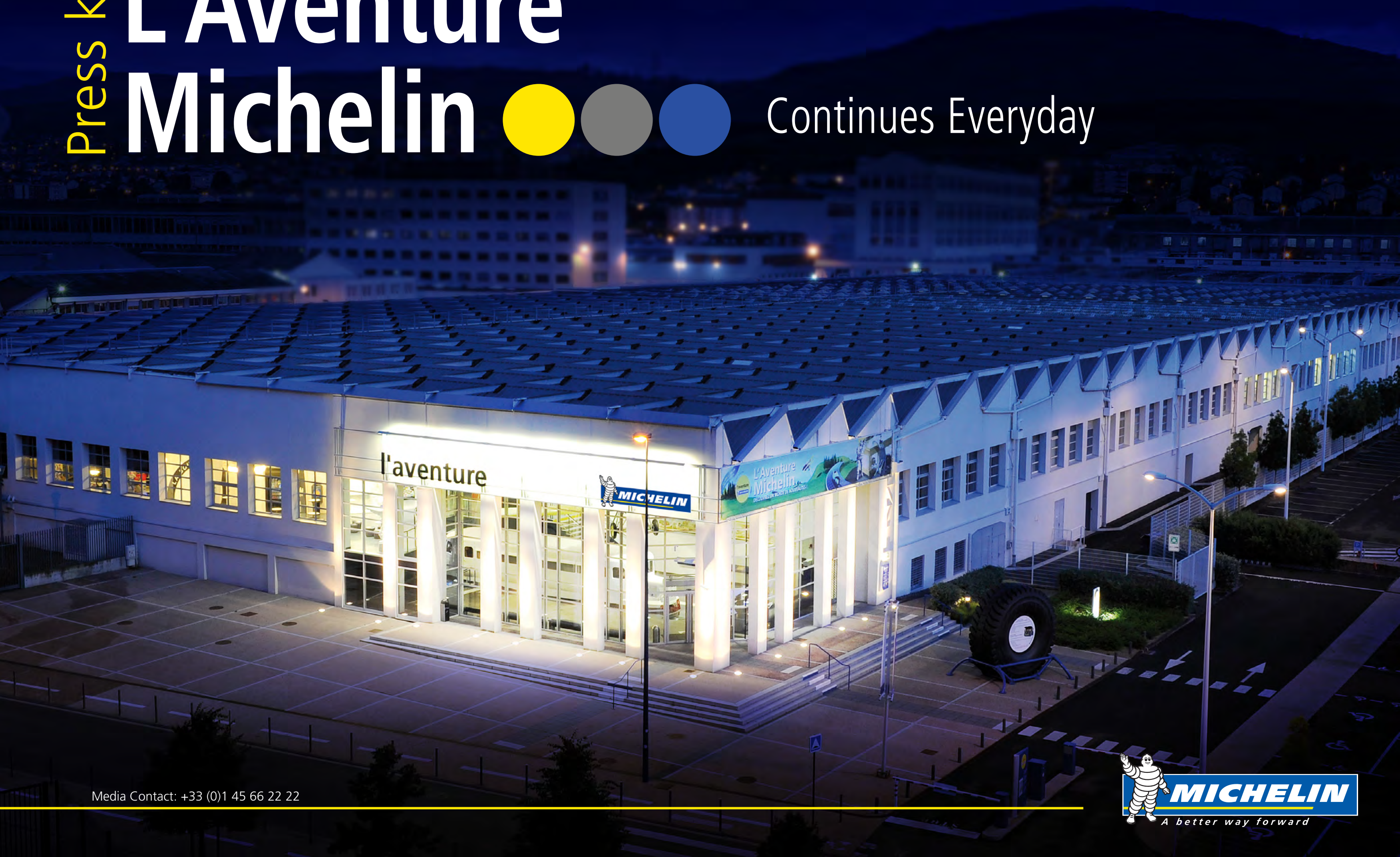


# Press kit L'Aventure Michelin



Continues Everyday



Media Contact: +33 (0)1 45 66 22 22







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Go to the L'Aventure Michelin interactive press kit and download the royalty free photographs:  
[http://mediaevent.michelin.com/PRESS/06\\_AUTRES-ACTIVITES\\_OTHER-ACTIVITIES/L\\_AVENTURE\\_MICHELIN\\_2014/](http://mediaevent.michelin.com/PRESS/06_AUTRES-ACTIVITES_OTHER-ACTIVITIES/L_AVENTURE_MICHELIN_2014/)  
 and  
<http://urls.fr/LAVENTUREMICHELIN2014>

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# The adventure continues

*Michelin's unique history is both a well-known chapter of France's past and a worldwide success story. It is an industrial saga filled with a multitude of exhilarating episodes that covers more than 125 years, while at the same time setting the stage for the future.*

*All of this must have shaped Edouard Michelin's decision in 2004 to replace the existing corporate museum that was chiefly visited by Michelin employees and customers with L'Aventure Michelin. His idea was to create a unique venue open to everyone that would reflect the Group's commitment to preserving an exceptional industrial heritage—among the largest in France.*



**The goal was to share Michelin's rich past and cutting-edge future with the general public.**

This idea persisted after Edouard Michelin's tragic death in 2006. Three years later, in January 2009, L'Aventure Michelin was inaugurated at the site of the Cataroux plant in Clermont-Ferrand, France. Located in a typical early-20th-Century industrial building, L'Aventure Michelin is in the centre of a district of the city that looms large in the Company's legend. It stands near a few remaining workers' houses, next to the huge tyre testing ramps and across from the Marcel-Michelin stadium.

This is also a way to reaffirm to visitors that Michelin's prime focus – the tyre – is more than ever a product with a future, while also paying tribute to the thousands of men and women who write Michelin's

history around the globe every day. In a word, the adventure continues.

Nearly two years were required to collect the more than one thousand items on display, some of them never before presented in public. This amazing collection immediately attracted a wide audience, making L'Aventure Michelin a resounding success and an emblematic venue. Because the story it tells is never-ending and the Group is constantly looking to the future, L'Aventure Michelin continues to evolve with the times. The objective is to show the general public how Michelin is still blazing trails in the tyre industry in the 21<sup>st</sup> Century and responding to ever-changing mobility needs.

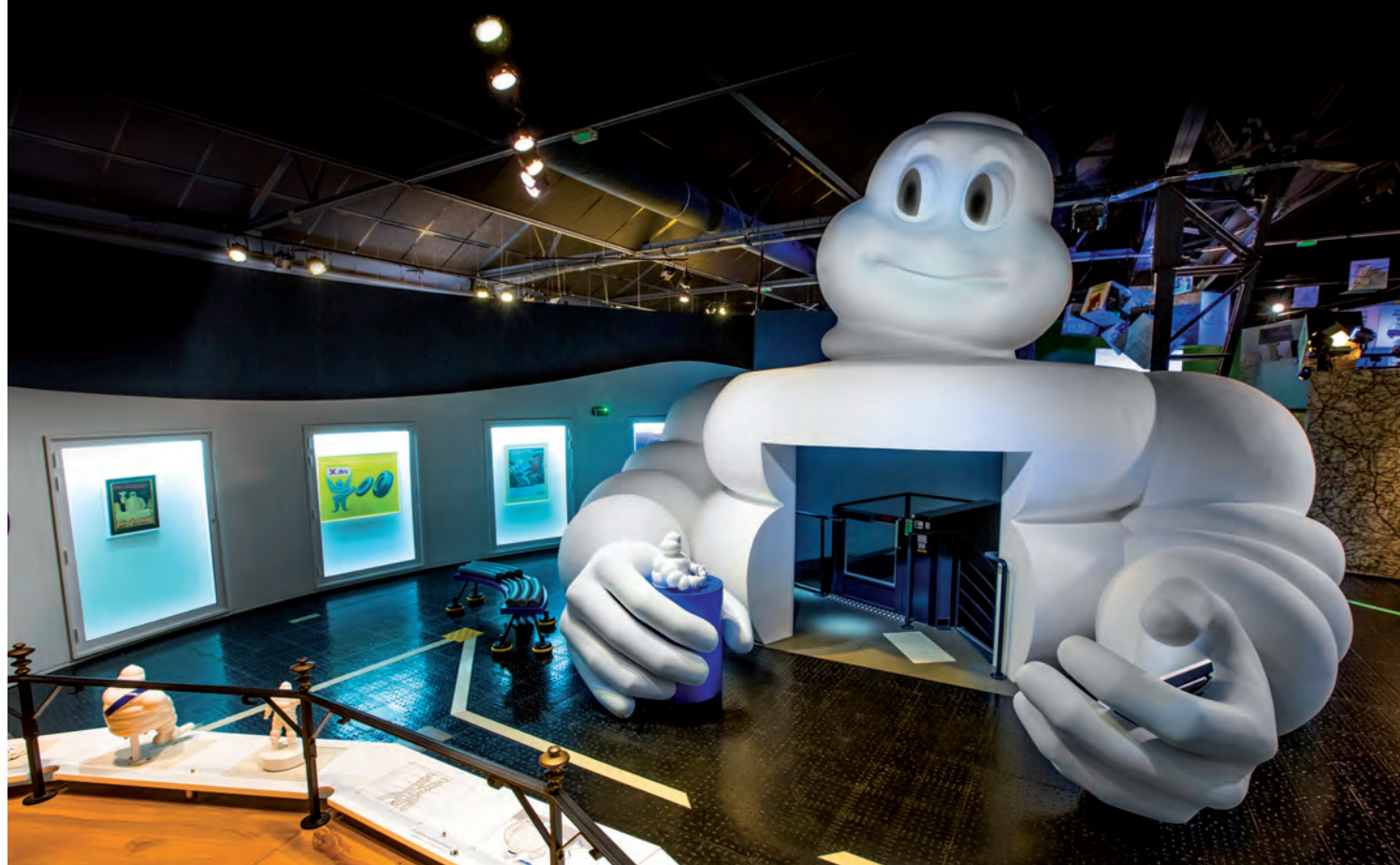




# 2

## From Michelin's roots to the mobility challenges of the future

*Covering 2,000 square meters of floor space, L'Aventure Michelin was designed first and foremost to house an extraordinary French industrial heritage. The collection includes such memorable items from Michelin's past as the first poster by cartoonist O'Galop, the 1905 Michelin Sole tread, the Michelin Guide used by the D-Day armies in 1944 and a futuristic test vehicle from the 1970s. L'Aventure Michelin also devotes plenty of space to the company's latest innovations, from the ActiveWheel to the self-healing tyre and the Lunar Wheel, to remind visitors that the Michelin story marches on. Here, visitors can learn about the issues of mobility, safety and energy efficiency and discover the future solutions being developed in the laboratories of the Company's Technology Centre.*



### L'Aventure Michelin: An industrial site and a piece of history

L'Aventure Michelin is located in a former spinning mill that has been entirely renovated. This typical early 20th-century industrial building is in the heart of Cataraux, Michelin's largest industrial site in Clermont-Ferrand. The signature sawtooth roofing, interior metal posts, vast open spaces and metallic flooring have been retained. Only the entrance at one corner of the building has been redesigned. Wide vertical windows that echo the façade let the sunlight into the main entrance. Open to the roof, the entrance exhibit area offers an ideal showcase for three major pieces of the collection: a Bréguet XIV biplane, a Micheline locomotive and a Formula E show car, a new all-electric single-seater race car.

### A vibrant tour

The self-guided tour was designed to entertain visitors and heighten their senses. At each stop along the way, visitors are placed in a new situation that invites them to move, touch, listen, look and smell. The latest exhibits accentuate the virtual, play-based aspects of the tour with a large number of tactile, interactive screens as well as videos.

Following both a chronological and thematic path, the tour guides visitors from one zone to another, each with its own design and atmosphere. A cubical exhibit, for example, expresses the logical nature of

Michelin's maps and guides, while a more open, airy display covers Michelin and aviation, and a completely circular room tells the revolutionary story of the radial tyre. Carefully calibrated lighting, changes in traffic flow and the use of different media also help to make each step of the visit an unforgettable experience.

The world-famous Michelin Man, who embodies the company's values and expresses its close relationship with the public, is on hand throughout the tour and available for a souvenir photograph with visitors at the end.

This vibrant tour makes L'Aventure Michelin a welcoming place for all visitors, from school children to families and from groups to the disabled. The layout has been designed to make this an enjoyable experience for all.



## Already a hit

It didn't take long for L'Aventure Michelin to become one of the most-visited sites in central France's Auvergne region. Since its opening in 2009, some 500,000 visitors have come through the doors – from school classes, individual visitors and collectors' clubs to Michelin staff, foreign tourists and government ministers. L'Aventure Michelin's reputation has quickly spread far and wide, as can be seen in the range of French and foreign addresses in the visitors' book. High global awareness of the Michelin brand and the Michelin Man undoubtedly have something to do with this, as do the efforts to make the site accessible to all visitors and the partnership forged with local government and Clermont-Ferrand school authorities.



# 3

A rich and interesting  
**self-guided tour**

## ENTRANCE



In the entrance exhibit, a Micheline locomotive and a Bréguet biplane remind visitors that they are embarking on a tour of Michelin mobility solutions.

Mobility was the dream of founders André and Edouard Michelin, who already imagined a bright future for the emerging solutions of their day—bicycles and automobiles—when they took over the family rubber business in **1889**.

## SECTION 1

VIDÉO  
LES MÉFAITS DU  
BANDAGE PLEIN



### The origins of Michelin

Animals were the main form of transportation in France at the end of the 19th Century. The increasingly dense railroad network offered transportation from city to city and helped spur the development of the industrial society that emerged in tandem with technical innovations, inventions and other discoveries. It was in this setting of creative euphoria that the Michelin adventure began, with the Barbier-Daubrée family and the rubber industry in Clermont-Ferrand.

### THE PARIS-BREST-PARIS RACE IN 1891

**The visionary Michelin brothers had big plans and anticipated the new mobility market's needs. They took advantage of a new application for rubber to diversify production and invented the first removable bicycle tyre. From then on, punctures were no longer an insurmountable obstacle.**



**To demonstrate the removable tyre's benefits for cyclists and spread the news, racing champion Charles Terront first used the Michelin tyre in the Paris-Brest-Paris bicycle race in 1891. In a ground-breaking performance, he finished the 1,200 km competition in a time of 72 hours.**

## SECTION 2

### Riding on air

In the last decade of the 19th Century, the Michelin brothers spurred the development of the bicycle and the automobile with a host of innovative products, including the first automobile tyre, the first tyre that could handle speeds in excess of 100kph and the first removable rim. The brothers continued to improve the tyre, always with a focus on user benefits. A unique collection of tyres from this period showcases these advances, which included the introduction of carbon black, new tread pattern designs, low-profile tyres and metal casings.



### THE PARIS-BORDEAUX-PARIS RACE IN 1895

**Edouard and André Michelin had absolutely no doubts that they would revolutionize transportation with the help of a dedicated team of workers. When the Éclair, the world's first vehicle with pneumatic tyres, was unveiled, the Michelin brothers proved that it was possible to ride on air. By building cars and driving the highly unpredictable Éclair themselves (it tended to zigzag like a lightning bolt, or 'éclair' in French), Edouard and André paved the way for a modern, comfortable and safer form of travel.**

## SECTION 3

VIDÉO  
LES AVIONS  
BRÉGUET-MICHELIN



### Aviation pioneers

In **1896**, the Michelin brothers were already taking an interest in aviation. They helped create the Aéro-Club de France and, in **1908**, launched the Michelin Aviation Cup to reward the pilot who doubled the previous year's distance record. Flights at the time did not last long. That same year, the brothers decided to award a 100,000-franc cash prize to the first pilot to fly from Paris to Clermont-Ferrand with a passenger in less than six hours and land on the summit of the Puy de Dôme peak that overlooks the city.



### FIRST LANDING STRIP IN AULNAT

**Demonstrating their convictions, the Michelin brothers began building airplanes during World War I, thereby supporting the growth of civil and military aviation. In all, close to 2,000 airplanes were built in Clermont-Ferrand with no profit, at a pace of seven per day. Michelin used a field in nearby Aulnat to test the airplanes and, in 1916, built the world's first concrete runway.**



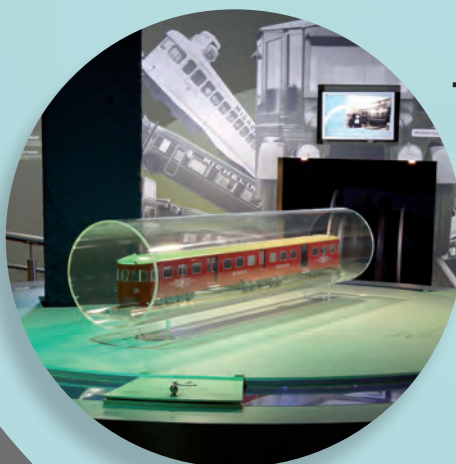
## SECTION 4

VIDÉO  
LA MICHELINE



### The Micheline: innovation on rails

Backed by its success on the road and in the air, Michelin decided to apply the advantages of tyres to railway travel in **1929**. As the idea seemed impossible, Michelin was unable to find a railway company partner and so chose to develop its own range of rubber-tyred trains, known as Michelinies. This daring wager led to the development of tyres adapted for railway cars, which today are used in many underground train systems around the world.



### THE MICHELINE TYPE 23 OF 1939

**When Michelin adapted tyres for railway cars in 1929, the first test runs provided conclusive evidence of their benefits—traffic speed increased, braking distances shortened, railway equipment lasted longer and passengers travelled in greater comfort. When the Micheline locomotive made its first run between Paris and Deauville in 1931, a new adventure began for Michelin. The Micheline Type 23 was even chosen to represent France's technological advance at the New York World's Fair in 1939.**

## SECTION 5

VIDÉO  
L'ASSOCIATION  
SPORTIVE MICHELIN



### Commitment to employees and the local community



Beyond its products, Michelin has forged powerful ties with the city of Clermont-Ferrand and its staff. Life-size characters along the tour give first-hand accounts of Michelin's presence outside of the plants, from schools and grocery stores to the hospital and ASM sporting club, while maps and photographs present the celebrated workers' districts whose houses and gardens still dot the city's landscape today.

VIDÉO  
COMMENT NAÎT UNE  
IDÉE PUBLICITAIRE



## SECTION 6

### Advertising genius

The Michelin brothers believed strongly in promotion and hit on the idea of using Bibendum—better known in the English-speaking world as the Michelin Man—to publicise their company. Very quickly, the Michelin Man started showing up all around France, in village fetes and fairs. As time went by, he accompanied the Tour de France bicycle race, went on a tour of seaside resorts and promoted Michelin tyres everywhere he went. Today an international icon, the jovial, roly-poly Michelin Man has changed over time. From the cigar-puffing bon vivant of the early days to the universal travel companion of today, the Michelin Man has entered into automobile and advertising history. A film produced for L'Aventure Michelin re-lives the character's incredible journey, from his creation to today.



### THE MICHELIN MAN'S ORIGINS

**In 1894, Edouard and André Michelin visited the International and Colonial Exhibition in Lyon and noticed a pile of different-sized tyres put together by the stand manager. It looked just like a man. Soon afterwards, André saw a drawing by the cartoonist O'Galop that the brothers adapted to make a human form composed of tyres. The Michelin Man was born. The first posters using his image were published in 1898.**



## SECTION 7

VIDÉO  
HISTOIRE D'UNE  
BORNE D'ANGLE



### Helping and guiding travellers

Firmly convinced that “what is good for automobiles is good for tyres” and recognizing that motorists of the nascent automobile era would have trouble finding their way on roads without road signs, the Michelin brothers invented a host of solutions to support mobility. These included hotel guides (1900), travel guides (1926), road maps (1910), an Itineraries Office, road numbering, road signs and tools that made traveling easier and helped spur the development of automobiles and tourism.



### THE MICHELIN GUIDE

**The original Michelin Guide was published in 1900 with the aim of facilitating motorists' lives by providing them with essential information for their journeys. In the foreword, André Michelin wrote: “This work coincides with the beginning of the new century and will last the latter's duration”.**

VIDÉO  
LE RADIAL



## SECTION 8

### The Radial revolution

In 1946, Michelin filed a patent for the radial tyre. With its extraordinary technological benefits, the radial tyre was first adapted for automobiles. Very quickly though, it was in high demand for trucks, underground trains, earthmovers, tractors, airplanes and motorcycles. This revolutionary technology gave Michelin a 20-year lead over the competition and made it a world-class company. To test its tyres, Michelin acquired leading-edge resources and equipment. In 1947, it became the first industrial firm in France to have an electronic microscope and, in 1965, it opened a Technology Centre covering nearly 990 acres. A dedicated exhibit area on materials and expertise provides visitors with a close-up view of what goes into a tyre and how it is made.



### THE MILLE-PATTES

**In the 1970s, Michelin came up with an unusual vehicle to test truck tyres known as the Mille-Pattes (or centipede). This prototype made from components of the Citroën DS had ten independent wheels and two 350hp V8 engines made by Chevrolet. Weighing nine tonnes, the Mille-Pattes was equipped with measuring devices to test the truck tyre situated at its centre. For several years, the Mille-Pattes served as an innovative way to safely test tyres at sustained high speeds.**



VIDÉO  
DE LA PISTE  
À LA ROUTE



## SECTION 9

### Mobility challenges of the future

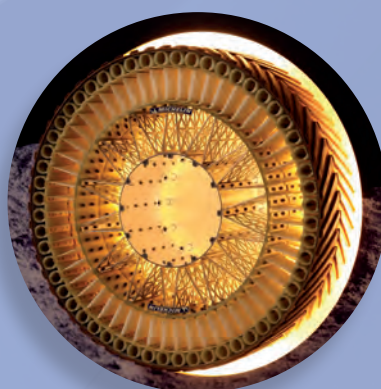
By **2030**, the number of vehicles on the road is expected to double to 1.6 billion. In response to this major challenge, Michelin is looking for ways to enhance road safety, reduce energy use and limit mobility's impact on the environment. To meet these challenges, Michelin manufactures products that integrate leading-edge technologies to offer enhanced performance, thereby guaranteeing safety, fuel savings and greater mileage. To this end, the Group has developed a Technology Centre that is known around the world.

### Innovation: An integral part of Michelin's business

Whether for agricultural machines, cars, airplanes, earthmovers, motorcycles, trucks or bicycles, all Michelin tyres benefit from innovations developed in the Technology Centres located in North America, Europe and Asia. They employ more than 6,000 people worldwide and devoted €643 million to research and development in **2013**.

Michelin firmly believes that as many people as possible should be able to share its innovations and the numerous benefits they permit in terms of performance, safety and driving enjoyment.

To test tyre performance under the most extreme conditions, Michelin Motorsport's activities provide a full-scale laboratory where technologies can be evaluated before being carried over to road tyres.



**Michelin has been chosen by NASA to supply tyres to its future lunar exploration vehicle in 2030.**

## SECTION 10

### Showroom and play area

For an enjoyable finish, the showroom presents all of the products currently marketed by Michelin, including tyres (of course), as well as maps, guides, digital devices and the range of Michelin Lifestyle products.

Young and old alike will have fun in the play area, which has something for everyone.



### Gift shop

At the end of the tour, visitors can stop in the gift shop where they will find a selection of Michelin Lifestyle products, maps and guides, as well as reproductions of objects from the heritage collection on display at L'Aventure Michelin.



### L'Aventure Michelin book

Taken at sunrise on the outside stairs of the Philiponeau grandstand at Marcel-Michelin Stadium, this highly symbolic cover photo shows the typical sawtooth roof of a former Michelin factory that is now home to L'Aventure Michelin. Written and published by Michelin, the 188-page book recounts the 125-year saga of a company guided by innovation and deeply committed to the future.

Price: €14.90



# 4

## An increasingly interactive **adventure**

*L'Aventure Michelin has around 100 screens of which one-third are touch screens. These touch screens reveal the mysteries of the tyre, allow visitors to tour the Ladoux Technology Centre, present testimonials from researchers, and provide access to rare editions of the Michelin Guide.*

The L'Aventure Michelin app can be downloaded onto tablets as well as Apple and Android smartphones. It is designed for use before, during and after the tour. For visitors who don't have any of these devices, L'Aventure Michelin offers smartguides on which the app has already been installed.

A mobile version of our website can also be accessed via smartphone.

Visitors can also use the app to book tickets on their tablet or smartphone, as well as from the website. In addition, Web users can conduct a virtual tour on Google and Google Maps.



An Aventure Michelin app is available for downloading onto Apple and Android tablets and smartphones. It is designed for use before, during and after visits. It is available in French, English, Spanish and German for use before, during and after visits.





# 5

## L'Aventure Michelin : Four labels from "Tourisme et Handicap"



*L'Aventure Michelin is accessible to all, with no exceptions. Its designers spent a great deal of time making sure that everyone would be able to fully enjoy the self-guided tour by building in complete accessibility, dedicated features for the visually impaired and specific interfaces. Thanks to these ambitious efforts, L'Aventure Michelin, inaugurated in January 2009, has won four labels from France's Tourisme et Handicap association in record time, as a place that is friendly for visitors with hearing, cognitive, motor or visual impairments. This recognition is important for Michelin, a company dedicated to improving mobility for everyone.*

### A tour that can accommodate all visitors

Special care was taken to ensure the comfort of visitors with reduced mobility. Lowered counters have been installed in the reception area and gift shop and the different floors are all accessible by elevator. Similarly, the furniture, handrails and elevators have all been specially adapted. Rest areas have been created at convenient intervals throughout the tour and fold-down seats are available starting in the entrance for people who have difficulty walking. The entire tour is also accessible to the visually impaired thanks to tactile floor markings that guide the visitor throughout the building. Guide dogs are also welcome.

### Specific interface and communication resources

In a very rare museum experience, visually impaired visitors can discover L'Aventure Michelin completely on their own through

a sensorial tour entitled "Another View". Specific flooring indicates where to stop to hear the descriptions in the audio guides.

The information notices in each section are transcribed in Braille, while tactile illustrations, mock-ups and miniatures in contrasting colours and displays with sound and smell features are regularly positioned throughout the tour. In addition, vinyl gloves are available for visitors allergic to latex. This extensive multi-sensorial approach blends harmoniously with the tour's design, even creating a link between the different categories of visitors, as can be seen in the number of children who play with the miniatures designed to assist the visually impaired. For the hearing impaired, headphones and induction loops are available for the audio guides. For the deaf, video guides in French sign language are also available. For visitors with cognitive impairments, intuitive media facilitates access to the exhibits, as do simplified, illustrated signs and explanatory notices.

This commitment to welcoming all disabilities extends to L'Aventure Michelin's website ([www.laventuremichelin.com](http://www.laventuremichelin.com)). The site is accessible to everyone and includes special practical information for all individuals, such as Braille display and speech synthesis capabilities, keyboard navigation and other features.

**L'Aventure Michelin's website complies with the RG2A standard guaranteeing accessibility to the disabled.**

A version of the website is also available for smartphones.



# 6

## L'Aventure Michelin in numbers

Tours available in  
**4 LANGUAGES**  
(German, English, Spanish and French)

**125**  
years  
**OF HISTORY**

**2,100** square  
meters  
**OF EXHIBITION SPACE**  
devoted to Michelin  
yesterday, today and tomorrow

Nearly  
**500,000**  
**VISITORS**  
since **2009**

**10**  
**DIFFERENT**  
**SECTIONS**

More than  
**100**  
**SCREENS**  
of which one-third  
are interactive

More than  
**1,000**  
**ITEMS**  
from Michelin's heritage collection

**1,000**  
**GUIDED**  
**TOURS**  
a year

**More**  
than one-third  
of the displays have  
been renewed  
**SINCE THE OPENING**

Visitors  
representing  
**57 NATIONALITIES**



# 7

## L'Aventure Michelin : practical information Address

### ADDRESS

**L'Aventure Michelin**  
32, rue du Clos Four  
63 100 Clermont-Ferrand.  
Tel: +33 (0)4 73 98 60 60

**Website**  
[www.laventuremichelin.com](http://www.laventuremichelin.com)

### MEDIA CONTACT

**Michelin Media Relations**  
27 Cours de l'Île Seguin  
92100 Boulogne-Billancourt  
FRANCE  
Tel.: +33 (0)1 45 66 22 22  
Fax: +33 (0)1 71 22 80 47  
[www.michelin.com/corporate](http://www.michelin.com/corporate)

### OPENING HOURS

- **From September to June:**  
Tuesday to Sunday, from **10 am** to **6 pm**.
- **From July 1 to August 31:**  
Open daily from **10 am** to **7 pm**.
- **During the summer, L'Aventure Michelin is open until 10 pm on five Tuesdays: July 22, July 29, August 5, August 12 and August 19.**

### ACCESS

L'Aventure Michelin is located in **Clermont-Ferrand's Montferrand district**, next to the **Marcel-Michelin sports complex**, at 32 rue du Clos-Four.  
Limited free parking is available for L'Aventure Michelin visitors.  
**Be sure to keep your L'Aventure Michelin ticket to exit the car park.**

- **Tramway station:** Stade Marcel-Michelin

### TICKET PRICES

- **Adults:** ..... **€9.50**
- **Children aged 7 to 18:** ..... **€5.50**  
(ID required)
- **Free:** children under 7 (ID required) and attendants for disabled persons.
- **Current and retired Michelin employees:** ..... **€5.50**  
(ID required)
- **Families:** ..... **€24.00**  
(four people including at least one child aged 7 to 18)
- **Audio-guide**     : ..... **€2**
- **Smart-guide**     : ..... **€3**  
FR GB GER ESP

### RESERVATIONS

- **Individuals:** [www.laventuremichelin.com](http://www.laventuremichelin.com)
- **Groups:** A reservation form is available at [www.laventuremichelin.com](http://www.laventuremichelin.com).  
Return the completed form either  
- by e-mail to: [reservation@laventuremichelin.com](mailto:reservation@laventuremichelin.com),  
- by fax to: **+33(0)4 73 98 60 69**,  
- by mail to the following address: **L'Aventure Michelin – Service Groupes  
32 rue du Clos Four - 63 100 Clermont-Ferrand.**  
Pre-reservations for groups: **Tel.: +33(0)4 73 98 60 63**

### GUIDED TOURS

**Guided tours are available for groups of 9 to 20 people** at a flat-rate fee of **€55.00** plus the entrance ticket. Guided tours must be booked in advance and it is available in **French, English, Spanish German and Italian.**

### GIFT SHOP

**The gift shop opens at 10:30 am** and can be accessed separately from the tour. The gift shop features a constantly updated selection of Michelin-branded products for all budgets, occasions and interests.



# 8

## The Michelin Group : milestones

*For more than a century, Michelin has dedicated all its expertise and innovation to enhancing mobility for motorists around the world.*

**1889** Michelin et Cie founded

**1891** Michelin files its first patents for removable and repairable tyres

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

**1898** Birth of Bibendum, the **Michelin Man**

**1900** First **Michelin Guide** published

**1905** Introduction of the **Michelin Sole tread** with hobnails to improve tyre 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** tyre (2.5 bar)

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

**1930** Michelin files a patent for the **integrated tube tyre**

**1938** Michelin launches **Metalic**, the first truck tyre with a steel casing

**1946** Michelin invents the **radial tyre**

**1959** Michelin invents the radial tyre

**1979** The Michelin radial tyre wins the Formula 1 world championship

**1981** The MICHELIN Air X is the first radial aircraft tyre

**1992** Launch of the fuel-efficient MICHELIN ENERGY™ tyre

**1993** Michelin invents the new C3M tyre manufacturing process.

**1995** The space shuttle lands on Michelin tyres

**1996** Michelin invents the vertically anchored PAX System tyre

**1998** The inaugural Michelin Challenge Bibendum, the world's leading competition for clean vehicles

**1998** The Michelin Man celebrates his 100<sup>th</sup> anniversary.

**2000** The Michelin Man elected best logo of all time by an international jury

**2001** Michelin introduces the world's largest earthmover tyre

**2003** Launch of Michelin-branded automotive accessories

**2004** New corporate signature introduced: **"Michelin, a better way forward"**

**2004** Launch of the MICHELIN XeoBib, the first agricultural tyre that operates at a constant low pressure

**2005** Michelin provides tyres for the new Airbus A-380 aircraft

**2006** Michelin revolutionises truck tyres with MICHELIN Durable Technologies

**2007** Launch of the new MICHELIN ENERGY™ Saver tyre

**2009** 100<sup>th</sup> edition of the Michelin Guide to France

**2010** Launch of the MICHELIN Pilot Sport 3 and MICHELIN Pilot Super Sport tyres

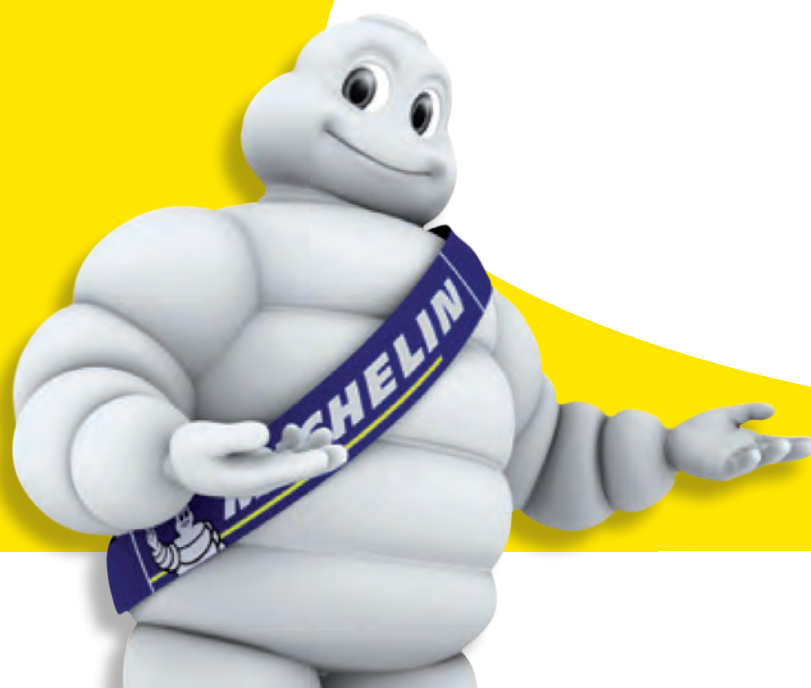
**2012** European launch of the MICHELIN Primacy 3 tyre

**2012** European launch of two new tyres: the MICHELIN ENERGY™ Saver+ and the MICHELIN Agilis+

**2013** Launch of the new MICHELIN X Line Energy range of low rolling resistance truck tyres

# 9

## The Michelin Group in numbers



Founded > **1889**

Factories > **68 in 17 countries**

Total staff worldwide > **112,300**

Technology Centre > **More than 6,600 people working in R&D** on three continents: North America, Europe and Asia

Annual R&D budget > **€656 million**

Annual production > **178 million tyres** more than **13 million maps and guides** sold in more than **170 countries**, and **970 million itineraries** calculated by ViaMichelin

Revenue (2014): > **€19.55 billion**



