



MICHELIN NORTH AMERICA, INC.

Michelin is the leading mobility company and manufacturer of life-changing composites and experiences. For more than 130 years, Michelin has made contributions to human progress and to a more sustainable world. Michelin is constantly innovating to manufacture high-quality tires and components for critical applications for demanding fields, including mobility, construction, aeronautics, low-carbon energies and healthcare and offer the finest experiences, from providing data- and AI-based connected solutions for professional fleets to recommending outstanding restaurants and hotels curated by the MICHELIN Guide.

A BALANCED APPROACH

Michelin is guided by our all-sustainable strategy to balance people development, economic growth, and responsible use of resources. This means developing business to be able to invest for the future, attracting and retaining the best talent while always considering the environmental impact of its decisions.

NORTH AMERICAN FACTS



22,000 Employees
36 Plants
2 Countries



US\$9.7 Billion
2025 Sales



Reduced regional logistics CO2 by 5%* in 2025

*Calculated as grams of CO2 per ton of goods sold

GLOBAL FACTS



129,800 employees
63 Countries



€26 billion
2025 Sales

US\$10.3 billion
2026 Global estimated value of Michelin brand



-48% CO2 emissions
Scopes 1&2

*vs 2019



AN AWARD-WINNING BRAND



MICHELIN® tires have been ranked the #1 tire brand by industry experts and consumers alike, across major category and segments. For nearly three decades we've been recognized for our achievements in Customer Satisfaction, Performance, Durability, Technology and Innovation. These awards reflect the talent and dedication of our employees, and we are honored and proud of this recognition.

FAST COMPANY



NEWSWEEK



CANADA'S



CANADA'S



THE MICHELIN FOOTPRINT IN NORTH AMERICA



Michelin employs over 22,000 people and operates 36 plants in the United States and Canada. Our North American industrial plants produce nearly every type of tire, including tires for earthmovers, airplanes and vehicles worldwide. Combined with our management, marketing and research teams, Michelin continues to innovate and produce the highest quality mobility solutions to move you forward.

FACILITIES IN THE UNITED STATES

Ardmore, Okla.* 185 employees Semi-Finished Products Est. 1969 US9	Asheboro, N.C.* 186 employees Tread Production, Heavy Truck Est. 1965	Atlanta, Ga. 106** employees Michelin Connected Fleet Est. 2000	Charlotte, N.C. 305** employees Beyond Road U.S. Headquarters Est. 2018	Covington, Ga.* 200 employees Tread Production, Heavy Truck Est. 2000 -GEO	Dothan, Ala.* 553 employees Radial Light Truck Est. 1979 US4
Emporia, Kan.* 12 employees Agricultural Rubber Tracks and Wheels Est. 2018	Emporia, Kan.* 224 employees Agricultural Rubber Tracks and Wheels Est. 2002	Fountain Inn, S.C. 74 employees Retread Equipment, Heavy Truck Est. 2020	Ft. Wayne, Ind.* 1,557 employees Radial Passenger & Light Truck Est. 1961 BFG4	Greenville, S.C. 1,941** employees North American Headquarters Est. 1985 HNA	Greenville, S.C.* 1,068 employees Radial Passenger, Light Truck, Molds Est. 1975 US1
Greenville, S.C.* 98 employees Post Manufacturing Greenville Est. 2018	Greenville, S.C. 202 employees Operational Support Est. 1975 US0	Greenville, S.C.* Radial Passenger Est. 1996	Greenville, S.C. 805** employees Michelin Americas Research Company Est. 1975 MARC	Junction City, Kan.* 220 employees Agricultural Rubber Tracks Est. 2018	Knoxville, Tenn.* 12 employees Wheel Manufacturing and On-Site Repair Est. 2008
Laurens, S.C. 39 employees Michelin Laurens Proving Grounds Est. 1975	Lexington, S.C.* 1,778 employees Radial Passenger Est. 1981 US5	Lexington, S.C.* 987 employees Earthmover Est. 1998 US7	Louisville, Ky.* 424 employees American Synthetic Rubber Company Est. 1943	New York, N.Y. 78 employees Michelin Lifestyle Est. 2000	Norwood, N.C.* 516** employees Aircraft Est. 1986 US11
Peosta, Iowa* 183 employees Agricultural Track Systems Est. 2006	Piedmont, S.C.* 94 employees Tweel Est. 2014	Pittsburgh, Pa. 7 employees Michelin Mobility Intelligence Est. 2016	Plattsburgh, N.Y.* 171** employees Construction and Powersport Rubber Tracks Est. 1989	Sandy Springs, S.C.* 921 employees Semi-Finished Products Est. 1974 US2	Spartanburg, S.C.* 1,321 employees Radial Heavy Truck Est. 1978 US3
Starr, S.C.* 353 employees Semi-Finished Rubber Est. 2001 US8	Starr, S.C.* 202 employees Earthmover Est. 2013 US10	Michelin Polymer Composite Solutions entities in the U.S. and Canada include: • Approximately 1,500 employees • American Industrial Plastics: Daytona Beach, Fla. • CDI Products, LLC: Humble, Texas • Cooley Group: ◦ Pawtucket, R.I. ◦ Cranston, R.I. ◦ Lancaster, S.C. ◦ Mount Forest, ON • EGC Operating Company: Chardon, Ohio • Fenner Dunlop: ◦ Bracebridge, ON ◦ Lavonia, Ga. ◦ Port Clinton, Ohio ◦ Toledo, Ohio • Fenner Precision Polymers: ◦ Los Angeles, Calif. ◦ Manheim, Calif. ◦ Wilmington, N.C. • Hallite Seals: ◦ Wixom, Mich. ◦ Toronto, ON • Pennel USA, Inc. Charleston, S.C. • Pronal-USA, Inc. South Daytona, Fla.			
Tuscaloosa, Ala* 1,213 employees Radial Passenger & Light Truck Est. 1945 BFG3					

FACILITIES IN CANADA

Bridgewater, NS* 1,322 employees Radial Passenger & Light Truck and Steel Cord Est. 1971 CA2	Magog, QC 281** employees Beyond Road R&D Center Est. 2007 MGG	Mississauga, ON 45** employees Camso Distribution Canada, Inc. Est. 1987 CMI	Montreal, QC 156** employees Canadian Commercial Office Est. 2025 MQC	Pictou County, NS 38 employees Canadian Headquarters Est. 1971 CA0	Pictou County, NS* 950 employees Radial Passenger, Light Truck, Molds, Semi-finished products Est. 1971 CA1
Shawinigan, QC* 53 employees Powersports Track Systems Est. 2006 CAS	Waterville, NS* 1,624 employees Radial Heavy Truck & Earthmover Est. 1982 CA3				

This list represents most Michelin Group locations in Michelin North America, but does not include distribution sites, service centers and some affiliates. Headcount numbers include all employees (including part-time employees such as returning retirees and interns) as of January 2026.

*Identifies Michelin North America's manufacturing and assembly plants.

**Includes field sales and support employees assigned to the location but working remotely.