

MEDIA DAY 2024



INDUSTRIAL CHANGE: A HUMAN CHALLENGE ON AN UNPRECEDENTED SCALE

***“Michelin teams manufacture more than just
tires. They bring innovation to life.”***

Pierre-Louis Dubourdeau,

Executive Vice President Manufacturing – Member of the Group Executive
Committee

MICHELIN'S ROOTS ARE IN MANUFACTURING

THE ORIGINS OF THE WORD MANUFACTURE: PEOPLE

From the Latin *Manu*, meaning “by hand”
Factura, meaning “way, work, manner”



MANUFACTURE

OUR APPROACH TO VALUE THROUGH INNOVATION COMES TO LIFE IN OUR PLANTS

BRINGING INNOVATION TO LIFE

This is the mission of Manufacturing at Michelin, working closely with our R&D teams.

MANUFACTURING PROCESS DESIGN

Giving unique properties to compounds, reducing resource consumption and improving our teams' experience.

MORE THAN JUST TIRES

We make high-tech compounds that change our everyday lives.

INDUSTRIALIZATION

The process of taking new products into production, with the aim of achieving unrivaled product and service quality.



OUR INDUSTRIAL NETWORK AT THE HEART OF COMPLEX REALITIES

UNSTABLE GLOBAL ENVIRONMENT

Unprecedented pace of change and disruption:
Covid, wars, supply chain crises, etc.

CLIMATE EMERGENCY

Companies and public authorities need to play an
active role.

VOLATILE MARKETS

Inflation, customs barriers, hyper-
competition from over 200 manufacturers.



A CONSTANTLY EVOLVING ECOSYSTEM TO SUPPORT INNOVATION AND MARKETS

BUSINESS CREATION

To support market growth or the introduction of new product innovations.



SITE TRANSFORMATION

Whenever possible, reposition old business activities in new, more promising market segments.

SITE CLOSURES

Difficult decisions, but essential when markets are not buoyant or technology is evolving beyond current technical capabilities.

TECHNOLOGY AS A DRIVER OF INDUSTRIAL PROGRESS: ARE WE HEADING FOR DARK PLANTS?

HUMAN AND TECHNOLOGICAL PROGRESS ARE CLOSELY LINKED

Automation of strenuous tasks, reduction of cognitive load, sharing of information and resources.

PEOPLE ARE STILL AT THE HEART OF THE ACTION

Data and new technologies are rolled out as they mature and are adopted by teams.



REINVENTING OURSELVES TO MAKE OUR INDUSTRY MORE ATTRACTIVE

IMPROVING WORKING CONDITIONS

Safety, ergonomics, well-being in the workplace, but also adapting work to people's lifestyles.



CAREER DEVELOPMENT FOR ALL

At every level and throughout your career with us.

MANAGERIAL QUALITY

To support everyone's career development, but also to create the conditions for autonomous and team-based work.

MANAGERIAL QUALITY, PUTTING AUTONOMY AND DEVELOPMENT AT THE HEART OF OUR EMPLOYER PROMISE

***TEAM LED BY A
SUPERVISOR***



***AUTONOMOUS
TEAM WITH ROLES
SHARED OUT***



***LEARNING TEAM WHERE
EVERYONE GROWS***





“With people like this, we can achieve great things.”

FRANÇOIS MICHELIN