



2012 OPERATING HIGHLIGHTS

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1 - Strategy – Partnerships – Investments

◆ Michelin Updated 2015 Guidance

(September 19, 2012) – As announced, over the summer, Michelin reviewed its capital expenditure program and 2015 financial outlook. The review followed on from the Group's robust interim 2012 earnings performance, which reflected its strategic vision, its competitive strengths and its management.

2015 Guidance

- 2015 operating income before non-recurring items: around €2.9 billion
- Normalized segment performance:
 - Car and Light truck tires operating margin before non-recurring items: 10% – 12%.
 - Truck tires operating margin before non-recurring items: 7% – 9%.
 - Specialty businesses operating margin before non-recurring items: 20% – 24%.
- 2013-2015 capital expenditure: €1.8 billion – €2.2 billion per year.
- Positive free cash flow every year.
- ROCE of more than 10% each year.

2015 Assumptions

- Market environment:
 - Markets growing by 4% to 5% a year, after a year of transition in 2013.
 - Raw materials prices tracking market growth.
 - No sudden sharp spike in raw materials prices.
- Michelin volumes:
 - Growth in line with the market.
 - Faster, sustained improvement in the mix.
 - Higher growth in the specialty segments.



- ➡ To find out more, [download the full press release](#)
 - ➡ Quarterly information for the three months ended March 31, 2013: Monday, April 22, 2013 after close of trading
 - ➡ Michelin investor calendar: [click here](#)

◆ MICHELIN Total Performance and the New European Tire Labeling Regulation



(September 29, 2012) – In every new tire, Michelin offers the market's most comprehensive blend of performance. That's what we call MICHELIN Total Performance – the ability to engineer tires that leverage advanced technologies to eliminate performance tradeoffs for users.

- ➡ To find out more, [download the full Michelin Paris Motor Show press kit](#)

(December 3, 2012) – Michelin explains the new European tire labeling regulation, EU 1222/2009, after it came into effect on November 1.



◆ (March 23, 2012) – Standard & Poor’s Upgrades Michelin to BBB+

➡ To find out more
[download the full press release](#)



◆ (April 24, 2012) – Moody’s Upgrades Michelin to Baa1

➡ To find out more
[download the full press release](#)

◆ Global Leadership in Earthmover Tires Strengthened with the Construction of a New Plant and the Extension of Another in North America

(April 10, 2012) – Michelin has announced that it will build a new Earthmover tire plant in Anderson, South Carolina, that will help to strengthen its world leadership in the radial Earthmover tire segment. The Group also announced that it is expanding its existing Earthmover tire facility in Lexington, South Carolina, to strengthen its competitiveness in mature markets.

The two projects represent a \$750 million investment and will create up to 500 new jobs.

➡ To find out more [download the full press release](#)



◆ Pau-Brasil Passenger Car and Light Truck Tire Plant Officially Inaugurated

(September 18, 2012) – The new Michelin plant in Pau-Brasil is officially inaugurated, in a ceremony attended by close to 600 people, including local authorities, customers, suppliers and plant employees. The plant's first tire rolled off the production line on February 9, 2012.



◆ Michelin Opens a New Tire Plant in China

(January 26, 2013) - Michelin, the world leader in tire technology, has opened a new plant in the Economic and Technological Development Zone of Shenyang in Liaoning Province, China. The €1.2-billion investment makes it possible to increase production capacity for MICHELIN car, truck and bus tires destined for the Chinese market.

◆ Launch of the Euromaster Franchise in Turkey



(October 4, 2012) – In Turkey, a fast-growing market, Michelin has entered a decisive new phase in the deployment of its dealership strategy by launching the Euromaster franchise.

Following the creation of Euromaster Turkey, a special convention was organized to present the Euromaster franchise program to more than 300 Michelin Turkey partner customers. Euromaster has already signed contracts for nearly 250 points of sale, which will gradually be rebranded as Euromaster dealers.

This successful market entry has increased the Euromaster network to a total of 800 franchised dealerships in Europe, in addition to its 1,500 proprietary outlets.

◆ TYREPLUS Franchise Network Now Exceeds 900 Dealerships Worldwide

(December 14, 2012) – TYREPLUS, the chain of franchised auto repair and tire dealerships serving motorists in fast growing economies, has now expanded to a total of 950 sales outlets in the following countries: China, India, Mexico, Saudi Arabia and other Gulf monarchies, and Taiwan.

◆ Investor Day Held at the Technology Center in Ladoux, France

(November 5, 2012) – The Michelin Group held an event for investors and financial analysts at its Ladoux Technology Center, near Clermont-Ferrand, France. Attended by Jean-Dominique Senard, Chief Executive Officer, and Marc Henry, Group Chief Financial Officer, the sessions featured workshops and presentations that highlighted Michelin's powerful capacity for innovation and its contribution to the Group's premium positioning.

Florent Menegaux, President of the Passenger Car and Light Truck Tire Product Line and Member of the Group Executive Committee, explained that the premium tire segment (17 inches and over) represents a major growth opportunity for the Group. Terry Gettys, Executive Vice President, Research and Development and Member of the Group Executive Committee, presented the Group's dynamic for developing innovations and bringing them to market faster. He also emphasized the role played by materials and vertical integration in establishing Michelin's technological leadership and in developing premium tires.

In conclusion, Jean-Dominique Senard reminded participants that Michelin's innovation strategy is key to its development, in light of future mobility challenges in all of its markets.

➡ To find out more, [download the full press release](#)

➡ [Download](#) the presentations by Florent Menegaux and Terry Gettys



◆ Awards for Products and the MICHELIN Brand in 2012

Michelin Voted Tire Manufacturer of the Year

(February 29, 2012) – At the Tire Technology International Awards for Innovation and Excellence 2012, Michelin was elected tire manufacturer of the year by a panel of 21 industry experts.

The award recognizes the Group's initiatives in 2011, especially:

- The investments made in North America to expand the Lexington SC and Fort Wayne IN plants.
- The signature of two partnership agreements, the first with the Fédération Internationale de l'Automobile (FIA) to launch new actions in support of safe, sustainable, environmentally responsible mobility, and the second with Amyris to develop and bring to market renewable isoprene.
- The announcement of the project to modernize the Ladoux Technology Center.
- The 11th Michelin Challenge Bibendum, which was held in Berlin in May.



2012 J.D. Power and Associates Awards for OE Tire Customer Satisfaction in North America

(March 29, 2012) – Michelin has once again ranked highest in customer satisfaction in three segments:

- Luxury – scoring 54 points higher than segment average.
- Passenger Car – scoring 54 points higher than segment average.
- Truck/Utility – scoring 60 points higher than segment average.

The 2012 honors brings Michelin's lifetime total of J.D. Power awards to 69, more awards than any other tire manufacturer since the study was launched in 1989.

Two Dealer Awards for Michelin UK

(October 26, 2012) – Organized by Britain's National Tyre Dealers Association, this year's Tyre and Fast-Fit (TAFF) Awards saw Michelin win in the Product Innovation category for the MICHELIN ENERGY Saver+ tire and in the Industry Advertising Campaign category for the "Right Tire Changes Everything" campaign featuring the MICHELIN Primacy 3 tire.

Michelin Demonstrates the Strength of its Corporate Reputation

(July 2, 2012) – Reputation Institute has published the results of its 2012 Global RepTrak™ survey*, which measures the reputations of 100 leading international companies in 15 countries. Overall, reputation scores were lower for a very large majority of companies due to the negative impact of the economic and financial crisis. In this environment, Michelin consolidated its top ranking among French companies as L'Oréal, its leading French competitor, fell four places and now ranks 23rd. The Group also widened its lead over Goodyear, its main competitor in the tire category, which dropped six places.

The Group moved up one place in the overall classification and now ranks 17th.

**Reputation Institute's Global RepTrak™ survey was conducted in March and April 2012, with around 47,000 people age 18 to 65 interviewed in 15 countries: France, Germany, United Kingdom, Italy, Spain, Russia, Brazil, Mexico, United States, Canada, Japan, South Korea, Australia, India and China.*

Michelin Lifestyle Limited (MLL), the Best Buy



(October 26, 2012) – At the third series of AutoExpress tests held in October, the foot pump marketed by Michelin Lifestyle Limited (MLL) was named “best buy” in its category from among the 12 products tested.

Investor Relations Awards in France

(June 20, 2012) – 2012 Boursorama-Morningstar Investor Award in the Communication category.

(October 11, 2012) – At the Forum de l'Investissement, during the Equities Grand Prize event organized by investor magazine Mieux Vivre Votre Argent, two Special Awards in the Responsible Company and Shareholder Responsibility categories.

(November 22, 2012) – 26th Communication & Entreprise Grand Prize – Listed Company Annual Report Award with Paris agency W for “A Vision of Sustainable Mobility”.

(November 27, 2012) – Shareholder Relations Award presented by business and financial daily Les Echos and accounting firm Mazars.

(December 5, 2012) – 2012 Communication Strategy – Editorial Communication Grand Prize event – Special Mention for agency W&Cie for Michelin in the Listed Company Annual Report category.

(December 10, 2012) – Fifth annual Best Investor Relations Awards – Jean-Dominique Senard, First Runner-Up for the Best Investor Relations by a CEO Award.



Michelin, North American's Favorite Brand

(October 26, 2012) – For the fourth year in a row, Michelin has been named Favorite Tire Brand in the 2012 Popular Mechanics Readers' Choice Awards, a survey of the magazine's readers.



2 - Governance

◆ Michel Rollier Announced that Jean-Dominique Senard Would Succeed Him at the Next Annual Shareholders Meeting

(February 10, 2012) – Michel Rollier, Managing General Partner and Chairman of Michelin, has announced that at the Annual Meeting on May 11, he will recommend that shareholders accept that he leave office effective that date.

➡ To find out more, [download the full press release](#)



◆ 2012 Annual Shareholders Meeting

(May 11, 2012) – The Annual Meeting of Michelin shareholders was held in Clermont-Ferrand, under the chairmanship of Michel Rollier, Managing General Partner, along with Jean-Dominique Senard, Managing General Partner.

Shareholders adopted all of the resolutions submitted for their approval. These concerned, in particular:

- The payment of a dividend of €2.10 a share, with a reinvestment option. The dividend was paid in cash or reinvested in shares on June 18, 2012.
- The renewal of financial authorizations.
- An authorization to carry out an employee rights issue.
- Authorizations to carry out a share buyback program at a maximum purchase price per share of €100 and to reduce the share capital by cancelling the shares purchased under the program.

➡ To find out more, [download the full press release](#)





3 - PRODUCTS – SERVICES – INNOVATIONS

A) PASSENGER CAR AND LIGHT TRUCK TIRES AND RELATED DISTRIBUTION

◆ Michelin at the Paris Motor Show

(September 29 – October 14, 2012) – For the first time, Michelin is presenting its recently introduced tires to consumers:

- The MICHELIN ENERGY™ E-V tire for electric vehicles.
- The MICHELIN ENERGY™ SAVER+ tire suitable for almost every car on the market.
- The MICHELIN Agilis+ tire for light commercial vehicles.

While each tire is dedicated to a specific use or purpose, they all have one thing in common – they have been designed to combine, in the same tire, often-contradictory performance parameters, such as safety, high mileage, energy efficiency and many others.

⇒ [Discover the Michelin booth at the 2012 Paris Motor Show](#)



◆ The MICHELIN Pilot Alpin and MICHELIN Latitude Alpin, Two New High-Performance Winter Tires, Now on the Market

(November 14, 2012) – Designed for high-performance vehicles and SUVs, the new MICHELIN Pilot Alpin and MICHELIN Latitude Alpin have hit the European markets just in time for the winter season.

⇒ To find out more, [download the full press release](#)



◆ MICHELIN ENERGY™ E-V Tires Win Renault Innovation Award

(June 19, 2012) – Michelin has been presented with a Renault Innovation Award for the ENERGY™ E-V tires that, in a world premiere, will equip the Renault Zoé, the carmaker's first mass market electric compact.

Developed through a four-year research and innovation program in partnership with Renault, the new highly energy-efficient tires help increase the car's overall range by up to 10 kilometers.

For the Group, the challenge was to design tires that help to reduce energy consumption while maintaining the same high performance in the areas of safety – especially wet grip – and longevity.

MICHELIN ENERGY™ E-V is the first commercial tire to be graded AA in rolling resistance and braking.



B) TRUCK TIRES AND RELATED DISTRIBUTION

2012: A Record Year for Truck Tire Market Launches

(October 8, 2012) - In 2012, MICHELIN introduced 39 new truck tires, refreshing a major portion of its product portfolio, with two major objectives:

- Offer custom-tailored solutions to meet the specific needs of customers in Asia (MICHELIN XZE 3R and MICHELIN X MULTI HD) and the Middle East (X LINE Tropic).
- Offer customers value-added services. In the United States, for example, Michelin has pledged to guarantee that the new XZA3+ Evertread line will last 30% more miles than competing tires, while in Brazil, the MICHELIN X MULTIWAY is being marketed with a services package and retread warranty.

Michelin Presented New Truck Tire Lineup at the IAA Trade Show in Hanover, Germany

(September 20–27, 2012) – At this year's IAA show, Michelin is holding the world premier of the MICHELIN X® Line™ Energy™, which delivers superior fuel efficiency to meet the needs of long-haul trucking companies.

The launch of the new range of MICHELIN Truck tires comes at a special time as it coincides with the introduction on November 1 of the new European tire labeling program, which will provide passenger and goods transport companies with tire performance ratings in three areas. The label will display information about an aspect of safety performance (wet grip), the tire's energy efficiency (according to its rolling resistance) and its drive-by noise.

➡ To find out more, [download the full press release](#)

“Communicating” Tires During the London Olympic Games for More Efficient Mobility



(June 21, 2012) – For the 30th Olympic Games, held in London from July 27 to August 12, Michelin has unveiled its latest innovation – the “communicating” tire. By combining the Tire Pressure Monitoring System (TPMS) and Radio Frequency Identification (RFID) chips, Michelin is enabling London urban transport operators to enhance the safety of the tires fitted on their buses, thereby immediately improving the mobility of both vehicles and transport users.

When used with the RFID chips now integrated in MICHELIN X InCity™ tires, the TPMS sensors not only make it possible to obtain tire pressure and temperature data easily but also to ensure flawless traceability that streamlines and secures monitoring as long as the tire is used on the vehicle.

This innovation points the way to new methods of managing fleets, not only of buses but also of trucks, thanks to solutions that will be available in the near future.

➡ To find out more, [download the full press release](#)



C) SPECIALTY BUSINESSES

Earthmover Tires

Michelin Presented its New Earthmover Product Lineup for 2012 at the MINExpo Trade Show in Las Vegas (USA)



(September 24–26, 2012) – Among this year's latest news, the most celebrated of all MICHELIN Earthmover tires has been given a new name – MICHELIN XDR2 (following the MICHELIN XDR) – indicating that it is the second-generation of the record size 63-inch tire. The new tire integrates the most recent technological advances made by Michelin's research teams to take into account customer and user needs.

MINExpo also provides Michelin with an opportunity to unveil two novelties – the new MICHELIN TXTL tire and MICHELIN X Mine D2, both dedicated to the underground mining segment, and integrating the new B2 technology in certain sizes.

The development of electronic management systems is also helping to improve operational efficiency, making it possible to track tires throughout their life cycle and thus to plan for their recovery, recycling and replacement.

Michelin's latest-generation Earthmover tire management system, called MEMS Evolution 2*, is also being presented in Las Vegas.

**MICHELIN MEMS Evolution 2 is the Michelin Earthmover tire management system, with its latest-generation Tire Pressure Management System (TPMS) and upgraded software for more user-friendly, efficient functionality.*

➡ To find out more, [download the full press release](#)

Michelin and Caterpillar

(April 2012) – Michelin, which introduced the world's largest tire with Caterpillar in 2009, has signed a contract for a record 75,000 tires for 2012.

Agricultural Tires

MICHELIN YieldBib, a Step Ahead

(August 28–30, 2012) – To establish technological leadership, Michelin has launched a new agricultural tire in the highly demanding North American market.

Presented at the Farm Progress Show, North America's biggest agricultural trade event, MICHELIN YieldBib is the brand's new agricultural tire. The target is a potential market of 6,500 tractors, in which the Group is aiming to build a lead over the competition.

Produced at the Troyes plant in France, the MICHELIN YieldBib is the market's first very high flexion tire. Thanks to low-pressure MICHELIN UltraFlex technology, the tire's footprint spreads the load evenly and improves traction in the most difficult conditions, thereby ensuring that spring planting and fall soil preparation go smoothly. Because the new tire's tread is also more resistant to sharp plant stubble that remains in fields after the harvest, tire life is extended and tractor downtime is reduced.



◆ Innov-Agri 2012 Trade Show: Michelin Demonstrates its Innovations in Services and Tires

(September 4–6, 2012) – During the Innov-Agri trade show in France, Michelin showcased its latest innovations for the farming community, including an extensive portfolio of services for agri-business professionals and the latest generation MICHELIN tires.

At the show, Michelin also unveiled the new sizes for two of its agricultural tires: the MICHELIN AxioBib (Improved Flexion) IF 900/60 R 42 designed for high-powered tractors and the MICHELIN CerexBib (Improved Flexion) IF 800/70 R 38 CFO and IF 900/60 R 38 CFO (Cyclic Field Operation) for harvesters. Both integrate the exclusive MICHELIN UltraFlex technology.



◆ Two-Wheel Tires

◆ New MICHELIN StarGrip Tire Wins a 2012 Eurobike Award



(August 29-31, 2012) – At the 2012 Eurobike Trade Show in Friedrichshafen, Germany, the new MICHELIN StarGrip (City Trekking) tire designed especially for city and suburban use, which provides unrivalled grip and safety on slippery roads, has received an award that

honors the Group's ability to innovate while perfectly illustrating its technology-transfer capabilities. That's because the tire's star-shaped pattern in the tread was initially designed by the Technology Center for protective footwear developed by Michelin Lifestyle Limited.

Michelin also unveiled its seven new bicycle tires. Two are for street use: the MICHELIN PRO4 Grip and MICHELIN PRO4 Tubular. They are joining the MICHELIN PRO4 tire lineup, which was brought to market in 2011 and until now comprised four different tires.

The five others are part of the City Trekking range, which has proven very popular in Europe.

➞ To find out more, [download the full press release](#)

◆ The MICHELIN Power Pure SC Radial, the First High-Performance, Dual-Compound Radial Scooter Tire

(September 20, 2012) – The latest generation of today's scooters is just at ease cruising down the highway as putting around city streets. With output of up to 70 bhp, these big-bore models deliver a ride and performance similar to more conventional motorcycles. In bringing the world's first dual-compound radial sport scooter tire to market, Michelin has delivered a compelling, comprehensive response to these new expectations. In fact, this is the first time that the world's best two-wheel tire technologies have been packed into a single scooter tire.

➞ To find out more, [download the full press kit](#)



◆ The MICHELIN Power Slick, Michelin's Highest Performance Track Tire

(March 22, 2012) – The MICHELIN Power Slick offers easier handling than its predecessor, as well as safety in all phases of track riding.

● MICHELIN Slick + D and C, Dedicated Tires for Endurance Racing

(September 8, 2012) – At this year's 24 Hours of Le Mans motorcycle race, Michelin has launched two new tires for endurance racing: the MICHELIN Power Slick C front sprint tire and the MICHELIN Power Slick + D rear tire designed for double stinting. These new tires further extend the current MICHELIN Power Slick range launched last March.

● The MICHELIN Power Cup, Type-Approved for Street, Yet Ideal for Track

(March 22, 2012) – In 2012, Michelin is focusing on performance with the MICHELIN Power Cup lineup of motorcycle tires dedicated to on-track racing yet certified for street use. The new tire integrates the full range of expertise acquired by Michelin through its participation in professional motorcycle speed and endurance championships.

Designed to deliver outstanding grip when cornering and accelerating, the MICHELIN Power Cup improves lap times on the track compared with its predecessor, the MICHELIN Power One Competition tire. The front tire provides maneuverability, stability and progressive responsiveness, especially when braking, while the rear tire improves grip when cornering without sacrificing longevity.



● Aircraft Tires

● MICHELIN Aircraft Tire Product Line Helping its Customers' Business Take Off

(July 12, 2012) – At the 2012 Farnborough International Airshow in the United Kingdom, the Aircraft Tire Product Line unveiled its commitment to helping its customers' business take off. Because MICHELIN tires can handle a large number of landings, their total cost of ownership is lowered, offering aircraft fleet managers real savings in their tire budgets.

With this strategy, the Product Line hopes to enhance its partnerships with customers, thereby opening the door to new growth opportunities.



● Michelin Travel Partner

● New York City MICHELIN Guide



(October 3, 2012) – New York City's culinary scene shines bright with a record number of coveted Michelin stars and nearly 900 restaurants recognized for excellence and quality. In the latest edition of the MICHELIN Guide New York City 2013, a record 66 restaurants have been awarded Michelin stars.

🔵 **The new MICHELIN Electrically Assisted Bicycle: an Urban Mobility Solution**

(August 28 – September 1, 2012) – At the 2012 Eurobike trade show in Friedrichshafen, Germany, Michelin has unveiled its all-new electrically assisted bicycle. Adapted for use mainly in cities, the new bike combines practical and safety features at an unprecedented level.

The MICHELIN electrically assisted bicycle is convenient for day-to-day use, as it is foldable, compact and weighs just 17.6 kilograms (light for this vehicle category).

It is equipped with a virtually puncture-proof MICHELIN tire solution that combines the ultra-resistant Protek Urban tire and the Protek Max inner tube.

The battery can be charged in four and a half hours, enabling the user to travel an average of 45 kilometers. It can be ridden as a traditional bicycle (i.e. with the battery switched off) as well as in electric mode.

Three engine speeds have been defined as well as a “pedestrian” program for biking at six kilometers an hour. The bike comes with warranties of three years for the frame and two years for the powertrain and electrical components. Throughout, everything has been meticulously engineered to provide users of the MICHELIN electrically assisted bicycle with peace of mind.

➡ To find out more, [download the full press release](#)

➡ Learn more about the MICHELIN electrically assisted folding bicycle at www.michelin-ebike.com





4 – Michelin Performance and Responsibility

◆ Celebrating 10 Years of Michelin Performance and Responsibility



(June 18, 2012) – Launched in 2002, the Michelin Performance and Responsibility (PRM) approach helps everyone in the Group to remain focused on the long-term consequences of their decisions. In addition to expressing Michelin's sustainable development commitment, PRM also shows that achieving performance and responsibility is the best way to move Michelin forward. In 2012, PRM's 10-year anniversary is being widely celebrated across the Group.

motorized wheels are being used on demonstrator vehicles and its hydrogen fuel cell and storage technologies have already been tested in ground transportation and aircraft.

Lastly, with the international Michelin Challenge Bibendum created in 1998, the Group brings together all road transport stakeholders that invent, design, develop and deploy solutions intended to make vehicles cleaner and more energy efficient. The Michelin Challenge Bibendum provides an opportunity to see that new, emerging mobility solutions will involve vehicles adapted to the different regions of the world.

➡ To find out more, [download the full press release](#)

➡ Learn more about sustainable mobility:
<http://www.michelinchallengebibendum.com/en/>

◆ Michelin Unveiled the Golden Rules, an International Campaign to Ensure Safer Mobility

(September 29 – October 14, 2012) – At the 2012 Paris Motor Show, the Fédération Internationale de l'Automobile (FIA) and the Michelin Group presented their joint campaign to raise awareness of road safety issues.

Designed and developed by Michelin, the campaign is based on ten "Golden Rules" for safety and is being deployed in seven countries: Brazil, China, Germany, India, Italy, Russia and the United Kingdom.

➡ [Learn more about the ten Golden Rules to make roads safer](#)

(November 22, 2012) – Michelin and the European Commission initiated the European ROSYPE project in 2009 with the goal of building road safety awareness and education initially among 730,000 young Europeans age 6 to 25 over a three-year period.

ROSYPE uses three avenues to reach young people: classroom teaching, learning by doing and driving simulators.

➡ To find out more, [download the full press kit](#)

◆ Michelin Presents its Non-Tire Innovations on the Competitiveness Clusters Stand at the 2012 Paris Motor Show

(September 27, 2012) – Michelin's research and development programs have long focused on sustainable mobility issues, giving the Group unrivalled expertise in the area of fuel efficiency and performance. In recent years, Michelin Recherche et Technique SA, the Group's sustainable mobility innovation center, has been leading programs to develop innovative solutions based on breakthrough technologies, such as the In-Wheel Motor assemblies and the fuel cell range extender. Its electrical





5 – Racing

◆ FIA World Rally Championship: a 20th Drivers' Title and a 22nd Manufacturers Crown for Michelin

(October 8, 2012) – Sébastien Loeb and Daniel Elena rose to the occasion to secure the 2012 Drivers' world title at the Rallye de France Alsace on October 7, 2012. Their ninth consecutive crown coincides with Citroën Racing's eighth Manufacturers' world title.

The result takes Michelin's score in the WRC to 20 Drivers' and 22 Manufacturers' wins since the championship's creation by the FIA in 1973. Every one of these 42 world crowns was claimed in races that allowed open competition between tire companies.

➡ To find out more, [download the full press release](#)

➡ Relive the race by clicking on [best-of-rallylive.com](#)



◆ Audi and Michelin Triumph at Le Mans

(June 18, 2012) – Audi's and Michelin's long experience at Le Mans helped the German carmaker to claim their 11th victory together in the 80th edition of the world's most famous endurance race. Its new "e-tron quattro" diesel/electric hybrid technology won first time out in La Sarthe thanks to its No. 1 car (Lotterer/Fassler/Tréluyer), while Audi and Michelin locked up the top three places. This result has also provided Michelin with its 15th victory in a row at Le Mans since 1998.

◆ A One-Two for Audi/Michelin at Sebring, the Opening Round of the New FIA World Endurance Championship (WEC)

(March 13, 2012) – Audi/Michelin dominated the opening round of the new FIA World Endurance Championship (WEC) from flag to flag. Dindo Capello, Tom Kristensen and Allan McNish (No. 2 Audi R18 TDI) were first across the line at Sebring, while the No. 3 sister car of Bernhard/Dumas/Duval came home second. It was Michelin's 14th straight win at Sebring.

➡ Relive the 12 Hours of Sebring by clicking on <http://en.lemanslive.com/>



6 – Websites & Mobile Applications

◆ Michelin Bests the Competition in Online Prominence

(February 14, 2012) – For the seventh year in a row, Michelin enjoyed the industry's highest online profile in 2011, outpacing Continental, Pirelli and Bridgestone, according to a study conducted by Tyres & Accessories*.

** Analysis of 17 brands on 18,000 web pages featuring tire-related content.*



◆ Launch of New Websites for MICHELIN Tires and MICHELIN Guides

● Earthmover tires - www.michelinearthmover.com



(March, 2012) – Customers can now find the answer to many of their questions at michelinearthmover.com. The site includes a Tire Selector to advise them on the tire best suited to their needs and a Dealer Locator to help them find the nearest dealer

● Agricultural tires - www.michelinag.com

(January 26, 2012) – New websites have been launched for farmers in Italy, France, Germany, the Netherlands, Spain, Sweden, the United States and UK.

(September 11, 2012) – Michelin has launched youtube.com/agmichelin, a dedicated global YouTube channel for agricultural tires, as part of the sustained deployment of an ambitious Internet strategy designed to build customer intimacy with farmers and other end-users. The channel already has nearly 100 videos, available in a full range of languages and covering such topics as new products, testimonials, services and Agriculture tire-related events.

The channel went live for the official North American www.michelinag.com launch of the new MICHELIN YieldBib tire, which is featured in video testimonials from the first farmers to test it.

● Two-Wheel Tires - moto.michelin.fr

(November 15, 2012) – The new moto.michelin.fr site offers French bikers invaluable advice for purchasing the right motorcycle tires and using them to best advantage, as well as the latest Michelin product news and racing wins.

The motoracinglive.com site features all the latest products in the Michelin motorcycle tire lines and up-to-date racing news, in French, English and Spanish.

● MICHELIN Restaurants - www.restaurant.michelin.fr

(May 25, 2012) – The Michelin Restaurants website features a multi-criteria search engine that allows users to choose a restaurant corresponding to their desires and budgets. They can then rate the restaurant and express their opinion online.

(November 8, 2012) – Launch of the German site at <http://restaurant.michelin.de>

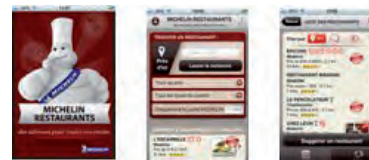


● Michelin Voyage - www.viamichelin.com

(June 8, 2012) – The MICHELIN Voyage website features all the content contained in the Michelin Green Guide collection, which has been specially adapted to digital platforms to enable users to prepare personalized vacations.

➞ To find out more, [download the full press release](#)

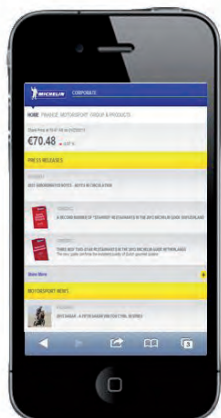
● MICHELIN Guide iPhone Applications



(April 12, 2012) – Four new MICHELIN guide 2012 applications – for Italy, Spain & Portugal, Great Britain & Ireland, and Germany – have been released, as well as an application for the MICHELIN guide Europe 2012. All of them are downloadable from the App Store.

➞ To find out more, [download the full press release](#)

● Mobile Versions of Websites



● Corporate website - www.michelin.com/corporate/m/

(Mars 27, 2012) – Available in French and English, the mobile version of the corporate website offers lighter content with three sections: Finance (share price, latest press releases, upcoming events), Motorsports (latest news, forthcoming races), and Group and products (latest press releases).

➞ To find out more, [download the full press release](#)

● MICHELIN Traffic, the MICHELIN guide, MICHELIN Travel, ViaMichelin and the Weather Report service apps

(March 22, 2012) – These applications are included in Peugeot Connect Apps, the onboard service suite on the Peugeot 208. Peugeot has chosen Michelin for the quality of its content and mobility assistance services as well as its digital expertise.

