

MICHELIN
at the 64th Frankfurt
International Motor Show

September 2011

Press Kit

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Contents

Summary

[Automobile manufacturers agree: “The right tire changes everything”](#)

The performance balance of Michelin sports tires

[MICHELIN Pilot Super Sport fitted on the new BMW M5](#)

The performance balance of Michelin summer tires

[MICHELIN ENERGY™ Saver fitted on the new OPEL Ampera](#)

> [Close-up on the MICHELIN ENERGY™ Saver range:](#)

[Safer, more cost-effective, longer-lasting tires](#)

Concept tire and concept car, converging objectives

[MICHELIN prototype tyre for the CITROËN TUBIK,
the same combined approach to perform](#)

Concept car and Street Tires, a relevant association

[ë-AUTO to Premier ë-mobil Lineup Equipped with MICHELIN Tires](#)

Close-up on the challenges of mobility

[Meeting the raw materials challenge](#)

Appendices

- Michelin’s First Global Advertising Campaign
- Michelin Group: Milestones
- Michelin Group: Key Figures

Automobile manufacturers agree: “The right tire changes everything”

An all new hyper-sports sedan fitted with Michelin high-performance tires, a hybrid vehicle equipped exclusively with Michelin high energy-efficiency tires and a large prototype capable of carrying nine passengers fitted with Michelin concept tires...

So what's the common denominator for the new BMW M5, the Opel Ampera and the Citroën D11 concept car, all of which are presented at the 2011 Frankfurt International Motor Show? Each of the three vehicles reinterprets the concept of road travel but all rely on Michelin's advanced technology to deliver effective road contact solutions.

Michelin provides all these carmakers – and all motorists – with tires that meet their different needs. To accomplish this, Michelin is pursuing a strategic vision that focuses on designing and producing tires that require no sacrifices on the user's part. In short, performance improvements in one area never have a detrimental impact on another. This commitment is at the heart of the Group's strategy and can be seen on the Michelin stand at the 64th Frankfurt International Motor Show.

“The Right Tire Changes Everything” is the central theme of the Michelin Group's first global advertising campaign, which has been appearing on television, in print and across the Web in North America since late 2009 and in Asia and Europe (including Russia) since 2010. Worldwide deployment is continuing in 2011 (see appendix on page 13).

A 3D presentation of the campaign is on display at the 2011 Frankfurt International Motor Show. It transports visitors into a world in which Bibendum – the famed Michelin Man – comes to the aid of motorists in difficulty, providing them with the right tires.

But just what are the “right tires”? They combine three distinct qualities: enhanced safety thanks to their superior grip, reduced vehicle fuel commission (and consequently carbon emissions for internal combustion engines) and greater total mileage. This is the performance balance that Michelin tires deliver in three distinct areas. When Michelin says “the right tire changes everything,” it's not just a slogan – it's a reality that has been confirmed by automobile manufacturers.

Because of its performance balance, the fourth generation of MICHELIN ENERGY™ Saver tires has been certified for use on nearly 150 vehicles produced by leading automobile manufacturers since the range was introduced a little less than three years ago, an unprecedented achievement. These certifications are also proof that carmakers see Michelin's fuel-efficient tires as a way of improving their vehicles' energy balance while continuing to provide users with maximum safety protection.

This underlying trend will take on even greater importance for auto manufacturers as regulations become increasingly strict. EC Regulation 443/2009 sets forth a schedule of penalties applicable to carmakers beginning in 2012 if their vehicles exceed CO₂ emissions thresholds.

Between 2012 and 2018, manufacturers will be liable for the following amounts for each new car sold:

- Up to 1 gram of excess emissions: €5 per gram of CO₂ per kilometer.
- Between 1 and 2 grams of excess emissions: €5, plus €15 per gram for the fraction in excess of 1 gram.

- Between 2 and 3 grams of excess emissions: €20, plus €25 per gram for the fraction in excess of 2 grams.
- More than 3 grams of excess emissions: €45, plus €95 per gram for the fraction in excess of 3 grams.
- Beginning in 2019: €95 per gram of CO₂ per kilometer.

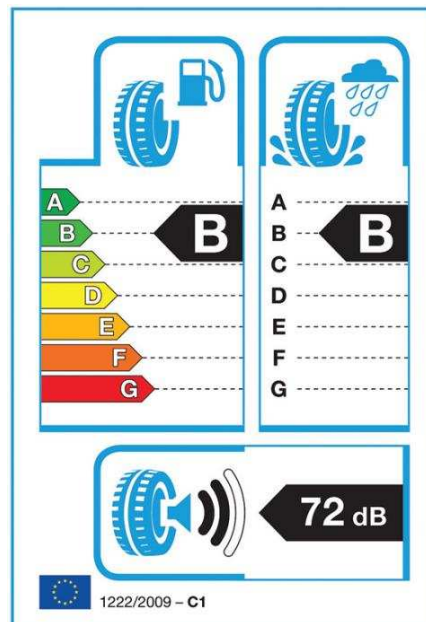
The percentage of vehicles used in calculating average emissions for each carmaker increases gradually: from 65% in 2012 to 75% in 2013, 80% in 2014 and 100% in 2015. [Source: EC Regulation 443/2009.]

In light of this development, MICHELIN tires can play a key role since they alone can **reduce CO₂ emissions by an average of up to 4 grams per kilometer without the need to make any other changes in the vehicle** and, above all, without affecting other areas of tire performance. Thus, they represent a plug-and-play solution. In addition to meeting the Group's own high standards, these achievements in three distinct areas of tire performance help to clarify future changes facing the global automobile industry.

As a result, tires are very much at the heart of a number of current debates. This is the case with European regulatory authorities, which have introduced restrictive measures on carmakers to reduce vehicle CO₂ emissions (see above). It's also the case with legislative bodies in Europe and elsewhere, which have decided that certain types of product information should be provided for tires sold in the replacement market. Lastly, it's the case with independent organizations, which have carried out motorist surveys and studies in a number of countries.

➤ **Regulatory performance thresholds, to protect the environment and enhance safety**

Beginning in November 2012, European regulations will stipulate that passenger car tires must feature – both before and during sale – a label providing three types of information: the tire's impact on vehicle fuel efficiency (see diagram no. 1 below) ability to brake on wet surfaces (no. 2), and external noise level (no. 3).



In addition to this specific information made available to motorists when shopping for tires, the labeling system is intended to achieve an even more important objective. To be sold, tires must meet minimum thresholds in all three performance areas featured on the label.

Moreover, the new regulation is perfectly aligned with the expectations of European motorists. In studies of European drivers conducted over a five-year period by TNS Sofres, motorists expressed strong feelings about the importance of safety and care-free driving and cited reducing the total cost of tire use as their third priority.

Michelin is thus aligned with future legislation, providing a comprehensive solution to this problem with a focus on performance balance, including tire longevity. Nearly 20 years ago, the Group's research and development teams began designing tires capable of reducing fuel consumption – and consequently CO₂ emissions – without affecting other key tire properties.

One milestone in the development of the tire was Michelin's decision – in 1992 – to integrate silica into its rubber compounds, thereby resolving the following problem:

- With each rotation of the wheel, the tire is deformed under the weight of the load as it makes contact with the road. As its structure is deformed, the components heat up and some of the energy transmitted by the engine is lost. Reducing this heat build-up makes it possible to reduce fuel consumption and, consequently, CO₂ emissions.
- However, very short braking distances require the tire surface in contact with the road to be capable of heating up very quickly.

The problem thus was how to reduce heat build-up while producing a tire capable of heating up very quickly. The two challenges are not mutually exclusive when the manufacturer can draw on high-technology solutions such as silica and advanced production methods. **And that's what makes Michelin's capacity for innovation so powerful. Michelin tires that display the GREEN X marking on their sidewalls generate very little heat build-up when driving, thus lowering fuel consumption. At the same time, they are capable of heating up quickly for short periods in the contact patch during braking, thereby reducing the distances needed to bring the vehicle to a halt.**

The first generation of MICHELIN ENERGY™ tires – also the first with the GREEN X sidewall marking – was introduced in 1992. Their development paved the way for today's MICHELIN ENERGY™ Saver line-up.

MICHELIN Pilot Super Sport fitted on the new BMW M5

To equip its new BMW M5 high performance sedan, the Munich-based carmaker has certified the MICHELIN Pilot Super Sport, the world's fastest street tire on the racetrack¹. The MICHELIN Pilot Super Sport delivers all the motorsports experience acquired by Michelin, notably in the Le Mans 24 Hours race.

All of the new BMW M5 models will leverage the MICHELIN Pilot Super Sport's leading-edge technology, featuring a unique combination of three components: the Twaron®-reinforced belt, the Bi-Compound tread band and the Variable Contact Patch 2.0.

- The Twaron® belt is a high-density fiber primarily used in aeronautics and protective military gear, whose key feature is its high traction resistance. Strong and light at the same time, Twaron® is five times more resistant than steel at equivalent weight. Thanks to its variable tension, the belt tightens the tread more than the shoulders, so that centrifugal force is more effectively overcome and pressure is more evenly distributed.
- Originally developed for racing tires, Bi-Compound technology uses different rubber compounds on the left and right sides of the tread. On the outside, an elastomer ensures exceptional endurance in tight cornering, while on the inside, a different elastomer combines with a special tread design to enable the tire, on wet pavement, to break through the water's surface and adhere to even the slightest irregularities in the road.
- The innovative feature of the Variable Contact Patch 2.0 is that the patch changes shape depending on actual driving conditions, thereby guaranteeing total vehicle control. In this way, even as the patch's shape changes when cornering, the amount of rubber in contact with the road remains the same.

The combination of these three technologies delivers the exciting drive that BMW M was looking for, particularly in terms of precision steering, sportiness and safety, on both street and track. What's more, the MICHELIN Pilot Super Sport offers superior mileage, one of the brand's traditional hallmarks.

This performance balance reflects the successful transfer of technology from track to street, as well as the two years of close cooperation with the carmaker on the BMW M5 project. All together, nearly 1,200 prototype tires and 1,000 pre-series tires have been produced, measured and tested in extreme conditions. From the Nordschleife circuit in Germany to the Ladoux test tracks in France, the tires underwent extensive track and street testing. These road trials are critically important to both BMW M and Michelin, as a reflection of their shared commitment to high performance.

¹The tire recorded the fastest lap time in a dry-circuit test conducted against its five leading competitors in 2010 by TÜV SÜD Automotive, an independent organization, using 245/40 ZR 18 Y and 235/35 ZR 19 Y tires.

MICHELIN ENERGY™ Saver fitted on the new OPEL Ampera

The new OPEL Ampera electric vehicle will be fitted with Michelin energy-efficient tires that alone will increase the vehicle's operating range.

The latest-generation MICHELIN ENERGY™ Saver tires equip all versions of the Opel Ampera. While the car's purpose is to reduce CO₂ emissions, Michelin tires, further improve the vehicle's environmental performance.

What's more, MICHELIN ENERGY™ Saver tires provide two other equally important performance features for future drivers of the new Opel Ampera, namely enhanced safety and greater tire longevity. This last-mentioned feature of Michelin tires also helps to reduce the road transport industry's environmental footprint because the tires last longer. This means that less raw material is consumed to cover a given distance and fewer end-of-life tires have to be scrapped.

Enhanced energy efficiency, safety and cost of ownership were also the priorities for Opel R&D teams when designing the new Ampera. That's why the tire manufacturer and the carmaker worked together. Michelin has been involved in Opel's innovation program since its inception and has set up a dedicated technical team for the Ampera project.

Other examples include Opel's ecoFLEX models, which are mainly fitted with Michelin tires displaying the GREEN X marking on their sidewalls. Since 1992, Michelin has featured the GREEN X on all its tires that integrate technologies designed to reduce fuel consumption (see also page 8). Like the earlier Opel Insignia ecoFLEX and Astra ecoFLEX models, the Corsa and Meriva ecoFLEX versions are now being fitted with Michelin tires that help these vehicles deliver the same high performance.

To obtain these results, Michelin engineers conducted research in all areas of design, from enhancing tire architecture and reducing tire weight to improving components and manufacturing processes. Michelin pursued a dual objective: to design and produce tires that comply with the extremely high technical specifications of Opel engineers in order to meet the equally high expectations of the carmaker's customers.

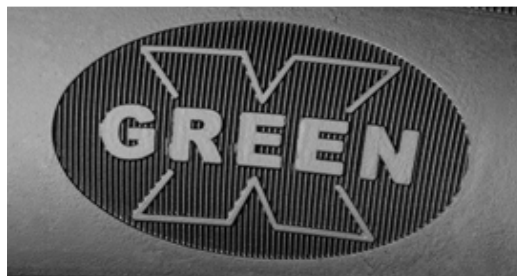
➤ **Close-up on the MICHELIN ENERGY™ Saver range:
Safer, more cost-effective, longer-lasting tires**

With tires responsible for one tank of fuel consumed out of five for cars powered by internal combustion engines and one out of three for trucks, Michelin's goal is to design tires that help to reduce fuel consumption while maintaining the same high performance in the areas of safety and tread life.

At a time when energy efficiency is a top priority, carmakers have been quick to recognize the tire's superior performance in three areas – fuel savings, safety and longevity. **As a result, the MICHELIN ENERGY™ Saver has been certified for use on nearly 150 vehicles produced by leading automobile manufacturers in slightly less than three years on the market.** This is an unprecedented achievement, given that tires are generally certified for use on 60 to 120 vehicles over that period of time.

Since 1992, Michelin has developed four generations of energy-efficient tires for cars and three for trucks. Together, they have reduced **fuel consumption by more than 14 billion liters and CO₂ emissions by over 35 million tonnes** worldwide¹.

Michelin tires will continue to be improved. Future generation Michelin tires with the GREEN X marking – already displayed on the sidewalls of today's tires – will require even less fuel to move forward.



Reflecting this commitment to continuous innovation, Michelin's many technical partnerships with carmakers – including Opel and Citroën – have produced results. The tire maker and the automobile manufacturers combine their innovative capabilities to develop tires that deliver effective road contact solutions.

¹ As of August 31, 2011.

MICHELIN prototype tyre for the CITROËN TUBIK, the same combined approach to perform

A striking parallel exists between the CITROËN Tubik and the prototype MICHELIN tyres equipping the concept car, with both of them successfully combining seemingly mutually exclusive characteristics.

The Tubik pulls off a number of challenges. At the same time it is a lounge-style cocoon dedicated to comfort, a nine-seater vehicle with all the styling and equipment of a prestigious modern hatchback, and a high-volume car with controlled fuel consumption.

In the same spirit as the Tubik, MICHELIN's prototype tyres also succeed in a range of performance challenges, their main qualities being remarkable tyre mileage and reduced fuel consumption.

To achieve this result Michelin research teams designed a new-dimension tyre, larger than most of today's models (235 mm wide for a 22-inch diameter). The large diameter and relatively narrow cover improve aerodynamics. The substantial diameter also means that the prototype makes fewer rotations than a smaller tyre to cover the same distance. This means it keeps its shape better and, in turn, heats up less, which further reduces the need for energy. In addition, the large diameter format results in a higher quantity of rubber on the tread – a surplus that brings drivers high mileage potential and reduced running costs alike.

Michelin's research and development teams explored a number of innovations. They carried out advanced work on tyre structure, dimensions, materials and tread design so that the prototype tyre would contribute to the high levels of energy efficiency, safety and comfort of the CITROËN Tubik.

CITROËN and MICHELIN share the same philosophy: to provide today the right solutions for the mobility issues of tomorrow.

ë-AUTO to Premier ë-mobil Lineup Equipped with MICHELIN Tires

The world premier of an ë-AUTO concept car and two models in its ë-Mobil lineup – all fitted with MICHELIN tires – will take place at the Frankfurt International Motor Show. The unveiling represents the first stage in a partnership between the two companies.

The Frankfurt International Motor Show will host the world premier of an environmentally-friendly ë-concept car for active driving, ë-AUTO's most recent innovation, equipped with MICHELIN Pilot Sport 2 255/35R20 tires, and the Russian carmaker's ë-crossover and ë-van; equipped with MICHELIN ENERGY™ Saver 195/55R16 tires.

ë-AUTO decided to use MICHELIN tires because they integrate advanced technologies that deliver optimal performance balance in terms of safety, longevity and fuel efficiency. This combination improves the vehicles' environmental performance by reducing carbon emissions as well as the total number of tires consumed (thanks to their superior longevity), thereby lowering total operating costs.

Michelin and ë-AUTO share the same commitment to developing solutions today that will meet the road mobility challenges of tomorrow.

“Our project brings together a host of technological innovations with the aim of providing customers with the features they want in a reasonably priced vehicle,” said an ë-AUTO spokesperson. *“The world's leading tire manufacturer, Michelin is known for its breakthrough tire developments and its constant focus on enhanced mobility. Every year, the tire maker provides customers with new, more efficient, environmentally friendly solutions, thereby creating a solid foundation for future cooperation between our two companies.”*

Meeting the raw materials challenge

It is estimated that there are currently 900 million motor vehicles on roads around the world. Several forecasts suggest that this number could increase to around 1.5 billion between 2030 and 2040. In addition, road transport accounts for 18% of all carbon emissions caused by human activities, while all forms of transportation account for 24% of the total². This fact raises two questions. How can people's mobility expectations be reconciled with the related environmental impact of these activities? And how is the auto industry responding and what is the impact of that response on tires?

A number of events must be taken into account to understand future developments in the automobile industry. The most important is societal pressure – backed by regulatory enforcement – that seeks to reduce vehicle pollution and therefore consumption. The most visible path involves the production of CO₂ and other pollutants and related legislation.

In addition, this environmental pressure comes at a time when fossil-energy costs are trending upwards. While these costs may fluctuate from time to time, over the long term the trend is seen as both strong and lasting. For drivers, it has an impact on the overall cost of vehicle ownership and operation. For example, 2008's skyrocketing fuel price increases led to the first year-on-year decline in distances driven since the indicator was first tracked.

The numbers tell the story. Sustainable road mobility can be defined as enhancing, enabling and facilitating the transport of goods and people – essential to all societies and their economic development – while reducing the impact of transport on the environment, public health and in other areas.

Road mobility means:

- 900 million vehicles are on the road worldwide today.
- Over 1.5 billion vehicles are expected on roads worldwide between 2030 and 2040.
- 85 million barrels of oil are consumed worldwide per day.
- 98% of road transport is fueled by oil.
- One-fourth of all fossil-fuel carbon emissions are caused by the transport industry. Transport and electrical power generation will be the main causes for the increase in carbon emissions between now and 2030.
- Nearly 5 billion tonnes of CO₂ are emitted each year by road vehicles worldwide. This number is constantly increasing.
- By 2030, transport-generated CO₂ emissions are expected to stabilize in the OECD countries, based on currently foreseen technical improvements in vehicles.
- Transport-related CO₂ emissions in developing countries are expected to increase by a factor of 3.5, based on an extrapolation of current data.

In a little less than 30 years, the number of cars on the road worldwide may have doubled to more than 1.5 billion vehicles. This spectacular accelerated growth is a sign of progress in that, for the first time, mobility will be accessible to new users. From a practical standpoint, new mobility beneficiaries will be able to travel farther and more easily, giving them access to resources that were previously unavailable. So there is definitely a convergence between mobility and modernity to the extent that technical progress and social improvements are interrelated.

² 4th International Panel on Climate Change

These new, emerging mobility solutions will require vehicles adapted to the world's different regions. Given the dramatic increase in the number of cars worldwide, it's easy to understand why energy resource and safety issues must be dealt with immediately – everywhere and by all concerned stakeholders.

Michelin plays a direct role in the quest for sustainable mobility solutions. Every Michelin tire or innovation grows out of the same philosophy: in every product that Michelin designs, the goal is always to safely transport as many people or goods as possible, as far as possible while consuming as little material as possible.

Michelin's research and development programs have long focused on these issues, giving the tire maker unrivalled expertise in the area of fuel efficiency. Backed by an annual budget of €500 million, the Group's research and development teams have developed innovative solutions.

Tires have a major impact on fuel consumption. That's because they are responsible for nearly 20% of the energy consumed to move a car powered by an internal combustion engine and up to 30% for a full electric vehicle in urban use.

Michelin's goal is to design tires that help to reduce fuel consumption while maintaining the same high performance in the areas of safety and longevity. That's why innovation is such a powerful force.

Michelin is deeply committed to simultaneously improving tire quality in different areas. And only by combining outstanding performance across the board can road transportation be truly sustainable.

New tire regulations soon to take effect in Europe (see page 4) and similar legislation planned or already introduced in other regions of the world are intended to provide consumers with objective information. Above all, these regulations will help reduce tire noise levels, braking distances on wet surfaces, carbon emissions and fuel consumption. Michelin is a pioneer in all these areas.

Michelin is pushing its capacity for innovation to new levels. One of the major challenges facing the Group is the "materials challenge," which addresses the question of tire longevity. Thanks to a materials efficiency index, Michelin technicians can measure the performance of materials incorporated in tires. Specifically, the index measures what a unit of material can accomplish, such as, for one kilogram of material, how many tonnes can a truck tire carry, how many kilometers can a car tire travel or how many landings can an aircraft tire make.

The stakes are considerable. Just like production costs, operating margin and customer service indices, Michelin's materials efficiency index should make it possible to assess the performance of its tires and thereby provide insight into the Group's manufacturing performance.

All of Michelin's research and development projects are underpinned by this commitment to using tire materials efficiently. As different as they may be (for example a truck tire compared with a car tire), all of the Group's tires and other innovations share this same philosophy.

The R&D Department's priorities are to reduce energy consumption and CO₂ emissions, use as little rubber and other natural resources in tire manufacture as possible, lower moving masses and maximize tire longevity while delivering improved safety performance.

Michelin's Global Advertising Campaign

Michelin's first global advertising campaign features three TV commercials attesting to the fact that "the right tire changes everything."

Showcasing Michelin tires that simultaneously deliver greater cost-effectiveness, enhanced safety and longer tread life the campaign clearly demonstrates that choosing the right tire really can make a difference.

While creating a link with the grand tradition of Michelin advertising, in particular its powerful illustrations from the first half of the 20th century, the brand has chosen a fully animated presentation for its new advertising campaign. Bibendum – the Michelin Man and the brand's leading ambassador – comes to the aid of drivers in unexpected situations, replacing their faulty tires with Michelin tires that he pulls from his body to equip the vehicle, thereby enabling the motorists to keep on driving in optimal conditions.

The worldwide campaign was launched in the United States and then gradually deployed in 55 countries, initially in Europe and Asia in early 2010, followed by Africa, the Middle East, India and South America.

Rolled out in the US on October 7, 2009, the campaign is mainly on television, in print media and on the Web. Created by TBWA, it reflects Michelin commitment to maintaining its market leadership.

To raise motorists' awareness of the stakes involved when choosing tires and the benefits of choosing the right tire, Michelin has organized its stand around the themes developed in each of the three commercials: safety, longevity and fuel efficiency.

First theme: Fuel savings

Second theme: Safety, in four commercials illustrating four kinds of problems with which motorists may be confronted

Third theme: Total mileage

Michelin Group: Milestones

For more than a century, Michelin has dedicated its expertise and innovation to enhancing the mobility of people and goods around the world.

1889: Founding of **Michelin et Cie**.

1891: Michelin files its first patents for removable and repairable tires.

1895: Michelin introduces **Éclair**, the first car to be fitted with pneumatic tires.

1898: “Birth” of **Bibendum**, the Michelin Man.

1900: First **MICHELIN guide** published.

1905: Introduction of the **Michelin Sole tread** with hobnails to improve tire grip and durability.

1910: First 1/200,000 scale Michelin **road map** published.

1913: Michelin invents the **removable steel wheel**.

1923: First **low-pressure car tire** (2.5 bar).

1926: Michelin creates its first **Green Guide for tourists**.

1930: Michelin files a patent for the **integrated tube tire**.

1938: Michelin launches **Metalic, the first truck tire with a steel casing**.

1946: Michelin invents the **radial tire**.

1959: Michelin introduces the first radial tire for earthmovers.

1979: The Michelin radial tire wins the Formula 1 championship.

1981: The **MICHELIN X Air** is the first radial aircraft tire.

1989: Michelin launches the first online travel itinerary service, on France’s Minitel teletext network.

1992: Launch of the fuel-efficient **MICHELIN ENERGY™ tire**.

1993: Michelin invents the new C3M tire manufacturing process.

1995: The US space shuttle lands on Michelin tires.

1996: Michelin invents the vertically anchored PAX System tire.

1998: The first **Michelin Challenge Bibendum**, the world’s leading clean vehicle event.

1998: The Michelin Man’s **100th birthday**.

2000: Michelin Man voted best logo of all time by an international jury.

2001: Michelin brings to market the world’s largest earthmover tire.

2003: Launch of Michelin brand automotive accessories.

2004: New corporate signature introduced: “**Michelin, a better way forward.**”

2004: Launch of the MICHELIN XeoBib, the first agricultural tire that operates at a constant low pressure.

2005: Michelin provides tires for the new Airbus A-380 aircraft - Launch of the **MICHELIN Power Race**, the first dual-compound racing tire approved for road use.

2006: Michelin revolutionizes truck tires with **MICHELIN Durable Technologies**.

2007: Launch of the new **MICHELIN ENERGY™ Saver** tire, which reduces fuel consumption by nearly 0.2 liters per 100 kilometers, thereby lowering carbon emissions by 4 grams per kilometer.

2008: Introduction of the new **MICHELIN X ENERGY™ SAVERGREEN** truck tire.

2009: 100th edition of the **MICHELIN guide France**.

2010: Market launch of the **MICHELIN Pilot Sport 3** and **MICHELIN Pilot Super Sport** tires.

Michelin Group: Key Figures

Company founded:	1889
Production facilities:	70 plants in 18 countries
Number of employees:	111,000 worldwide
Technology Center:	More than 6,000 researchers on three continents: North America, Europe and Asia
Annual R&D budget:	Over €500 million
Annual output:	More than 175 million tires produced, over 10 million maps and guides sold in more than 170 countries, and 875 million itineraries calculated by ViaMichelin.
2010 net sales:	€17.9 billion

An extensive portfolio of brands covering all market segments: Michelin, BFGoodrich, Kleber, Uniroyal, Riken, Taurus, Kormoran, Warrior, Pneu Laurent, Recamic, MICHELIN Remix, TCI Tire Centers, Euromaster and TyrePlus.

Discover the history of the Michelin Group with a visit to L'Aventure Michelin.
The latest news and useful information can be found at www.laventuremichelin.com

