

Activity
Report
2021



Editorial

As Tero reached seven years in 2022, it is time to reflect on our activities in order to collectively strengthen the relevance of the services we provide. Jointly moving forward with international expertise, expertise in France and certification activities is a permanent challenge as well as a long-term gamble in terms of making converge issues pertaining to food and agro-ecological transitions. Questioning the size of Tero is not trivial, we can do more and better together. The balance between levels of activity, expertise capacity, sharing between our cooperative partners, workload and relevance of advice given may need adjusting.

Our young cooperative handles complexity in a remarkable way. Certification activities have taken off. International expertise has continued to develop despite a second year of the pandemic, which continued to severely hamper international exchanges. Expertise in France has gradually expanded and diversified.

In 2021, Tero carried out more than 35 missions in some thirty countries and in France. International expertise, for which the French Development Agency is our main client, represented three quarters of our activity.

Tero also has a long-standing partnership with the NGO AVSF to give more sense to our cooperative, beyond our participation in the Moabi group or the assistance services we provide for the multi-annual management of its programs. The technical team and the associate experts have once again mobilised themselves in an impressive manner under difficult conditions. The relevance and soundness of their work are bearing fruit. Many thanks to all of them.

In relation to the complicated context, we must highlight the spread of insecurity in many countries and the increase in restrictions of all kinds that hamper our work. In several countries and regions where our experts intervene, the dynamics of development are regressing. Moreover, the diagnoses and advices delivered through distance calls have lost relevance over time. Indeed, although the pandemic has not, strictly spoken, led to the emergence of a "post-pandemic" world - no more so than the IPCC reports - it has changed the conditions under which expertise is exercised. For Tero, this implies questioning where and with whom we should intervene to ensure that our expertise is as useful as possible?

How can we ensure the "Tero touch", which gives pride of place to fieldwork, social actors, and vulnerable populations in these constrained contexts?

The values that drive us and the plurality of our intervention contexts increase the quality of our services.

The power of water comes from the spring

Tero relies on its two founding organisations, AVSF and Ethiquable. Their loyalty, values, networks in the four corners of the world and in France, and their reflections on development issues provide precious support to our action and our outreach.

The multiplicity of affiliates in our cooperative effectively leads it beyond the expert/technical team duo. Tero is a common house, where four categories of associates live together: (i) the experts whose services carry our values and know-how, (ii) the technical team which has been growing since end of 2020, (iii) key resource people and institutions for international cooperation, fair trade and agricultural development, (iv) and finally, supporters.

More broadly, each of us has his or her own experience and vision of the social and solidarity economy, and this experience and vision evolves. As a result, we have different points of view, and our exchanges are permanent in order to adjust Tero's conduct accordingly as well as to our environment.

We were well inspired to expand the cooperative council. Working alongside Pierril Lacroix and the team, the cooperative council met nine times in 2021. The work on value sharing and on the management of the mission cycle was successfully completed.

It is better to rely on one's courage than on fortune

The Extraordinary General Meeting of May 13 approved the evolution of Tero's governance, notably by clarifying the composition of the membership categories.

Revisiting our way of working implies asserting our ambition of finding a way of getting involved and working within Tero whilst ensuring openness, efficiency, and mutual support. With the support of the company Résiliences, we are experimenting new ways of functioning, by introducing in our governance, an organisation by autonomous decision-making circles.

Tero gives priority to those who get involved in our development.



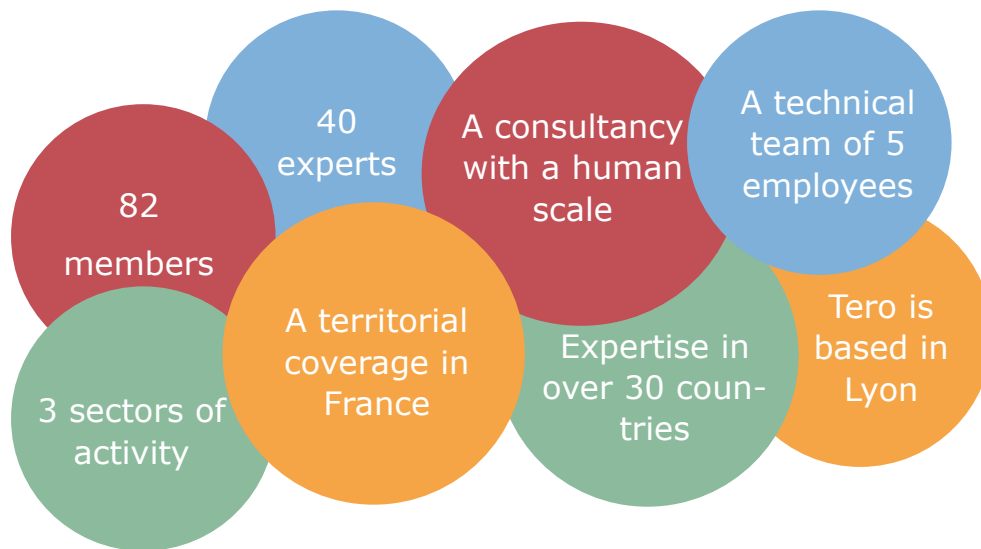
Xavier Peyrache
President



Pierril Lacroix
Director

Tero, a cooperative committed to agro-ecological transition and the solidarity economy

- Our **cooperative consultancy** (SCIC) created in 2015 brings together 40 committed independent experts.
- Our **expertise is rooted in territories** and supports agricultural, rural, territorial and food development organizations in France and abroad.
- Tero's values and **ethics** drive a common social and solidarity economy approach.



Our Values

Our principle is not to substitute ourselves to the actors but to act in a complementary manner. In our field of expertise, we always seek the active participation of local populations and organizations. We mobilise local expertise anchored in our mission areas. The women and men mobilised by Tero are experts in their field, who commit their know-how to the agro-ecological and food transition.

The choice to organise ourselves as a SCIC also reflects our adherence to fundamental values such as



The priority given to initiative, creativity, and co-construction



Transparency and shared power

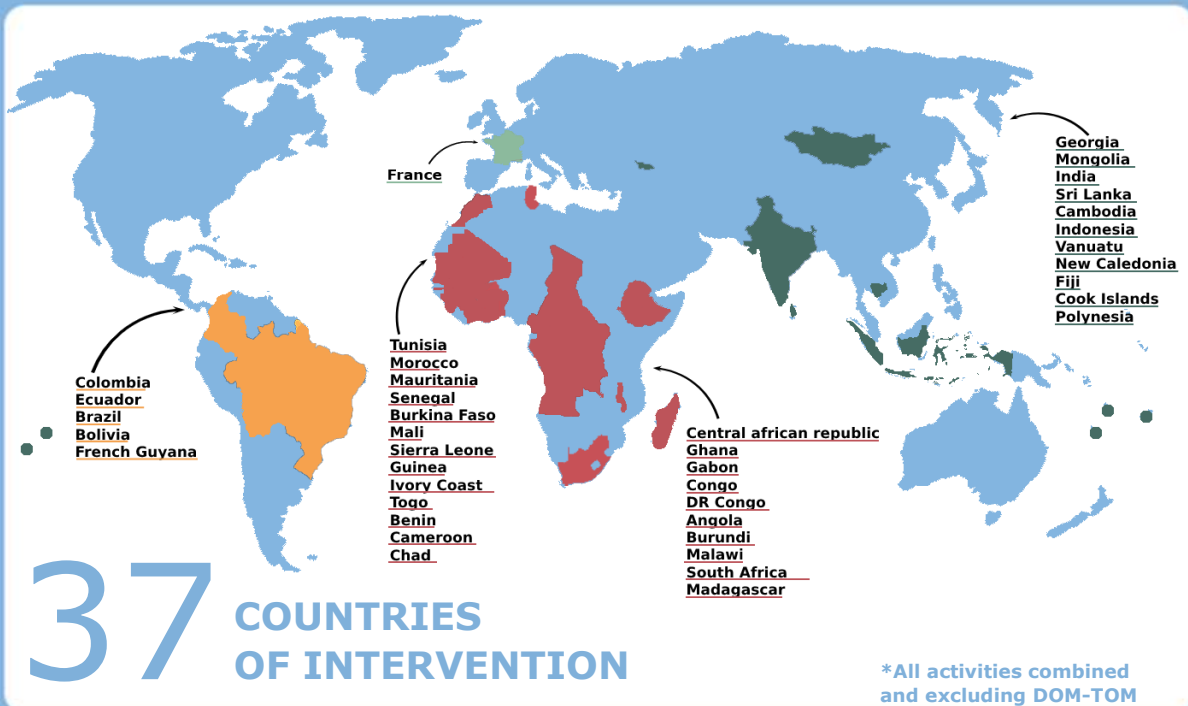


The sustainability of the company and the development of the services provided



Solidarity with other actors working for the development of the SSE

TERO IN FIGURES



 **25**
International assignments

Over **1** MILLION €
in revenue over the year 2021



17
COUNTRIES CERTIFIED

 **11**
Assignments in France

40
EXPERTS

4
LABELS

82
Audits realized





Tero across the world:

A growing mobilisation in support the management of cooperation programs and the strengthening of smallholder value chains.



Project formulation
Rural agricultural training
Implementation
Cafe Strengthening
Impact Study

Support Evaluation

Value chain Resilience
Feasibility Development
Fair trade Diagnosis
Certification Equality
Agroecology Review Accompaniment
Management Peasant fish farming Prospective
Action plan Kashmir
Benchmark Food security Forest Alimentation
Farming Organic agriculture Bioeconomy

- Strong commitments with AFD
- About 20 internal experts recognised in our fields
- Partner with leading agricultural development NGOs
- Short-, medium- or long-term missions

Tero is developing international expertise in **some thirty countries** through short-term missions, multi-year support, strong partnerships with development NGOs and growing commitments to the AFD.

An important part of our activity is realised in **Sub-Saharan Africa**. We also offer recognised expertise in **Latin America and the Caribbean and in the Indian Ocean**. Our activities were extended to South Asia and the Pacific in 2021.

We offer our services to organisations involved in agricultural cooperation and which support family agriculture and agroecology. We are close to civil society actors and also collaborate with public and international institutions.

Examples of international assignments

Pre-feasibility study for the development of the coffee sector in Angola, *Pierre Johnson & Olivier Lasbouygues*

This study, commissioned by the French Development Agency (AFD), was conducted in 2021 by Tero and its Angolan partner Sirius. In the 1970s, Angola was one of the largest African coffee producing countries with an annual production of 230,000 tons. Since the country's independence in 1975, plantations have been nationalised and subdivided into smaller plots. The lack of experience of the new producers, the civil war and the difficulty of access to fertilisers have caused a major decline in the coffee sector in the country, with annual production now representing less than 10,000 tons.



In this context, the European Union (EU) has proposed to support the Angolan State in the revival of the coffee sector, and to entrust the management of a 9-million-euro project for 5 years to the AFD.

Tero and Sirius were asked by AFD to conduct a pre-feasibility study for this project. Our work was conducted with two experts from Tero and two experts from the Sirius team. It consisted of collecting field data on the coffee sector, dialoguing with the various stakeholders in the sector and support institutions, and formulating operational technical and financial proposals for the project. The field mission took place in June and the service was completed by the end of 2021. Various reports and documents required for the appraisal of the project within AFD, with the EU and with the Angolan authorities were produced.

Support for the monitoring and evaluation system and for measuring the impact of the Equity program in West Africa, *Danièle Sexton, Laurent Dietsch & Ingrid Jeanne*

The Équité 2 fair trade program follows on from the Équité 1 program, implemented from 2016 to 2019, by Commerce Équitable France (CEF) and Agronomes et Vétérinaires Sans Frontières (AVSF). Co-funded primarily by AFD and the French fund for world environment (FFEM), Équité 2 was designed as an extension and scaling up of the Équité 1 program for the period 2020-2023. It covers six countries (Mali, Togo, Burkina Faso, Benin, Ghana and Côte d'Ivoire) and proposes to support the projects of some forty producer organisations (POs) involved in fair trade cocoa, shea butter, mango, cashew nuts, sesame, handicrafts, etc.



The main objectives of the Equity 2 program are: (i) to support the structuring of West African POs and the sectors concerned; (ii) to strengthen the commercial, governance and management capacities of fair trade cocoa POs; (iii) to consolidate the institutional ecosystems of fair trade in West Africa; (iv) to use fair trade as a lever for accelerating ecological transitions in production and processing methods; and (v) to promote gender equality and the integration of young people into the fair trade sectors

In order to strengthen the capacity of the project teams in monitoring and evaluation, and to better document the impact of the program, Tero was chosen to accompany AVSF's Équité 2 teams as part of a 30-month support, starting in May 2021. This work, planned in several phases, includes the creation and test of evaluation tools for the program, the preparation of a baseline report, an intermediate analysis and a final status report at the end of 2023.

Final and Prospective Evaluation of the SRJT Rural Training Program and the UNMFREO AFD Program Convention, *Isabelle Martin & Danièle Sexton*

The SRJT program (Solidarity for the Success of Youth and Territories) is supported by UNMFREO (National Union of Family and Rural Houses of Education and Orientation), which federates the French Family And Rural Houses (MFR) movement. Its objective is to contribute to the development of rural territories and the power to act of young people and adults, thanks to the solidarity between the MFR movements. This project, now in its 3rd phase, has been the subject of an external evaluation which has been entrusted to Tero.

This service was carried out on two levels: (i) an evaluation of the 2019-2022 SRJT program agreement, with a retrospective and prospective analysis to define future lines of development; (ii) a retrospective analysis of the changes to which the three program agreements supported by AFD between 2010 and 2022 contributed, in terms of the structuring and professionalization of MFR movements.

This work was conducted with nine MFR movements in Morocco, Togo, Benin, Senegal, Mali, Burkina Faso, Chad, Cameroon and Madagascar. Three field missions were conducted by the Tero team which also counted with three national consultants.

This service, carried out over a period of 9 months, and currently being finalised, has mobilised a "change-oriented" approach, and has made it possible to formulate proposals for strategic orientations to be prioritised by the MFRs aiming at the professional integration of young people.



MAIN INTERNATIONAL ASSIGNMENTS IN 2021* :

Territorial and institutional development:

AFD, Angola: Feasibility study of a project to support the agricultural vocational training sector in Angola.

Jean Payen, Sylvain Colmet-Daage & Olivier Lasbouygues

WHH, Malawi: Final evaluation of the Community Energy Forests in Malawi project.

Stéphane Person & Martial Charpin

APDRA, Madagascar: Realisation of the study of the effects and impacts of the project of support to peasant fish farming in Madagascar. *Laurent Dietsch*

UNMFREO/F3E, multi-country: Final and prospective evaluation of the SRJT project (Solidarity for Youth and Territorial Success) and the AFD Program Convention.

Danièle Sexton & Isabelle Martin

RIFAR, multi-country: Final evaluation of the Agricultural and Rural Training Network Support Project (PARFAR)

Cécile Béruit

WWF France, Congo Basin: Study of opportunities for WWF France intervention for sustainable agricultural development in the Congo Basin.

Alexandre Vigot & Olivier Lasbouygues

Fair trade and sustainable supply chains:

AFD, Angola: Pre-feasibility study for the revival of the coffee sector in Angola. *Pierre Johnson & Olivier Lasbouygues*

ACF, Cameroon: Strengthening ACF, CARE and CRF in the implementation of the value chain component of the Perenne program (Cameroonian Septentrion).

Alexandre Vigot

AVSF, West Africa: Support for the design and implementation of a global monitoring and evaluation system that will specifically measure the environmental and socio-economic impact generated by the Equity 2 program.

Danièle Sexton, Laurent Dietsch & Ingrid Jeanne

Resource management & agroecology:

FFEM/AFD, Brazil: Drafting of the commitment note for the project "Development of innovative and sustainable production models for the conservation of biodiversity in the Brazilian Pampas biome".

Emmanuel Bayle & Olivier Lasbouygues

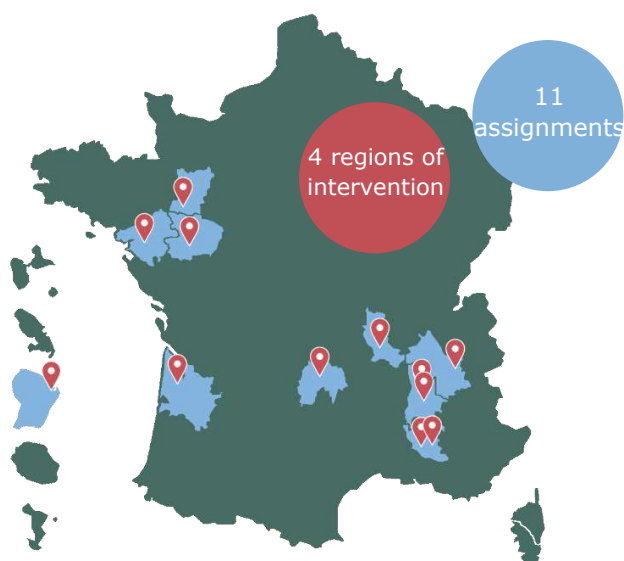
Inter Aide, Ethiopia: Final evaluation of the project "Improving the autonomy and resilience of rural families in 5 sensitive districts of Southern Ethiopia.

Pierril Lacroix

* Tero is accompanied by local partners and experts during these missions

Tero in France:

A growing contribution to analysis and actions on food relocation



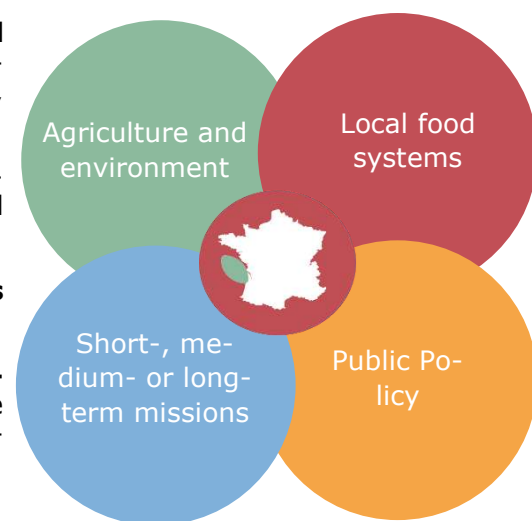
Formulation
Follow-up Evaluation
 Innovation Proximity supply
 Management body Structuration
Accompaniment
 Territorial food project
 Study
Support
 Diagnosis Implementation Food transition
Food Club Animation
 Sustainable food

In France, Tero meets the needs of several types of actors: **local authorities**, public services at the central, regional and local levels, social and solidary companies and responsible businesses, farmers and their professional organisations, etc.

Our members can be involved in a large part of the national territory and are involved in a variety of **agricultural/territorial development and food relocation projects**.

We are building teams of consultants with **strong track records with agricultural and food actors in France**.

We accompany the actors throughout their reflection process and the implementation of their projects by giving everyone a voice using collective intelligence tools mastered by our experts.



MAIN ASSIGNMENTS IN FRANCE IN 2021:

Department of the Drôme : Study on the organisation of local food supply in Drôme *Charlène Nicolay & Julie Portier*

ADEME: Territorial food project valorisation sheets and projects from the national food program call for offers: development of a pooling process, *Lise Duval & Anne-Marie Schmutz Poussineau*

Bordeaux Metropole: Evaluation of the Bordeaux Metropole Sustainable Food Governance Advisory Council, *Lise Duval & Adel Ourabah*

Department of Drôme: Support to the management bodies of official quality labels in the Drôme, *Charlène Nicolay*

CFPPA du Vaucluse: Diagnosis of seasonal work in agriculture - Innovation and development of skills for seasonal workers in agriculture, *Anne-Marie Schmutz Poussineau & Isabelle Martin*

Grenoble Alpes Métropole: Communication and highlights of the food transition month (MTA), *Adel Ourabah*

Examples of our work in France

Pooling of information from the territorial food project (PAT) census and National food plan calls for projects, *Lise Duval & Anne-Marie Schmutz Poussineau*

Tero, in association with Parteja, has been selected by ADEME for a mission to establish a harmonisation process of the territorial food projects (PAT) valorization sheets. The sheets are developed by the different institutional actors supporting the PAT: Ministry of Food and Agriculture, DRAAF, ADEME and RnPAT. The objective is to build at the national level, with the different partners involved, one or more common formats of sheets. In addition to harmonising the content of the forms, the process of collecting information, validating and updating the forms is also made more consistent. Our partner Parteja is developing a tool for collecting, managing and disseminating data via a Web platform.

The stimulus plan provides for massive support for PATs and the national call for projects of the National Food Plan will allocate 7.5 million euros, nearly 4 times the amount of the previous edition. It is therefore important to harmonize the communication tools for these projects, whose number will double in the coming years.

Tero continues its historical missions with the Drôme department, *Charlène Nicolay, Julie Portier & Adel Ourabah*

Tero has been accompanying various partners in the Drôme department since 2017, in particular through Charlène Nicolay, a member of the SCIC.

Thus, we accompany various organisations of Defense and Management of quality signs (ODG) of the Drôme, at the request of the Departmental Council. At the beginning, this work aimed at supporting the department in the organisation of meetings between the various ODG of the territory in order to support knowledge sharing and the mutualisation of services and analysis. This work continued and evolved into assistance in the facilitation of meetings and workshops set up between the different ODGs of the department. Today, Charlène has been joined by Adel Ourabah, member of Tero (and Philippe Picard, specialist in official quality signs). They reinforce the team and bring skills requested by the department so that Tero can best meet its needs.



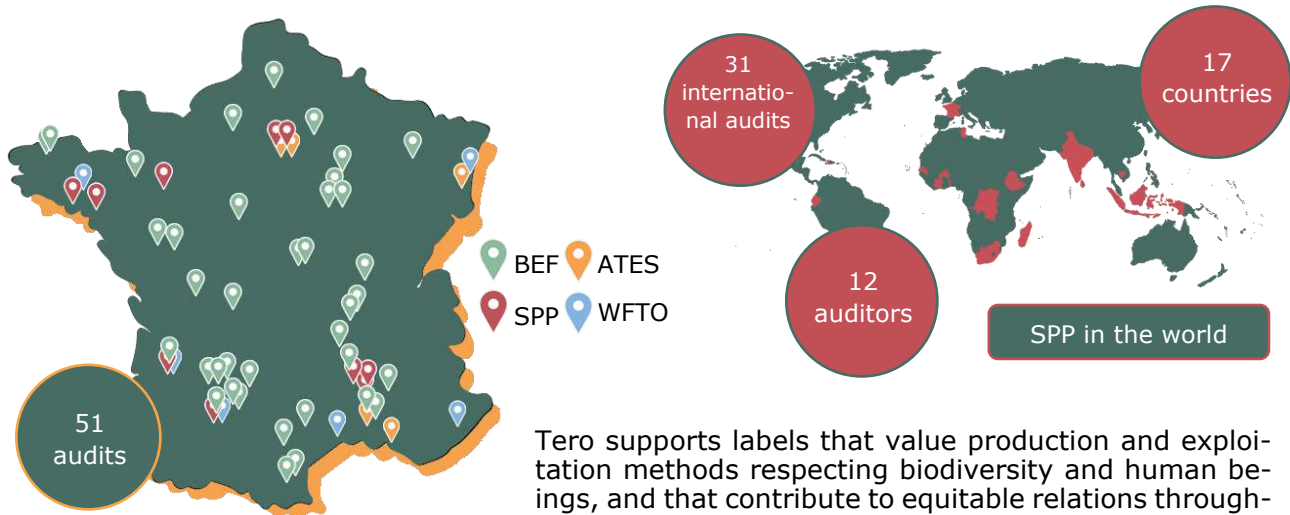
Between 2020 and 2021, Tero and its partner Solagro conducted a study on the organization of local supply in the Drôme. During an assessment phase, this work identified the obstacles to the relocation of food circuits in the department, as well as the needs and expectations of local actors. Based on this observation, Solagro and Tero proposed two intervention scenarios to the department as well as recommendations. The department therefore launched and piloted work involving the territory's stakeholders in order to select a scenario and implement the proposed actions.

To follow up on this work, the department requested technical assistance from end 2021 to end 2023 to monitor the prefiguration phase of the Drôme food club. Tero and Solagro have joined again, following the previous mission carried out with the department.



Fair Trade Certification:

Continuous development of the activity and a reinforced team



Tero supports labels that value production and exploitation methods respecting biodiversity and human beings, and that contribute to equitable relations throughout the supply chain.

Several Tero's members have been involved in fair trade for several decades. This certification activity is therefore consistent with our other contributions to fair trade programs and organisations.

We work with demanding labels with a triple commitment to agro-ecology, fair trade and the strengthening of autonomous producer organisations.

These labels are based on coherent, comprehensive specifications and independent monitoring to attest the good practices of all players along the value chain.

Our ambition is to contribute to the construction and development of fair trade value chains that meet these three requirements.

In 2021, the certification capacities of Tero's team were strengthened so as to support the sector coordinator



In 2021, Tero continued its commitment to the SPP. After four years of collaboration and a presence in 17 countries, Tero certifies about forty structures including thirty cooperatives, playing a key role in the valorisation of peasant production in fair trade markets.



To date, 38 French organisations, i.e. half of the organisations benefiting from the Bio Équitable label in France, have chosen Tero as their auditing body. In this second year of labelling, we note the role of the label in strengthening and professionalising small organisations, where the label is perceived as a tool for improving their practices.



At the initiative of Ethiquable, Tero contacted WFTO to carry out audits for the label carried by the historical actors of fair trade. Though originally a one-off project, Tero finally carried out 6 audits with WFTO-labelled structures in 2021. This is a great success for Tero, and the beginning of a lasting collaboration with this label.



The year 2021 marks the gradual recovery of tourism following the health crisis. In this context, the ATES audits, which had stopped in 2020, have been resumed. However, the certified actors have been permanently affected by the crisis, and their organisation has sometimes thoroughly evolved over the last 2 years.

Financial results for 2021

After a year 2020 strongly impacted by COVID, the activity bounded back in 2021 (+31%), as anticipated. International activities included several larger contracts. They remained slightly delayed in the first half of the year, but field missions were able to proceed normally thereafter. The increase in business, the recovery in international activity and the involvement of the technical team in the appraisals have enabled us to return to pre-Covid margin rates. In a changing environment, the management and forecasting of short-term consulting activities remain as difficult as ever.

INCOME STATEMENT €	2019	2020	2021
Revenues	854 865	789 279	1 036 918
Added value	247 683	225 481	325 755
Gross operating surplus	33 760	18 592	38 353
Net income (after taxes)	29 284	19 131	38 338

The team and the experts have redoubled their efforts in conducting the activities. Mission tracking has progressed. The time that Tero, mainly the team, has had to devote to operational ups and downs and implement initiatives to strengthen internal efficiency has been lacking. Such work has been reprogrammed for 2022. The accounting surpluses also reflect the postponement of these investments, which will weight on the 2022 results.

The projected budget for 2022, based on contracts already signed, foresees a clear increase in activity (+15%) that will be achieved through an increased commitment of our members. It assumes an evolution of our monitoring and work processes and the simplification of our management organisation. The inflationary context, the increase in our constraints and the rise in the level of our services will necessarily have an impact on our pricing policies.

ACTIVE BALANCE SHEET	at 12/31/2021	at 12/31/2020
TOTAL FIXED ASSETS	2 859	4 143
TOTAL CURRENT ASSETS	581 415	531 288
Cash flox	189 565	69 322
VAT credit to carry forward	19 771	10 816
Trade receivables	353 810	437 763
Prepayment of expenses	18 269	13 386
ACTIVE TOTAL	584 274	535 431

The results reinforce the equity and the financial autonomy of the SCIC. In 2021, the follow-up of the invoicing and of the payments of our sponsors decreases the receivables on 31/12. Tero's cash flow has increased over the year. At 31/12, with a peak of activity at the end of the year, the working capital requirement (-30 k€) is not representative of its level over the year. Tero's working capital increased from 139 k€ to 178 k€ from a 31st December to the other. The available cash and the postponement of investments have made it possible to avoid borrowing during the year.

PASSIVE BALANCE SHEET	at 12/31/2021	at 12/31/2020
TOTAL LONG-TERM LIABILITIE	181 211	142 875
Bank loan	0	0
Share capital	81 400	81 400
Retained earnings	0	11 437
Result of the year	38 337	19 131
Reserves or equity	61 475	30 907
Other long-term debts	0	0
TOTAL CURRENT LIABILITIES	403 062	392 556
Supplier debts	284 718	245 966
Tax and social security debts	100 779	68 156
Short-term debts	1 417	1 250
Deferred income	9 348	70 384
Risk provisions	6 800	6 800
PASSIVE TOTAL	584 274	535 431

The equity represents two months of activity, thus reaching one of the objectives we had set ourselves.

Trade payables at the end of the year are up due to a strong concentration of activity in the last quarter and a large amount of unreceived invoices. Tax and social security liabilities are also temporarily up. Prepaid income is down sharply: several contracts had been signed at the end of 2020, whereas for the current exercise, several others were signed at the beginning of 2022.

DIVIDENDS DISTRIBUTED

In accordance with the provisions of Article 243 bis of the French General Tax Code, the Board notes that no dividend has been distributed in the last three years.

SIGNIFICANT EVENTS AFTER THE END OF THE FINANCIAL YEAR

To date, no significant events have occurred since the end of the 2021 fiscal year.

Highlights of our cooperative life in 2021

The year 2021 has rhymed with the resumption of the cooperative life! After a year 2020 limited in collective time, 2021 was marked by a strong dynamic around constructive collective Tero events. From the general assembly to more technical occasions such as the working groups from which dazzling reflections have emerged, the year 2021 has been rich in exchanges!

Tero's 2021 General Assembly was one of the first collective highlights of the year. It took place on April 2 in a hybrid format with a few people present at Tero's offices and a good part of the members participating remotely. Based on our 100% remote experience in 2020, the format allowed us to gather 54 Tero members, a record made possible by this organisation.

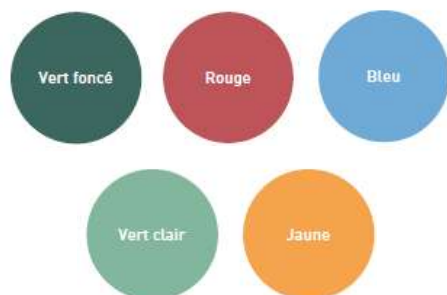
In 2021, Tero initiated a process to make its collective and operational functioning more fluid, with the support of Résiliences, an advisory SCIC in organizational change. A seminar in January 2022, bringing together some twenty members, was the starting point for an experiment in operational decision-making circles.



As a follow-up to the 2021 General Assembly, a seminar was held on June 25 and 26 in the premises of ADDEAR 42 in Le Treuil (Loire). This collective event allowed to deal with basic subjects specific to Tero such as :

- Conditions for the deployment of our services in France
- Remuneration of consultants
- Charters, security framework, co-operation framework, graphic charter & website

In 2021, Tero rebranded itself, the logo and the graphic charter were modernised with a new color scheme and a new graphic universe. In line with this initial work undertaken by the Folle Entreprise, Tero has completely redesigned its website by calling on its partner Partēja. The website can be reached at this address: www.tero.coop



Our organization in 2022

The cooperative council



Xavier PEYRACHE
President
College of supporters



Pierril LACROIX
Director
College of employees



Hubert CATHALA
Consultant
College of experts



**Anne-Marie SCHMUTZ-
POUSSINEAU**
Consultant
College of experts



Laurent DIETSCH
Consultant
College of experts

Our salaried team



Pierril LACROIX
Director
p.lacroix@tero.coop



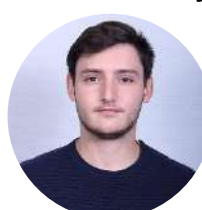
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Adrien LÉCOSSAIS
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Certification
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Our members

Category associated experts

<i>Xavier Barat</i>	<i>Lise Duval</i>	<i>David Millet</i>
<i>Emmanuel Bayle</i>	<i>Grégoire Etesse</i>	<i>Charlène Nicolay</i>
<i>Cécile Bérut</i>	<i>Anaïs Faure</i>	<i>Adel Ourabah</i>
<i>Jean-Eudes Beuret</i>	<i>Bernard Fouquet</i>	<i>Jean Payen</i>
<i>Sylvain Bleuze</i>	<i>Angel Garcia</i>	<i>Stéphane Person</i>
<i>Hubert Cathala</i>	<i>Georges Jay</i>	<i>Julie Portier</i>
<i>Martial Charpin</i>	<i>Pierre Johnson</i>	<i>Gauthier Ricordeau</i>
<i>Anaïs Chotard</i>	<i>Michel Laforge</i>	<i>Gaylord Robin</i>
<i>Marc-Edouard Colin</i>	<i>Karine Laroche</i>	<i>Katia Roesch</i>
<i>Pierre Collière</i>	<i>Olivier Lasbouygues</i>	<i>Anne-Marie Schmutz P.</i>
<i>Sylvain Colmet-Daage</i>	<i>Laurence Marandola</i>	<i>Daniele Sexton</i>
<i>Carlos Cubillos</i>	<i>Cédric Martin</i>	<i>Frédéric Soula</i>
<i>Fanny Darbois</i>	<i>Isabelle Martin</i>	<i>Christian Taupiac</i>
<i>Laurent Dietsch</i>	<i>Sarah Métais</i>	<i>Alexandre Vigot</i>
		<i>Carl Waroquier</i>



Employees category

Sylvain Aubert
Gabrielle Hauducoeur
Ingrid Jeanne
Pierril Lacroix

Supporters category

<i>Jean-Marie Abbès</i>	<i>Julien Desmedt</i>	<i>Myriam Mackiewicz</i>
<i>Frédéric Apollin</i>	<i>Guy Durand</i>	<i>Elisabeth Muller</i>
<i>Vincent Auvigne</i>	<i>Jean-Noël Faure</i>	<i>Bertrand Naegelen</i>
<i>Claudie Baucher</i>	<i>Chloe Fontfreyde</i>	<i>Johan Pasquet</i>
<i>Valentin Beauval</i>	<i>Bruno Forand</i>	<i>Sabine Patricot</i>
<i>Christophe Boscher</i>	<i>Sébastien Girard</i>	<i>Xavier Peyrache</i>
<i>Catherine Bureau</i>	<i>Barbara Guittard</i>	<i>Michel Prost</i>
<i>Thierry Caillaux</i>	<i>Hédia Hadjaj</i>	<i>Luc Raballand</i>
<i>Christophe Chauveau</i>	<i>Joseph Le Blanc</i>	<i>Aurélie Rakotofiringa</i>
<i>Philippe Collin</i>	<i>André Leseigneur</i>	<i>Marine Renaudin</i>
<i>Florent Cornu</i>	<i>Jacques Loyat</i>	<i>Romain Valleur</i>

Category organizations partners



They trusted us in 2021

