



On the road to...

**... Michelin's commitment to
sustainable road mobility**

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On the road to... Michelin's commitment

Michelin was the first to put pneumatic tires on an automobile, back in 1895, and ever since, it has been associated with progress in road mobility, with the commitment to making it both safer and more energy efficient.

Tires account for 20% of a modern car's fuel consumption (and up to 30% of a truck's) and therefore have a significant impact on tailpipe emissions. Tires also play a vital role in performance and safety, since they form the sole point of contact between a vehicle and the road.

For all these reasons, it is only normal that Michelin should get involved in promoting improvements, wherever they came from.

Michelin created Challenge Bibendum in 1998 to show that the automobile industry is working towards sustainable mobility, and that it already has the technologies needed to reduce pollution and improve safety, without compromising mobility.

The challenge is to reconcile freedom, development, and respect for the planet and its inhabitants.

Substantial progress has been made in a number of areas. For example, 100 passenger cars in 2003 generated less pollution than a single car back in 1975. But we need to accelerate the introduction of the most effective solutions. Challenge Bibendum, created eight years ago to celebrate the centennial of Bibendum, the world-famous "Michelin Man", is one way of assessing and publicizing them.

On the road to ... sustainable mobility

For Michelin, the road map has been clear for years: we have to develop sustainable mobility; i.e. “better mobility” and no longer “more mobility”. The transportation of goods and people is indispensable for any society and its economic development. The issue is to find better ways of transporting goods and getting around. There are many solutions out there and all sorts of directions to explore, including more energy efficient green tires, the development of alternative energies and clean technologies, or the production of more sober automobiles. That’s the purpose of Challenge Bibendum—to demonstrate that there is a multitude of technical, political and public service solutions. The goal is to bring together around a table or a test track all the manufacturers, politicians and representatives of government agencies or non-governmental organizations concerned by these issues. Then together, they can explore pathways to progress, find solutions and implement them.

Michelin is participating in this global debate, on which the lives of future generations depend, by doing what it does best: making tires. This may seem obvious for the world’s largest tire manufacturer, but there are tires and... tires.

With sacrificing safety in any way, Michelin is constantly improving tire performance, by reducing rolling resistance (the energy absorbed by the tire through distortion as it rolls), extending tire life and reducing noise generated by road contact. These three criteria are critically important to a tire’s environmental impact during use, even as safety performance is consistently maintained or improved.

Improving fuel efficiency

With the world’s 800 million vehicles expected to double within 25 years, protecting our energy resources and the environment is more important than ever before. Concerned from its beginnings more than a century ago with enhancing mobility for people and goods, Michelin has made energy issues one of its prime concerns and a cornerstone of its research and development programs.

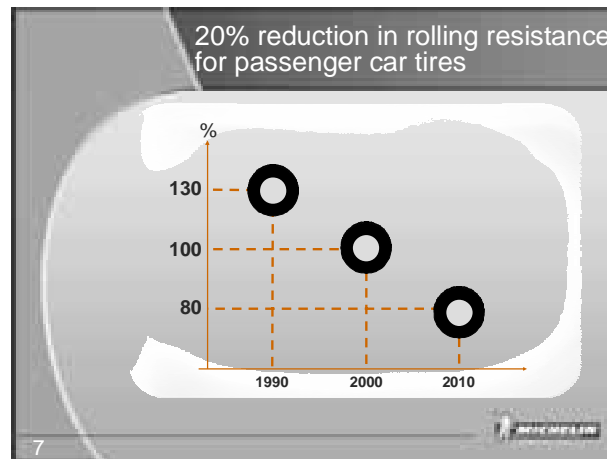
What is rolling resistance?

As the wheel turns, the tire compresses to hug the road. As its structure is deformed, the components heat up and some of the energy transmitted by the engine is lost. Rolling resistance is this energy lost through the tires, as opposed to energy lost in propelling the car forward.

The reason for Michelin’s commitment is simple—tires play a vital role in a vehicle’s energy balance. Tires account for 20% of a modern car’s fuel consumption, and up to 30% of a heavy truck’s, which means that for passenger cars, one tank of fuel in five is needed to overcome

rolling resistance. In real-world terms, rolling resistance can be likened to driving constantly up a 1% incline.

Lowering this imaginary incline is what reducing rolling resistance is all about and represents a major focus of Michelin's research. Low rolling resistance technology offers considerable potential for improving fuel economy and reducing CO₂ emissions.



Rolling resistance of car tires has been reduced by 20% over the past 10 years (base 100 in 2000) and should continue to decline in the years ahead

Quantifying the importance of rolling resistance

The green tire is in fact the Energy tire introduced by Michelin in 1992. One of its characteristics is to have replaced the carbon black in the treads with silica (for passenger car tires), thereby lowering rolling resistance by 30% for an Energy Michelin tire of the third generation, compared with a conventional tire, while delivering the same grip (notably on wet pavement) and wear resistance. If every car and truck in Europe were equipped with Michelin green tires:

- Around 4.5 billion liters of diesel fuel and 1.5 billion liters of gasoline would be saved every year.
- CO₂ emissions would decline by 15 million tonnes, the equivalent of the amount captured by 600 million trees a year.

Today, three out of four Michelin tires sold in Europe are green tires and since their introduction more than a decade ago, a total of 400 million have been sold in the region. The Michelin Energy has established itself as the market benchmark, with a rolling resistance coefficient of around 9kg/tonne, compared with 25 kg/tonne for the first tires a century ago, and the same famously long tread life and grip delivered by other Michelin tires. It offers a compelling example of Michelin's technological leadership in lowering rolling resistance and commitment to enhancing sustainable mobility.

The green tire is not...green!

Contrary to what some people think, the green tire isn't actually green. Introduced by Michelin in 1992, its rolling resistance is around 30% lower than competing models. The latest model of the Michelin Energy tire (launched in 2003), is proving to be a benchmark in low rolling resistance tires. What's more, it reduces the number of end-of-life tires that need to be recycled, by delivering 20% to 40% more mileage than its average rival. The combination of longer tread life and lower rolling resistance means that the Michelin Energy's environmental footprint is 30% smaller than some of its competitors. With performance like this, two out of four tires are paid for after only 45,000 kilometers.

Low rolling resistance technology is also being deployed in truck tires. The latest green truck tire, the Michelin A2 Energy, reduces a trucking company's fuel bill by 6%, a major savings given that large tractor-trailer trucks consume an average of 35 liters of fuel per 100 kilometers. In other words, the fuel savings for a tractor-trailer rig can offset the cost of all its tires in just one and a half years on the road.

Michelin is also developing innovative truck tire solutions like the Michelin X One, which is engineered to replace twin mounts on the drive axle. Major benefits include increased vehicle stability and lower weight, thereby helping to increase fuel efficiency. The Michelin X One is available as original equipment on long-haul trucks in Europe and the United States. Compared with the 315/70 R 22.5 XDA 2 Energy dual it's designed to replace, the X One increases payload by 130 kg, lowers rolling resistance (since it is only one tire instead of two) and reduces fuel consumption by approximately 2%—and even as much as 8% compared to conventional solutions currently on the market.

Another advantage of the Michelin X One is that it features the electronic Integrated Vehicle Tire Pressure Monitoring System (IVTM) that does away with manual tire pressure checks. Most important, the IVTM alerts the driver whenever there's a loss of pressure, however slow, thereby enabling him or her to respond quickly and take the necessary measures to avoid unscheduled stops and costly servicing.

However, the development of low rolling resistance tires should be supported by initiatives aimed at heightening consumer awareness of a tire's impact both on running costs and on the environment.

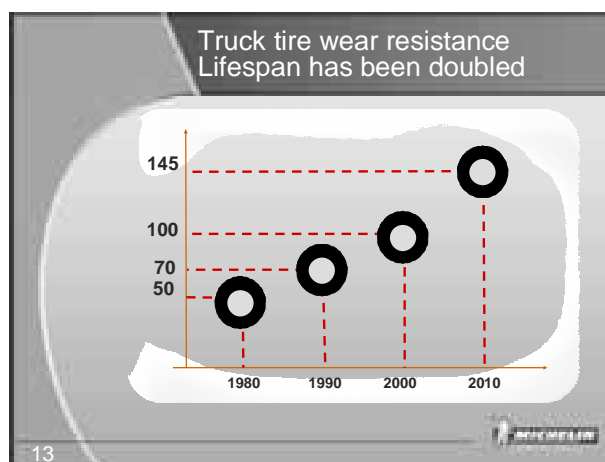
Reducing rolling resistance is a key priority for Michelin. "We're going to cut rolling resistance in half," said Michelin Research Director Didier Miraton at the 2006 Geneva Motor Show in February. "At Michelin, we're betting that in 2030 our tires won't consume a single liter of gas more than today, even though there will be twice as many drivers on the road. That's our bet ... and our challenge."

Reducing noise

Noise pollution is a public enemy, especially in cities. Over the past 20 years, noise emitted by vehicles has been reduced 2.3 times, by an average 4 dB(A) (A-weighted decibels measure low frequency noises, like traffic and cars and D-weighted decibels measure plane noises). Through its constant efforts to control tire-road noise, Michelin has played an important role in this achievement. Tire-road noise accounts for a considerable proportion of the exterior noise generated by vehicles: at least 30% for a car driving at 30 kph in second gear, at least 50% at 50 kph in third gear and around 90% on highways at 130 kph. While Michelin has long conducted research on the noise generated by its tires via measurements on soundproofed vehicles, the European Union has only recently issued a directive on tire-road noise (2001/43/CE). Now being gradually implemented through 2011, the directive, in effect since 2003, will limit tire noise on passenger cars to between 72 and 78 dB depending on the width and type of tire (coast-by tests at 80 kph, engine off). While continuing its own efforts to improve tire noise performance, Michelin has entered into partnerships with the relevant experts in these fields, particularly road surfacing companies.

Increasing tire service life

Increasing a tire's service life helps to reduce the number of end-of-life tires to be processed. Longer life therefore has environmental benefits, plus it means that fewer raw materials need to be used to make new tires. Since 1980, the average mileage of a Michelin steering axle truck tire has been multiplied by 2.4, thanks to advances in tread design, architecture and compounds, as well as to the development of regrooving and retreading technologies.



Truck tire mileage doubled between 1980 and 2000, and is expected to further increase by 2010 thanks to significant improvements in wear resistance (base 100 in 2000)

Optimizing goods transport

The growing volume of goods shipped overland cannot be handled simply by putting more trucks on the road... and with them more traffic jams and more CO₂ and other harmful emissions. New solutions need to be developed, to ship greater tonnage with the same number of vehicles.

One such solution, the Michelin X One, replaces the dual mount system on long-haul trucks, using a single tire to replace two. This reduces truck weight, enhances stability and lowers rolling resistance, thereby improving fuel efficiency by around 2 to 8%. That means

that a Michelin X One can cut a trucking company's fuel bill by 5 to 10%. Greeted enthusiastically by North American truckers, the X One is now being launched in Europe.

Already, Michelin has significantly helped to streamline truck silhouettes with its Series 55, 60 and 70 tires, which allow the height of a semi-trailer coupling to be lowered, thereby increasing its volume by up to five cubic meters.

Reducing the environmental impact of tire use is also a question of...

...encouraging the use of the right tire pressure. An under-inflated tire distributes pressure unevenly and alters the contact patch, thereby reducing grip and causing faster tire wear. Because the contact patch is more deformed, under-inflation also results in a loss of energy and a corresponding increase in rolling resistance.

A large number of drivers run on under-inflated tires without realizing it. In addition to safety considerations—an under-inflated tire overheats and can blowout suddenly—driving with an under-inflated tire increases a car's fuel consumption and therefore CO₂ emissions

...recovering non-reusable end-of-life tires. More than a billion tires are sold every year, all of which will eventually wear out and have to be processed for disposal. The recovery and recycling of these end-of-life tires is increasingly encouraged by international legislation. The related processes are the subject of intense research by tiremakers, with Michelin leading the way. There are basically two ways to reuse tires: as a source of materials and as fuel. Materials recovery allows tire materials to be used for other purposes. Cut-up or shredded tires can be used as railway ballast or in roadway and public works applications, while finely ground tire crumb can be used to make surfacing materials for playgrounds and sports facilities.

Energy recovery taps into a tire's relatively high heat value—about 30 megajoules per kilogram, comparable to good quality coal, and sufficient to light a 60W bulb for around 40 days. A tonne of tires produces the same energy as 0.7 tonnes of oil. That's why many cement plants, which consume vast amounts of energy, use scrap tires as fuel. Michelin has formed a large number of partnerships with cement makers, including a joint venture with Lafarge in the United Kingdom in 2001. Over the past four years, more than 50,000 tonnes of scrap tires have been burned as fuel. In addition, steel mills equipped with electric arc furnaces have been stepping up the use of scrap tires in recent years, recovering both their carbon and steel content.

In many countries, legislation is encouraging tiremakers to set up logistics systems and facilities to dispose of end-of-life tires. Michelin is playing a leading role in organizing this process.

On the road to... creating an energy efficiency index for tires?

Rolling resistance can vary by more than 50%, even on two tires of the same size and used under the same conditions. That's why the European and US tire industry, including Michelin, recommends that a system be developed to inform users about the rolling resistance of their tires, so that they can make an informed buying decision.

The system would rank tires according to their rolling resistance, just as passenger cars in Europe have been ranked by CO₂ emissions since early 2006. To give consumers a clearer picture of what this really means, the rating could be expressed, for example, in terms of the car's fuel consumption.

The idea, which is still being debated, would be to classify each category of tire according to its rolling resistance, as defined primarily by such tire fundamentals as size, speed rating load rating and tread pattern depth.

In 2004 and 2005, the European Tyre and Rim Technical Organisation (ETRTO) developed a common ISO-based method of measuring rolling resistance, which classifies tires in increments of 1 kg/tonne, the unit for measuring the coefficient of rolling resistance. It has been submitted to ISO for international standardization and use by all the stakeholders in the process.

The European Tyre & Rubber Manufacturers Association (ETRMA), the former Rubber Industries Liaison Office (BLIC) and the ETRTO are all working closely with the European Commission and the European Automobile Manufacturers Association (ACEA) to answer their questions and effectively contribute to the joint efforts underway to reduce automotive CO₂ emissions. These actions were undertaken in 2005 for the CARS21 project and are continuing as part of the European Climate Change Programme (ECCP II), which the Commission oversees.

In the United States, the Rubber Manufacturers Association (RMA) is urging Congress to pass legislation mandating national energy efficiency ratings for tires.

During a seminar organized in 2005 by the International Energy Agency, the ETRTO, the RMA and Michelin helped to inform stakeholders about tire rolling resistance issues and the possibility of reducing CO₂ emissions by developing low rolling resistance tires.

In addition to consumer information about tire rolling resistance, other ways of expanding the use of low rolling resistance tires may be explored:

- In Europe, regulations defining maximum rolling resistance levels for passenger cars, with the aim taking the least energy efficient tires off the market.
- In Europe, incentives for carmakers who equip new cars with low rolling resistance tires, to accelerate a shift in demand.
- Campaigns to encourage drivers to maintain tires inflated at the right pressure, because an under-inflated tire is not only unsafe, it also increases fuel consumption.

On the road to... the Michelin Hy-Light

Michelin is dedicated to offering a better way forward, not only by continuously improving the performance of our tires but also by helping to make mobility more sustainable.

To meet this dual challenge, Michelin is exploring a wide variety of technological pathways extending far beyond tires, even though tires remain its core business and are being improved with revolutionary breakthroughs.

This is why Michelin developed the Michelin Hy-Light, an eco-friendly prototype.

The Michelin Hy-Light will be present at Challenge Bibendum 2006



The Michelin Hy-Light is a four-seat car that weighs just 850 kgs. It can accelerate from 0 to 100 kph in less than 12 seconds and reach a top speed of 130 kph. At a cruising speed of 80 kph, it has a range of around 400 km.

Powered by a pollution-free fuel cell, the Hy-Light is also a real car, with superior comfort and safety features. It is therefore fully consistent with a commitment to sustainable development, to limit or even eliminate the greenhouse gas emissions that are causing global warming.

Key Features of the Michelin Hy-Light

- No harmful emissions, only steam.
- Acceleration: 0 to 100 kph in 12 seconds.
- Top speed: 130 kph
- Range: 400 kms, at a cruising speed of 80 kph
- Mass: 850 kg
- An active, in-wheel electric suspension that acts as the suspension while keeping the chassis stable, with anti-roll and trim control
- Traction motors integrated into the front wheels.

The Michelin Hy-Light also integrates the market's most advanced environmental protection technologies. It offers an example of what a clean car might look like over the

medium term—light-weight, running only on renewable energy, safer and more comfortable, in particular thanks to its power trim system.

The Michelin Hy-Light was developed by Michelin in partnership with the Paul Scherrer Institut (PSI), a Swiss-based research center with a worldwide reputation for its work on energy and the environment. It represents both a synthesis of the technologies that might come to market in around ten years and a real-world approach to what the car of the future might be.

The Michelin Hy-Light is a four-seat electric vehicle powered by a polymer electrolyte fuel cell (PEFC), fueled by compressed hydrogen and oxygen stored in onboard tanks. The two gases are produced from sunlight and water in a service station, comprising solar panels hooked to an electrolysis unit. The car therefore runs on entirely renewable energy. The electricity generated by the fuel cell is distributed to the various electric motors through purpose-designed electronic systems.

The fuel cell that powers the Hy-Light is fueled by hydrogen from two non-polluting renewable energy sources, sunlight and water. The hydrogen and oxygen used by the cell is produced by electrolysis, which yields 75% efficiency. The process requires de-ionized water and direct current, produced by photovoltaic cells. Around one liter of water per hour produces one Nm³ of hydrogen per hour, with the gases generated at pressures of 30 to 200 bar. They are then compressed for on-board storage.

Why Use Hydrogen?

At present, hydrogen accounts for just 1.5% of energy consumption worldwide, with production equivalent to 1,800 GWh. It is not used as an energy source, but rather to produce ammonia and methanol. It is also used in oil refineries and, in very small amounts, in space programs.

Hydrogen is produced from natural gas (48%), oil (30%), coal (18%) and by electrolysis of water (4%).

As a fuel, hydrogen is no more dangerous than gasoline but its properties are such that for safety reasons it needs to be treated differently. It is a very light, volatile gas, which has the virtue of dispersing very quickly in the air. Transportation and fuelling processes are comparable to those used for compressed natural gas. Today hydrogen is widely used in certain industries and it is therefore already possible to start using it as an automotive fuel.

On the road to ... Michelin's Performance and Responsibility Approach

“Effectively performing its responsibilities”

Formalized in early 2002, the Michelin Performance and Responsibility is now being deployed today across our entire organization—on all continents and in all the host countries. Its purpose is to support our global development by enhancing the balanced application of **five fundamental values**: respect for customers, respect for people, respect for shareholders, respect for the environment and respect for facts.

- **Respect for customers**

Serving customers is our core mission since our sustainability and growth depend on satisfying their needs over the long term. In practice, this means constantly offering them efficient products and nurturing relationships based on fairness and trust.

- **Respect for people**

Respecting people means nurturing exchanges based on mutual trust and constructive dialogue to respond more effectively to the expectations of all stakeholders, including employees, manufacturing and sales partners, public authorities, non-governmental organizations and host communities.

- **Respect for shareholders**

Our first duty to shareholders is to meet their legitimate expectation that the value of their investment will increase and that they will receive a return in line with their financial stake in the company. Respecting shareholders also means listening to them and providing them with transparent, easily accessible information since they are participating in the Company's long-term business growth while accepting the risks involved. This is also a way to express our belief that business performance, environmental stewardship, respect for people and, more generally, society are not only compatible but, indeed, inseparable.

- **Respect for the environment**

For Michelin, mobility and respect for the environment go hand in hand. That's why Michelin provides customers with increasingly environmentally friendly products and services, such as low rolling-resistance tires that reduce fuel consumption and therefore emissions. For trucks, the challenge is to extend tire life through re-grooved and/or retreaded tires whose tread surface and sidewalls have been replaced. At the same time, Michelin is committed to reducing the environmental impact of its facilities. Today, for example, 95% of Michelin tires are produced on sites certified to ISO 14001 environmental management standards.

- **Respect for facts**

Respect for facts means, for example, recognizing that a problem exists and acknowledging its impact even when there is no obvious solution. It's this respect for facts, combined with a capacity for self-reflection, that has enabled Michelin to make its most important advances. As we say at Michelin, “when a fact contradicts theory, we should opt for the fact.”

Michelin Performance and Responsibility

Michelin's growth is driven by performance, both **technological performance**, which enables people to drive safely on our tires, and **financial performance**, which underpins the Company's long-term viability. Michelin is dedicated to constantly improving its performance in both of these areas by constantly assuming its **responsibilities**—i.e. by measuring the long-term impact of its products and operations on people and the environment and trying to reduce this impact when it is negative.

Michelin Performance and Responsibility means effectively performing all its responsibilities.

The Michelin Performance and Responsibility approach is built on a number of cornerstones.

- Pursuing the long-standing commitment to operating responsibly.
- Analyzing the challenges with regard to our sustainable mobility programs and our overall performance as a global, market-leading enterprise.
- Identifying the expectations of our different stakeholder groups, including customers, employees and shareholders.
- Measuring impacts and monitoring performance through specific indicators that, for example, calculate workplace accident frequency and severity data or the percentage of tires produced in plants certified to ISO 14001 environmental management standards.
- Complying with legislation in all host countries and in some situations adopting more demanding international or special standards.
- Regularly reporting progress to internal and external stakeholders.

When introducing the process, we felt it was necessary to create the **Michelin Performance and Responsibility Charter**. This 40-page reference document was published in early 2003 and translated into the 15 languages used within the organization. Distributed to all managers worldwide, it presents our core values so that they can be applied on a day-to-day basis in the wide variety of situations in which Michelin employees around the world carry out their duties.

From Principles to Action

An in-house study has identified **nine specific areas for action** that represent pathways to continuous improvement in responding to major challenges.

1. The responsible performance of Michelin's products and services.
2. The environmental impact of tire use.
3. The recovery, reuse and disposal of end-of-life tires.
4. Diversity among the teams.
5. Relationships with local communities.
 - Helping to create jobs near Michelin sites through Michelin Développement
 - Involvement in the local community
6. Quality of worklife on Michelin sites
 - Safety and ergonomics
 - Quality of the working environment
7. Environmental management of our sites
8. Industrial risk management
9. Michelin's contribution to sustainable mobility
 - Road safety
 - Challenge Bibendum
 - Participation on the World Business Council for Sustainable Development

The Michelin Responsibility and Performance approach is pursued at three levels:

- **At Group level**, project managers ensure global coordination for each of the nine areas mentioned above.
- **At unit level**, product line managers ensure the application of the Charter's principles by implementing appropriate support tools (e.g. the Purchasing Code) and scheduling actions.
- **Locally**, site managers deploy appropriate actions, following a local assessment of responsible development challenges.

The Michelin Performance and Responsibility Report

To track progress in implementing the Michelin Performance and Responsibility process, a **Michelin Performance and Responsibility Report** is published every two years. The latest edition was released in May 2005 and covers the 2003-2004 period. In 80 pages, it covers the areas of focus, detailed results, and changes in the process over the two years, as well as the application of its five values.

A complete edition of the report is published every two years, with a summary update of changes in key indicators distributed in alternate years. The **2005 Michelin Performance and Responsibility Update** was published in May 2006.

These documents may be viewed and downloaded on www.michelin.com.

Appendix I: Michelin 2005 Facts & Figures

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

A Source of Mobility and Innovation for More Than a Century

- 1889:** Creation of **Michelin et Cie**
- 1891:** Michelin files its first patents for removable and repairable tires
- 1898:** Birth of “**Bibendum**”, the Michelin Man
- 1900:** First **Michelin Guide** published
- 1905:** Introduction of the “**Michelin Tread**” with hobnails to improve tire 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 tire** (2.5 bar)
- 1926:** Michelin creates its first **tourist Green Guide**
- 1930:** Michelin files patents for the **integrated tube tire**
- 1946:** Michelin invents the **radial tire**
- 1979:** The Michelin radial tire is the Formula 1 champion
- 1981:** The **Michelin X Air** is the first radial aircraft tire
- 1989:** Michelin launches the first online travel itinerary service, on France’s Minitel teletext network, 3615 Michelin
- 1993:** Michelin invents **C3M**, a new tire manufacturing process
- 1994:** **Michelin Energy** low rolling resistance tire introduced
- 1995:** The space shuttle lands on Michelin tires
- 1996:** Michelin invents a revolutionary concept: the vertically anchored **PAX System** tire

- 1998:** The first annual **Challenge Bibendum**, the world’s leading clean vehicle competition
- 1998:** **Centennial of Bibendum**
- 2000:** Bibendum elected logo of all times by an international panel of experts
- 2003:** Launch of Michelin brand automotive accessories
- 2004:** New corporate signature introduced: “**Michelin, a better way forward**”
- 2005:** Michelin equips the new Airbus A-380 – Introduction of the **Michelin Power Race**, the first street-legal multi-compound racing tire.

Michelin Key Figures

Date created:	1889
Production base:	71 plants in 19 countries
Number of employees:	129,000 worldwide
Technology Centers	More than 4,000 researchers on three continents: North America, Europe and Asia
Annual R&D budget:	3.6% of net sales
Rubber plantations:	Six plantations in Nigeria and Brazil
Production:	194 million tires produced and 20 million maps and guides sold in more than 170 countries

2005 net sales:

€15,590 million

Racing Wins

7 Formula One World Championships (four Driver and three Manufacturer titles), 38 World Rally Championships (18 Driver and 20 Manufacturer titles), 14 consecutive Moto GP World Championships, 8 successive victories in the Le Mans 24 Hours.

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