



Paris, October 8, 2025

Media Day 2025: the MICHELIN Guide, a legend reinventing itself

- From print version to global art of living reference, true to its original DNA
- Much more than a digital platform: a range of unique services
- A value-creating model for destinations.

As part of the unveiling of its very first worldwide selection of MICHELIN Keys at the Paris Decorative Arts Museum, the MICHELIN Guide is organizing, for the first time, its Media Day. It promises to be a day of exchange with the French and international press, and was envisioned as the perfect opportunity to share its history, strategy and ambitions.

1- From print version to global art of living reference

Since its inception in 1900, the MICHELIN Guide has moved with its time and with its users, while remaining true to its original mission: to guide travelers independently and with exacting standards towards the most memorable dining and hotel experiences. Originally conceived as a practical guide to make automobile mobility simpler, as from the 1920s it became a gastronomic benchmark, with the introduction of the MICHELIN Stars. In 1997, it launched the Bib Gourmand, a distinction that shines a light on accessible tables offering quality cuisine at a reasonable price.

At the start of the 21st century, the Guide covered around twenty destinations, mainly in Europe. It was at this time that it began a major strategic transformation, focused on internationalization, digitalization and diversification.

The acceleration of its global expansion really began in the 2000s, notably when the Guide arrived in Japan in 2007, marking an important step and confirming its ability to embrace and promote all culinary cultures. In 2025, the MICHELIN Guide covered almost 70 destinations throughout Europe, Asia, North and South America and the Middle East, and proclaimed a clear ambition: to eventually highlight all of the world's gastronomic scenes.

Also in the 2000s, and in response to the digital revolution, which was reshaping the ways in which people were accessing information and leading to a decline in the print model, the Guide began an ambitious overhaul. It launched a website on which all of its selections were made freely accessible worldwide and in more than 25 languages. This development extended both the

Guide's original mission – to support the greatest number of travelers – while also enabling it to develop a rich and constantly-updated editorial section. In 2020, this digital ecosystem saw the creation of a mobile app, which completed the transformation of the MICHELIN Guide from a book found in motorists' glove compartments, to a must-carry publication for foodies and travelers worldwide.

In 2023, the transformation extended to the hotel industry, with the creation of the MICHELIN Keys; illustrating the Guide's gradual rebirth in the fields of hotel curation and recommendation. This new accolade, the first global ranking which will be revealed tonight, highlights the MICHELIN Guide's most remarkable hotels and asserts itself, much like the Stars in the field of fine dining, as a new standard of hospitality excellence.

These notable developments have been guided by the core principles of the Guide's DNA: independence of selection, methodological rigor and constant high standards.

Today, the Keys enable the MICHELIN Guide to assert its position as a veritable global art of living reference, offering:

- Singularity: thanks to its unique curation model, based on the expertise of its teams of inspectors;
- Affinity: with engaging community events and stand-out and constantly-renewed editorial content;
- Practicality: through bespoke services to make each dining experience and stay more accessible and fulfilling.

2- Much more than a digital platform: a full range of services with strong added value

Thanks to its redesigned digital ecosystem, the MICHELIN Guide now uses its exclusive functions to support all dimensions of travel, from inspiration to booking. What's more, it federates a thoroughly renewed community of users, who are more cosmopolitan, younger and more qualified.

An overhauled digital ecosystem

On its website and mobile app, the MICHELIN Guide offers:

- An independent and high-standard selection of hotels and restaurants, prepared by an inspection team comprising individuals from over 30 nationalities, accessible free of charge worldwide;

- A distinctive editorial line with articles, travel guides, videos, podcasts, social formats and series, all promoting a unique and contemporary vision of gastronomy and travel;
- A service-based platform that addresses the uses and habits of its era, with filters, geolocation, list creation, personalized itineraries, an integrated booking system and tailored support provided by travel experts.

From platform to experience: the example of the hotel booking journey

Guide users have access to an enhanced service-based journey: direct booking at the best market prices, combined with exclusive advantages (upgrades, preferential rates and customized experiences). This journey can also be supplemented, upon request and free of charge, by tailored support, provided by a team of specialists available 24/7. This human and bespoke service builds on the high editorial standard of the MICHELIN Guide, making it more than about mere recommendations.

Today, 92% of users* consider the service to be “impressive” or “better than any other”.

A thoroughly renewed community of users

While the Stars remains an emblematic gateway, it is the diversity and accessibility of the selection that make the Guide a focal point for millions of travelers and epicureans worldwide. More than offering a mere curation of addresses, the MICHELIN Guide’s selection has developed veritable editorial substance, nurturing wanderlust. Today it boasts a community of 7 million subscribers on its social networks and 3.5 million active users on its app.

60% of international travelers* aged under 34 declare using the MICHELIN Guide when choosing a restaurant.

3- The MICHELIN Guide: a global, value-creating model for destinations

The MICHELIN Guide is pursuing its geographical expansion with a clear ambition: to promote culinary scenes worldwide through its restaurant selections. The impact on the economy, tourism, cuisine and culture of its selections have enabled it to implement a unique model, based on strategic partnerships with local tourist authorities. In return, this support, that is so crucial to the Guide’s international development, results in tangible and sustained benefits.

A recent study* confirmed the growing influence of the MICHELIN Guide on travelers’ choices:

- 74% consider its presence as a decisive criterion when choosing a destination,
- 76% are prepared to extend their stay to enjoy an experience in a restaurant recommended by the MICHELIN Guide
- 80% are prepared to pay more to experience this level of excellence.

Beyond the impact on tourism, the MICHELIN Guide serves as a veritable economic lever:

- 82% of chefs report an increase in their turnover after receiving a distinction,
- 60% recruit new talents,
- 58% underscore the positive effect on the pride and motivation of their staff members.

Each expansion project is founded on a rigorous process, aiming to evaluate the local gastronomic landscape and to guarantee an enduring selection, placed under the exclusive responsibility of the MICHELIN Guide. These partnerships, as strategic and ambitious as they may be, are entered into with full respect for the MICHELIN Guide's independence, ensuring the quality and integrity of its selections.

This momentum also extends to the hotel industry. Expanding the hotel selections, introducing new MICHELIN Key distinctions and rolling out an effective booking system to enable hotels to target a more engaged clientèle.

In just two years, and compared with other distribution channels, some recommended hotels, bookable on the Guide's platforms, have witnessed a four-fold increase in reservations. Launched in 2024, the hotel booking service has reported considerable growth, especially among establishments offering exclusive advantages to the Guide's users. For both destinations and hotels, the MICHELIN Guide now helps to attract a hedonistic and discerning clientèle.

Thanks to this global model, the MICHELIN Guide is asserting its role as a world benchmark in gastronomy and hospitality, while helping destinations to achieve sustainable, high-quality and inspiring growth.

First conceived to help motorists, today the MICHELIN Guide wholeheartedly supports foodies and travelers worldwide. It adapts to new uses, while remaining true to its values of independence and high standards. In a world saturated with information, the MICHELIN Guide remains a reliable reference, thanks to its human and field-based approach.

It celebrates authenticity, local talents and unique culinary and hotel scenes. Now a global lifestyle reference, the MICHELIN Guide is enriching the travel experience and lastingly creating value for destinations. More than ever before, its recommendations, combined with new, bespoke digital services, are helping countless people to enjoy memorable experiences”.

— **Gwendal Poullennec**, International Director of the MICHELIN Guide

**The figures referred to are taken from a study by EY entitled, “Beyond the MICHELIN Stars”, published in 2025.*

Photos and/or attachments available on:

<https://contentcenter.michelin.com/dam/wedia/shared-board/ee8660d2-67b1-41a4-a2f0-cdf1a9191e20>

About Michelin:

Michelin is building a world-leading manufacturer of life-changing composites and experiences. Pioneering engineered materials for more than 130 years, Michelin is uniquely positioned to make decisive contributions to human progress and to a more sustainable world. Drawing on its deep know-how in polymer composites, Michelin is constantly innovating to manufacture high-quality tires and components for critical applications in demanding fields as varied as mobility, construction, aeronautics, low-carbon energies, and healthcare. The care placed in its products and deep customer knowledge inspire Michelin to offer the finest experiences. This spans from providing data- and AI-based connected solutions for professional fleets to recommending outstanding restaurants and hotels curated by the MICHELIN Guide. Headquartered in Clermont-Ferrand, France, Michelin is present in 175 countries and employs 129,800 people. (www.michelin.com).

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