and images are available from: <http://bit.ly/2GGpctM>

