

2009

2013

2012

ENGLISH

2010

2011



THE V GUIDE HAS BEEN *ENHANCING MOBILITY* FOR MORE THAN A CENTURY



The Michelin guide sprang from the imagination of André and Édouard MICHELIN, the founders of the Group that bears their name. This was in 1900, when the automobile was still young, as there were fewer than 3,000 motorists in France. Traveling was often a real expedition since distances were long and roads were poorly indicated and sometimes dangerous. Nonetheless, the Michelin brothers believed that the automobile had a future. To support its development – and at the same time the growth of the Michelin Group – they decided to provide motorists, at no cost, with a little 400-page red guidebook containing a wealth of information, such as how to change a tire or where to find gasoline, a place to eat or a room for the night...

Twenty years later, the guide was no longer offered free of charge. Accord-

ing to an anecdote, on a visit to a tire dealer, André Michelin was outraged to see the guides being used to prop up a workbench. Because “people don’t respect anything if they don’t pay for it,” the guide was now sold for seven francs. That same year, the guide included restaurants with their own rating system. In addition, advertising was banned and for the first time there was a list of hotels in Paris. And so the adventure of the Michelin guide was launched.

Over the years, backed by a team of anonymous inspectors who travel throughout Europe, the guide has offered its readers an ever richer selection of the best hotels and restaurants in each comfort and price category. **More than a century later, the Michelin guide has established itself as the global benchmark in gourmet dining, for hospitality professionals as well as for the general public.**



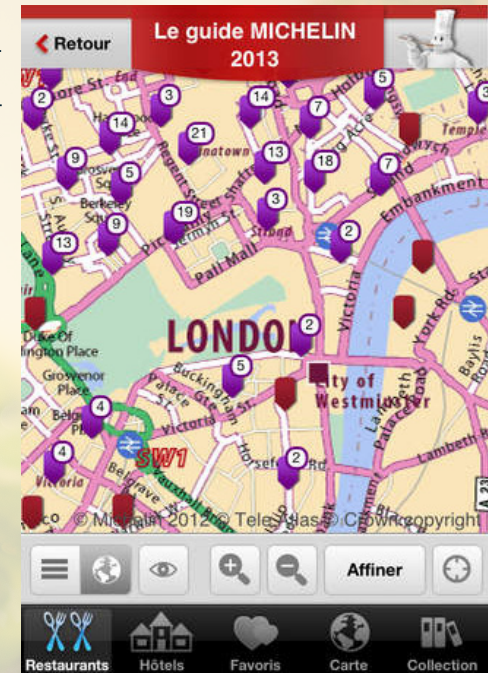
A GUIDE FOR EVERYONE

THE MICHELIN GUIDE'S PURPOSE FOR MORE THAN A CENTURY

The Michelin guide truly is for everyone because it enables **each reader to find the right hotel or restaurant**. For each comfort and price category – from luxury hotels to traditional inns and from outstanding gourmet restaurants to small bistros – and regardless of the reader's desires, budget, or style of establishment and cuisine sought after, **every year the MICHELIN guide offers a very broad selection of hotels and restaurants that have been rigorously tested by professional, anonymous inspectors**. While the stars are

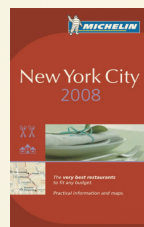
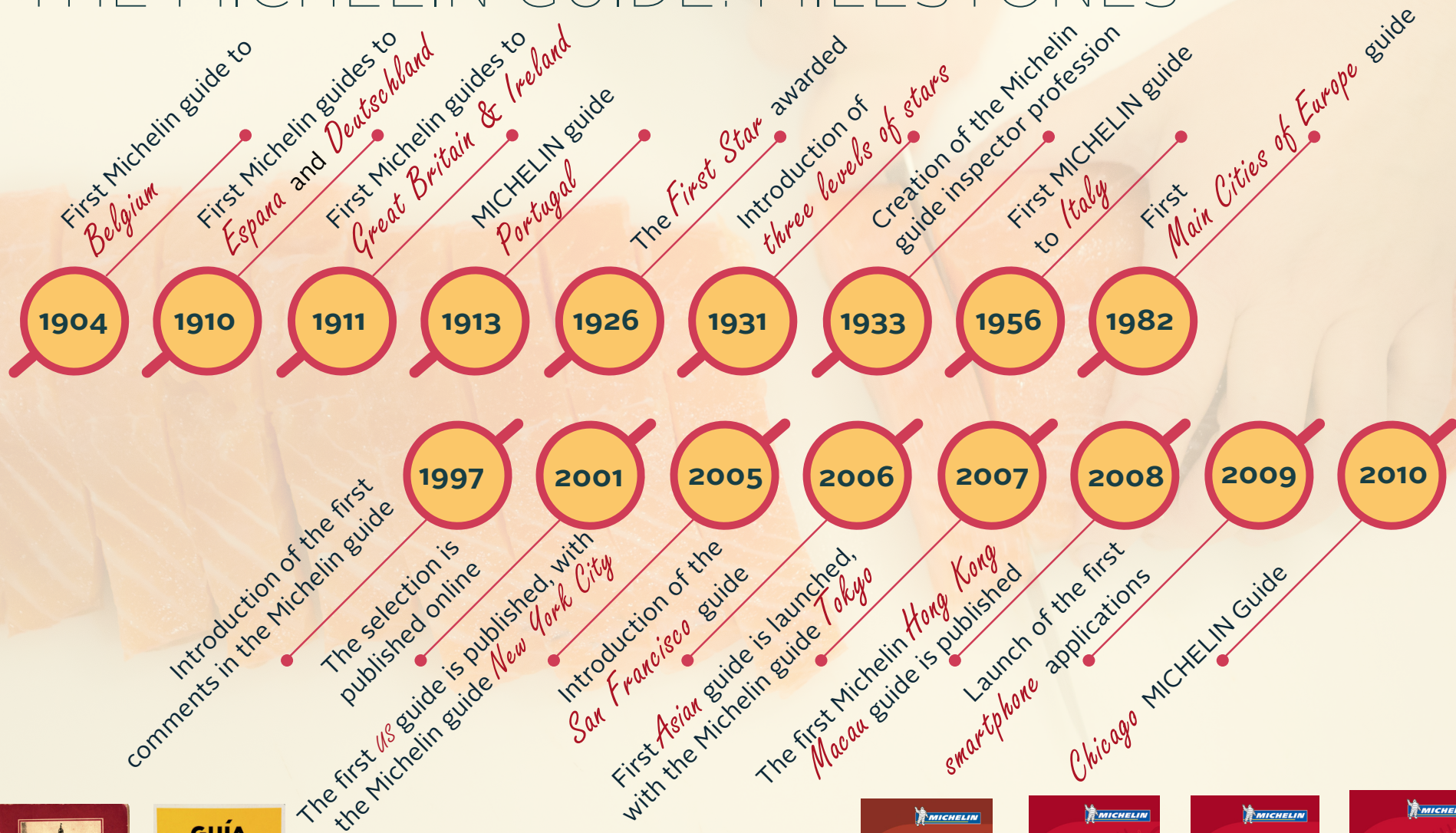
the distinctions that get the most media coverage, they represent barely 10% of the guides' selection. **All of the practical information, ratings and distinctions are revised and updated every year to give readers the most reliable information possible.**

Attentive to everyone's needs in terms of quality and budget, the guide must also be accessible to everyone and suitable for all types of use. Constantly evolving to stay in tune with its time and committed to adapting to today's increasingly mobile, nomadic lifestyles, **the Michelin guide is today more widely accessible than ever**. In addition to the printed guide, onboard navigation systems as well as Web and mobile-based versions provide digital solutions that enable users to launch multi-criteria searches, find a nearby hotel or restaurant and locate it on a map.



Thanks to the complementarity between the paper and digital versions, and with **more than 45,000 hotels and restaurants** selected around the world, the Michelin guide provides day-to-day assistance to millions of travelers with the goal of enhancing their enjoyment and making their trip safer. Since it was first published in 1900, the guide has shared the same mission as the Michelin Group, which is to provide **“a better way forward.”**

THE MICHELIN GUIDE: MILESTONES



PICTOGRAMS: *A CONVENIENT, INTERNATIONAL LANGUAGE*

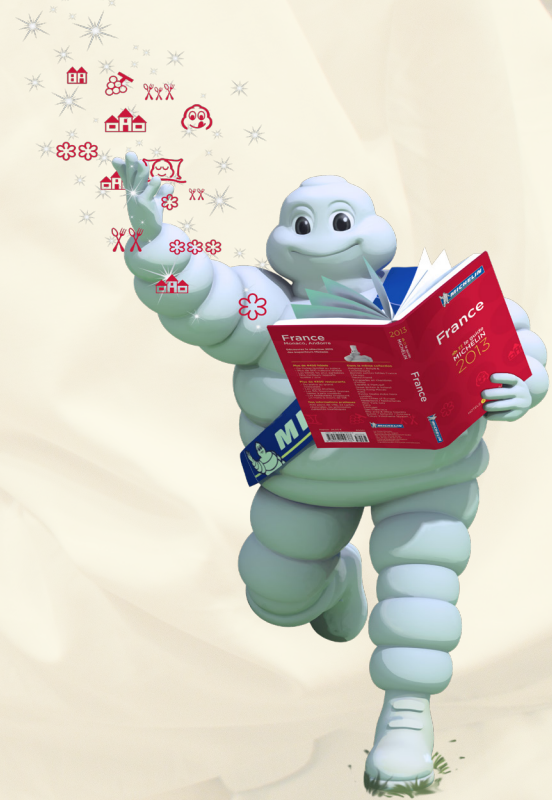
To help readers make their decisions, **the MICHELIN guide in 1900 introduced a universal language** of symbols. Known as pictograms, these symbols have the advantage of being concise, saving space, providing objective, non-judgmental information and being understandable regardless of the reader's language.

Although there were only around 20 symbols at the beginning, today there are more than a hundred, all of which can be understood by everyone around the world. Pictograms give very precise information, not only about the services offered but also more general information, making it possible to **rate hotels and restaurants according to their level of comfort or the quality of the cooking.**

Ratings extend from 🏠 to 🏠🏠🏠 for hotels and from ✂️ to ✂️✂️✂️✂️ for restaurants, meaning from "Quite comfortable" to "Luxury in the traditional style."

Over the years, the pictograms have changed as society has evolved, with some disappearing and new ones being added. For example, the Michelin guide used to indicate hotels that still used gas lamps or candles (1930), hotels with private showers (1955), restaurants that forbid transistor radios (1962 to 1966), rooms with television sets (1972) and hotels and restaurants that accepted credit cards (1978).

Although the symbols that helped to forge the guide's identity continue to be used, **comments were included in the Michelin guide for the first time in 2000.** These short texts offer a description of each establishment, give details about the cooking style and atmosphere, and provide the Michelin inspectors' view of the selection.



THE STARS : *THE BEST RESTAURANTS*

Every year, the Michelin guide recognizes the most outstanding restaurants by awarding them stars.

Because these stars honor the world's best restaurants, those for which customers are willing to travel great distances to enjoy an exceptional dining experience, their allocation is a unique moment in a chef's career and complies with strict criteria applied for all inspectors around the world. If Michelin often says that **the stars "are in the plate and only in the plate,"** it's because only the quality of the cuisine is evaluated. The restaurant's location, decoration, service, equipment or other features are absolutely not taken into account.

To assess the quality of a restaurant, the inspectors apply five criteria defined by Michelin: **product quality, preparation and flavors, the chef's personality as revealed through his or her cuisine, value for money, and consistency over time and across the entire menu.** These objective criteria are respected by all

Michelin guide inspectors, whether in Japan, the United States, China or Europe. Used around the world, **the criteria guarantee a consistent selection.** A one-star restaurant delivers the same value regardless of whether it is located in Paris, New York or Tokyo.

Since all distinctions attributed by the Michelin guide are made **together**, the highest are awarded at special "star sessions." Chaired by the Director of the Michelin guides, these meetings are attended by the inspectors and the editor in chief of the country guide. They can last several days. That's because if there is disagreement, the restaurant is visited again by a different inspector and again, if necessary, until a unanimous decision is reached.



Stars are awarded to a restaurant for the achievements of its chef and his or her team, regardless of the type of cuisine. Stars are classified in three levels:

- *** **Exceptional cuisine, worth a special journey**
- ** **Excellent cooking, worth a detour**
- * **A very good restaurant in its category**

THE BIB GOURMAND

Because the Michelin guide is committed to quality for everyone, the inspectors are always on the lookout for **restaurants that serve high-quality food at affordable prices.** As early as 1954, the guide indicated restaurants serving “good cuisine at a reasonable price.” To help readers more



easily identify these restaurants, a symbol – a red “R” that in 1992 became Repas (“meal” in French) – was added to the guide in 1970.

In **1997**, a draftsman revitalized this symbol, transforming it into Bibendum, the famed Michelin Man, licking his lips: 🍷 Bib(endum) Gourmand became the ambassador for an authentic cuisine that was carefully prepared and inexpensively priced. The distinction was **awarded to quality restaurants that offered an affordably priced, three-course meal: starter, main course and desert.**

Year after year, the Bib Gourmand selection has proven very popular with the public, which is always looking for good deals, as well as with restaurant operators, many of whom are delighted to fill this market niche. As proof of this popularity, the inspectors have noted in recent years that more and more restaurateurs are committed to promo-

ting affordable, quality cooking, thereby combining simplicity, a friendly atmosphere, authentic cuisine and low prices.

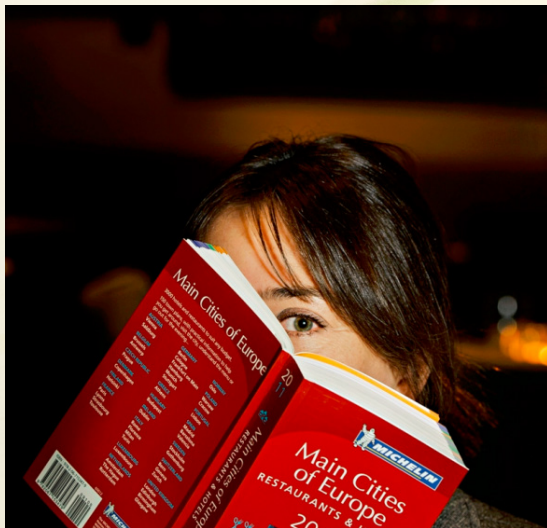
In response to the resounding success of the label, Bib Gourmand restaurants in France, Spain and the Benelux countries have been relisted in a special guide called **Bonnes Petites Tables du guide MICHELIN.**

A spinoff of the Bib Gourmand, **Bib Hôtel** 🍷 was created in 2003 to identify hotels that offer very good value for money.

MICHELIN GUIDE : *KEY PLAYERS*

Hospitality professionals

With their professionalism, constant commitment to excellence, and desire to satisfy their guests, they guarantee quality on a day-to-day basis and enable the Michelin guide selection to exist and be renewed every year. Incidentally, the Michelin guide does not reveal the culinary trends of the future. **Rather it notes current trends and reflects the dynamism and vitality of an industry that is constantly evolving.**



Michelin inspectors

Whether man or woman, young or older, blond or dark-haired, thin or well-built, the Michelin inspector, always enthusiastic about gourmet dining, is a customer just like any other. Independent because a Michelin employee as well as a hospitality professional often trained in a hotel school, the inspector travels 30,000 km a year on average, eats some 250 meals in restaurants and sleeps in more than 160 hotels in order to select the best restaurants and hotels in all comfort and price categories. **Working anonymously, the inspector is an ordinary customer who books a table in restaurants, orders, dines, never takes notes during meals and pays his or her own bill.** This anonymity is what makes the MICHELIN Guide so successful. Inspectors don't want to be treated differently from anyone else. **In their plate, they have exactly what other customers are served. Nothing more, nothing less.** It is only after paying their bill that inspectors may introduce themselves and ask for more information, if necessary.

Customers

A precious asset for the Michelin guide, the reader has always been an important source of information. Whenever they stay in a hotel or dine in a restaurant, readers themselves become inspectors of a sort. **Since 1929, Michelin has elicited their opinions through a satisfaction survey included in the guide.** In addition, some 45,000 letters and emails are received every year. They help to guide the inspectors in their visits and further enhance the quality of the selection. Whether they contain compliments or criticism or simply serve as a means of dialogue, these messages provide constant feedback on the mutual trust that is established between the Michelin guide and its readers.

A WINDOW ON *GOURMET DINNING* *AROUND THE WORLD*

Curious about and respectful of local specialties, regional traditions and national cooking styles, the Michelin guide serves as a showcase for gourmet dining worldwide. With its unique, consistent selection method, the guide reveals the vitality of a country's gourmet food scene and highlights new culinary trends and emerging young chefs, thereby enhancing the prestige of gastronomy around the world.

It was in 1904, only four years after the publication of the first Michelin guide France, that the collection became international with the publication of the first Michelin guide Belgium. Although new countries are added year after year, each new guide shares the same goal of assisting motorists and is prepared with

the same rigor and high standards.

While Europe was rapidly covered, it was not until 2005 that the guide penetrated the United States with the launch of the Michelin guide New York City, followed by a guide to San Francisco the next year. In late 2007, the guide turned to Asia, and particularly Japan, where the first MICHELIN Guide Tokyo appeared in November. It was an instant success, with more than 120,000 copies sold in less than 24 hours. In 2008, the People's Republic of China became the 23rd country to be covered, with the MICHELIN Guide Hong Kong Macau.

Today, the MICHELIN Guide collection comprises 26 guides covering 23 countries on three continents, with more than 45,000 addresses worldwide. The



latest addition to the collection is the guide to Hiroshima province, which was released last May.

This international expansion has naturally been coordinated with Michelin's industrial development strategy. However, when considering a new destination, Michelin also takes into account the quality of a city or country's culinary culture, the number of restaurants (including the number of restaurants that could be awarded stars), the number of hotels and the potential number of readers for a new guide.

NEARLY 500 PEOPLE INVOLVED EVERY YEAR

For men and women alike, both in the office and on the road, the goal is always to satisfy readers. Quality is their constant focus, passion is their philosophy and accuracy is their credo.

First step is : Orchestrating the entire operation, the editor-in-chief prepares the inspectors' rounds. Each year, an inspector is assigned a different region that he or she covers for months.

Second step is : Inspectors are on the road three weeks a month, testing, discovering and confirming the selection of a hotel or restaurant. The fourth week, they return to the Michelin offices to present the editor-in-chief with their report and to prepare their next trip and book restaurants and hotels.

Third step is : Once the inspectors have completed their rounds, the selection must be finalized in a collective manner. "Star sessions" are organized and attended by the guide's editor-in-chief and the inspectors, as well as by the Director of the Michelin guides. If there is disagreement, the establishment is tested again until a unanimous decision is reached.

Fourth step is : The writing phase begins once all the reports have been submitted. The administrative team updates the street maps and useful information while the copywriters prepare the comments to be included in the guide.

Fifth step is : The definitive version of the guide is finalized. Texts, street maps, photos and other content are collected, checked and laid out. The final version is sent to the printer after it has been re-read and validated. A few weeks later, the Michelin guide is shipped to sales outlets.

Almost as soon as the guide is sent to the printer, the inspectors are back on the road, catching up on the latest news about good restaurants and quality hotels, and already focused on the coming year's selection.

FOCUS ON *THE MICHELIN GUIDE MAIN CITIES OF EUROPE*

In this 33rd edition, the MICHELIN guide Main Cities of Europe provides a fascinating insight into Europe's many different culinary cultures and highlights the growing dynamism of the European culinary scene. Thus, a new restaurant has been awarded two stars –the Funky Gourmet in Athens (Greece), a restaurant where the food has immeasurable thought, creativity and above all the taste which matches the playfulness.

This year's selection also includes a number of newly honoured restaurants, particularly in Austria where four restaurants gain new stars in Vienna, including Tian, a vegetarian restaurant. Also in Hungary bustling Borkonyha Winekitchen in Budapest gains a star. This restaurant offers fantastic cooking and superb value for money.

The new edition of the guide also features important new distinctions in the Nordic countries. In Copenhagen, three new stars have been awarded, including Studio at the Standard and Marchal at D'Angleterre Hotel, two restaurants who 'raise the bar' on the already outstanding level of cooking in Copenhagen. In Helsinki (Finland) Chef & Sommelier is one of two new one stars. In Sweden, two contrasting styles of restaurant are recognised in Stockholm: the historic Operakällaren regains its star, while the contemporary Oaxen Krog gains its first, as does Bhoga in Gothenburg.

The 33rd edition of the 2014 MICHELIN guide Main Cities of Europe covers 44 cities in 20 European countries and features 1,562 hotels and 2,285 restaurants, of which:

349 🌟 restaurants
81 🌟🌟 restaurants
15 🌟🌟🌟 restaurants
279 🍷 restaurants



LA DIRECTION DU GUIDE MICHELIN



Claire DORLAND CLAUZEL, member of the Group Executive Committee, in charge of Maps & Guides

In January 2008, Claire Dorland Clauzel joined Michelin, where she is Executive Vice President, Communication and Brands and a member of the Group Executive Committee.

Since June 1, 2012, she has also supervised Michelin Travel Partner, a wholly owned Michelin Group subsidiary that produces and distributes Michelin tourist products, Michelin guides and digital mobility-assistance services, including ViaMichelin, the Michelin Travel and Michelin Restaurants websites, applications for mobile phones and tablets, and services and content for connected cars, she also oversees Michelin Lifestyle Limited and the Group Public Affairs Department. She is a member of the Group Executive Committee.

Claire Dorland-Clauzel holds a Masters in History from the Sorbonne and a doctorate in Geography from Institut de Géographie. She also graduated from Ecole Nationale d'Administration in 1988.



Michael ELLIS, International Director, Michelin Guides

Born in New York, Michael Ellis – a Franco-American – was trained as a restaurateur in the United States and Europe. He then acquired international managerial experience in wines and spirits, as head of sales for International Distillers and Vintners from 1983 to 1986; in tourism, as head of Club Med's cruise division from 1995 à 1997; and in packaging. He joined the Michelin Group in 2007, as Vice President Marketing and Sales for the Two-Wheel Division. He was appointed International Director, Michelin guides in August 2011.

Michael Ellis, 53, holds a Masters in International Relations from Johns Hopkins University in Washington DC and an MBA from INSEAD (class of 1987). He speaks fluent English, French, Spanish, Italian and Portuguese.