

A UNIQUE ECONOMIC COMMITMENT TO LOCAL AUTHORITIES

***“We have spent more than 30 years
contributing to the economic and social fabric
of the areas in which Michelin operates.”***

Alexander Law,
Director for French Public Affairs
Director for Michelin Development

*A TRADEMARK: **DIALOGUE, UNDERSTANDING, HUMILITY***



TAILOR-MADE SOLUTIONS

Michelin never comes up with off-the-shelf solutions: we listen to the needs of the local areas where we operate, and develop tailor-made solutions in partnership with them, where possible.

*SUPPORTING **START-UP AND GROWTH PROJECTS** AROUND THE WORLD BY TACKLING LOCAL ISSUES*

**INITIATIVES TAILORED TO
EACH LOCAL SITUATION**



ONE METHOD: **CREATING BUSINESS EVERY DAY**

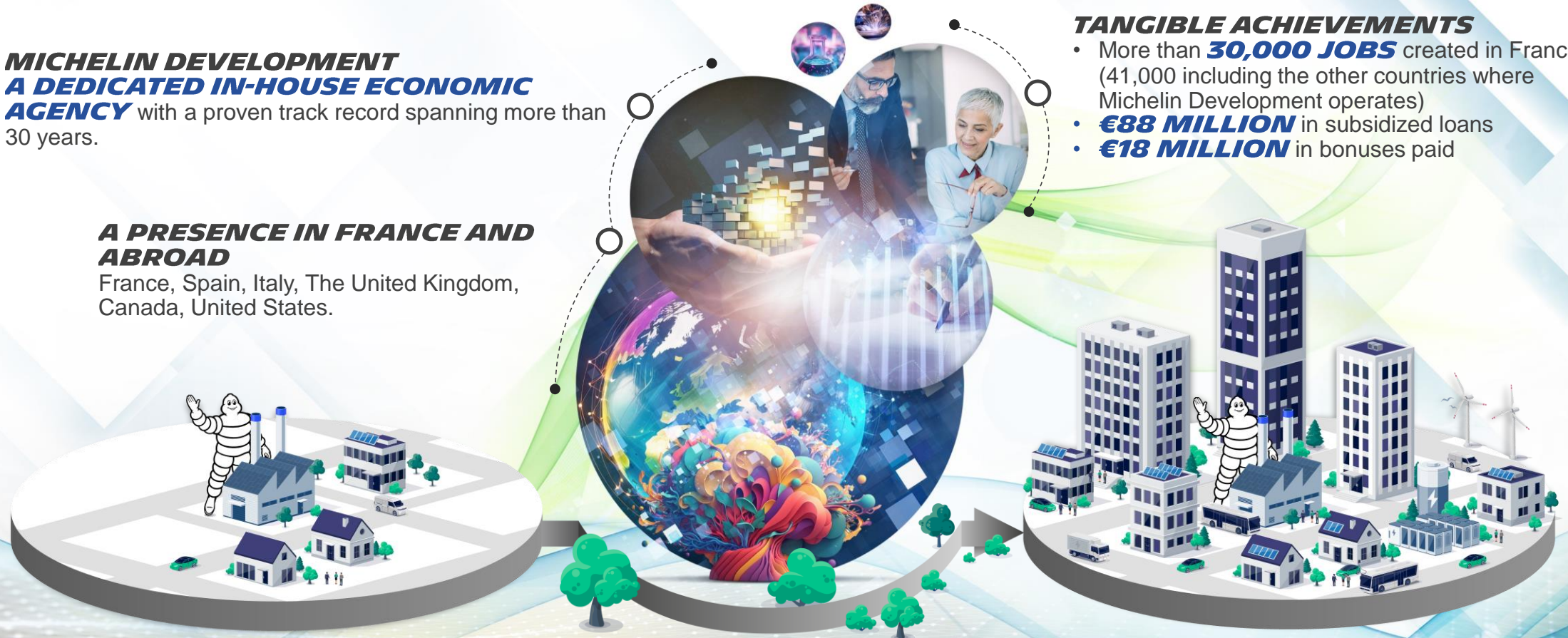
MICHELIN DEVELOPMENT
A DEDICATED IN-HOUSE ECONOMIC
AGENCY with a proven track record spanning more than 30 years.

A PRESENCE IN FRANCE AND ABROAD

France, Spain, Italy, The United Kingdom, Canada, United States.

TANGIBLE ACHIEVEMENTS

- More than **30,000 JOBS** created in France (41,000 including the other countries where Michelin Development operates)
- **€88 MILLION** in subsidized loans
- **€18 MILLION** in bonuses paid



REVITALIZE WHEN WE LEAVE A TERRITORY

THE MICHELIN METHOD

Ensure a future
for all employees

Recreate as
many jobs as
those lost in the
area



Giving
production
plants a
future

In partnership with the
lifeblood of the local area



EXAMPLES OF INNOVATIVE REVITALIZATION PROJECTS

- Dundee in northern Scotland
- Bamberg in southern Germany
- La Roche-sur-Yon in western France
- Ardmore in Oklahoma, USA

OUR ACHIEVEMENTS: COMMUNITIES THAT HAVE RISEN TO THE CHALLENGE

BUILDING TOGETHER

This always requires ongoing dialogue with local stakeholders, working together for the benefit of the local economy.

CREATING NEW MOMENTUM

Giving new impetus to the local economy by helping new businesses to open up on our sites.

