

MEDIA DAY 2024



THE HUMAN FACTOR, THE CORNERSTONE OF THE GROUP'S TRANSFORMATION

***“The human factor is essential to the success
of our transformation”***

Lorraine Frega,

responsible for strategy and sustainable development
Executive Vice President Distribution, Services & Solutions
Member of the Group Executive Committee

ECONOMIC AND GEOPOLITICAL UPHEAVAL

- ## CLIMATE EMERGENCY

- $$\sigma^2 = \frac{1}{N} \sum_{k=1}^N (\text{moy}(x) - x_k)^2$$

THE INDUSTRIAL WORLD IS AT A REAL TURNING POINT

MAJOR DIGITAL AND TECHNOLOGICAL CHANGES...

- AI and robotization.
- The world of communication, commerce and industry is undergoing radical change.

...AND SIGNIFICANT NEW SOCIETAL EXPECTATIONS

- Major transformations in our relationship with work (need for meaning), institutions and organizations.
- Demand for transparency, better value sharing, greater inclusion and diversity, respect for work-life balance.



DESPITE THESE UNPRECEDENTED UPHEAVALS, MICHELIN IS MAINTAINING ITS COURSE WITH AN INNOVATION-BASED APPROACH TO VALUE

**A COMPANY WITH
IMPACT**



**A COMPANY THAT
INNOVATES**



**A COMPANY THAT
RETAINS ITS
INDEPENDENCE**



**A COMPANY THAT
ATTRACTS AND DEVELOPS
TALENT**



BUILDING A WORLD-LEADING MANUFACTURER OF COMPOUNDS AND EXPERIENCES THAT TRANSFORM EVERYDAY LIFE

APPLY OUR KNOW-NOW

We want to apply our know-how, our scientific knowledge and our expertise in technological processes from the tire industry to other solutions for everyday use.

NEW TARGET APPLICATIONS

These new target applications are positioned in very high added value, fast-growing markets (industry, aerospace, healthcare, etc.).

CREATE EXCEPTIONAL EXPERIENCES

From data-driven and artificial intelligence solutions for business fleets, to discovering outstanding restaurants and hotels recommended by the MICHELIN Guide.



GOING BEYOND ECONOMIC VALUE: THE INTERDEPENDENCE OF THE 3 PS

PEOPLE

Creating value by investing in staff fulfillment, lifelong learning and training in new métiers.



PLANET

Widespread adoption of the circular economy, resource conservation and biodiversity.



PROFIT

Remain the leader in tires and extend our know-how to other growth areas.

THE HUMAN FACTOR AT MICHELIN

SOCIAL INNOVATION

Social and societal innovation has always been at the heart of our business model. This is still the case today with, for example, the deployment of Empowering Organizations in plants and the MICHELIN One Care Program.

THE HUMAN FACTOR AT MICHELIN

This involves not only developing our employees, but also taking into account our ecosystem, i.e. the countries we operate in and the communities we interact with on a daily basis.

360° VISION

Nothing is possible without the engagement and support of our teams, countries and communities.



***OUR APPROACH IS OPTIMISTIC,
PEOPLE-ORIENTED AND REALISTIC.***

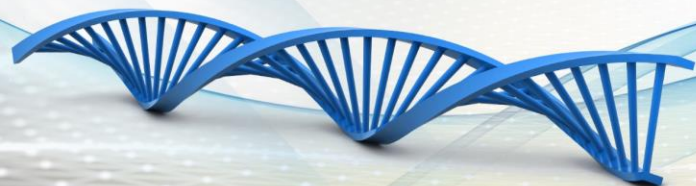
OPTIMISM



REALISM



***PEOPLE-
ORIENTED***



NO SUCCESSFUL TRANSFORMATION WITHOUT THE HUMAN FACTOR!

MICHELIN EVOLVES AND ADAPTS...

We have clear ambitions and a clear direction. We are driven by an optimistic vision while remaining realistic and aware of our responsibilities.

... BY PLACING THE HUMAN FACTOR AT THE HEART OF OUR TRANSFORMATION

We place the human factor at the heart of our transformation, both for our teams (empowerment, collective intelligence, etc.) and for the countries and communities with which we interact.

