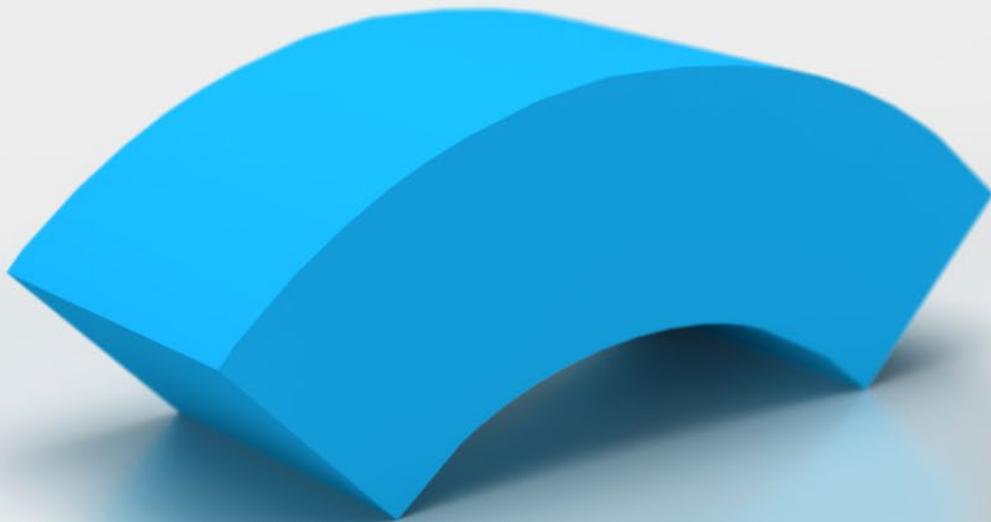
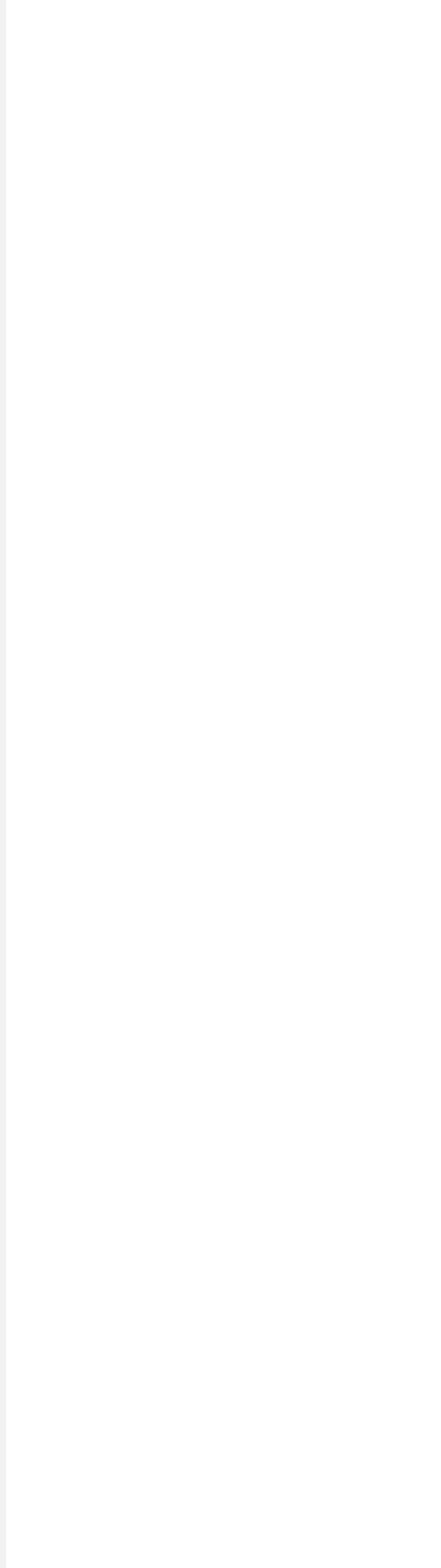


**mci
group**



ANNUAL REPORT 2021
BUILDING BRIDGES TO TOMORROW



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01

ABOUT

mci group

The mci group is a next-gen platform for marketing innovation and breakthrough communication in the digital age.

We're powered by a global agency network, work with over **1,200 clients** across **31 countries** and have a **30+ year** proven track record.

Our shared services platform combines the talent, technology and creative power of our specialist agencies, communities and ventures to form an interdisciplinary collective for the transformation and growth of brands and organisations.



CEO's Introduction



We connect people and technology

The evolution of our brand brought us from a Swiss meeting logistics expert into a global agency network specialising in strategic communications, digital marketing and experiential events.

We've helped many types of organisations – including associations, federations, brands, NGOs and governments – to build thriving communities.

In the last few years, the landscape of communication has transformed dramatically. As a global player with thirty years of experience in building communities, we are now setting the foundation for the future that will see smarter engagements and new technologies emerge. Digital opportunities are endless. Via new engagement technologies like metaverse or artificial intelligence, in-person communication converts into virtual in real-time.

Agile and rapidly growing companies demand new business models to build their work around key capabilities like community management, strategic consulting, live streaming, content creating and networking, omnichannel marketing and education models.

We're connecting the talent, technology and creative power of our award-winning agencies and ventures whilst acquiring strategic assets and brands to expand our capabilities. Together, we form the mci group – an interdisciplinary collective for the transformation and growth of brands and organisations.

At the core of the transformation journey we take with our clients to shape their future are four main priorities: building world-class processes, being designers, introducing distinctive business models and elaborating virtual technologies. We know the art and science of building communities and creating more and better touch points with the audience.

Connecting with the mci group means taking your business to the next level. It means shaping the way we live tomorrow through the power of sharing today.

Sebastien Tondeur,
Chief Executive Officer



Group structure

Our portfolio integrates a wide range of creative, strategic disciplines and operational solutions.

GROUP AGENCIES



Black Flower
Event and experiential agency specialising in the luxury sector



Dorier
Audio visual experience designers and content production



HAGEN INVENT
Live communication incentive travel and event agency



insidery
Consulting and market research agency specialising in marketing and sales performance



logos
Global public affairs and communications agency



MCI
Global engagement and marketing agency



Ovation Global DMC
Global destination management services & event organisation

GROUP VENTURES & COMMUNITIES



REALIVES
Online digital streaming technology



Kabloom
Digital marketing for associations & communities



AIP
Capital investment and consultancy



Blockchain Revolution Global
World's premier enterprise blockchain conference



Campus Party
Technology festival and hackathon



Lift & Co.
Promoting the growth of a responsible and legitimate cannabis industry

Our market value proposition

We help associations, federations, brands, NGOs and governments to succeed in the relationship economy of the digital age.



Our focus

We nurture our people, supporting one another with care, respect and warmth.

As a connector, we believe that when people come together, magic happens. We're proud to act as a bridge between our talents, customers and partners.

We believe an mci group story should always end with a transformation, with a new way to see the world moving forward. We live by growth, striving to stay ahead of the curve, and create lasting change.

To us, sharing the future means sharing the insight, knowledge and practical experience we've acquired over the last 30 years, encouraging and enabling entrepreneurs, innovators and thinkers to thrive.



Our leadership teams

At mci group we foster a culture that drives us to deliver innovation and growth for our clients. We're a global team of energetic and creative people who turn challenges into opportunities.

mci group LEADERSHIP

Sebastien Tondeur, Chief Executive Officer

"It is no longer about who attends your programs or reads your content but about who engages."

Sebastien Tondeur is the second generation mci group CEO, having led multiple company transformations and significant growth of the family business he joined in 1997. He studied finance and international business and has an MBA from Northeastern University. He regularly speaks at international events and is often interviewed by business and marketing media for his insights on building a global and human-centred business. Sebastien is the co-founder of the Entrepreneur Organisation (EO) in Switzerland. In 2011 he won the prestigious "EY Switzerland Entrepreneur of the Year".



Jurriaen Sleijster, President & Chief Operating Officer

"Openness to diversity and a deep interest in what others bring to the table: these are the building blocks of collaboration."

As a member of mci group's Executive Committee, Jurriaen is jointly responsible for the leadership and strategic direction of an international group with a turnover of €241 million and offices in 60 cities and 31 countries worldwide. Day-to-day, Jurriaen leads management processes, a range of service departments, and the integration of new MCI offices.

A frequent speaker, chair and moderator at international conferences, he also speaks at business schools, leads training programmes for senior management and publishes leadership articles.



Robin Lokerman, Group President

"Strategic engagement of core stakeholders, both virtually and live, will be the key success factor for any organisation."

Based in Singapore, Robin has driven mci group's expansion outside of Europe since 2007. He is jointly responsible for the leadership and strategic direction of an international group with a turnover of €241 million and offices in 60 cities and 31 countries around the world. He also leads mci agencies Institutional Division, serving the association and government clients, and is responsible for strategic service development for these markets.

Day-to-day, Robin consults for associations on strategic planning, board assessment and global growth strategies, speaks at international business events and works with several leading industry organisations at the forefront of knowledge exchange. He is one of only two non-North American Fellows of ASAE – Center for Association Leadership.



Joelle Zumwald, Group VP People & Culture Officer

"Bringing our talents together with a human touch."

Joëlle joined MCI in 1992 and she is responsible for leading the Group Human Resources, Learning & Development, Health & Safety, Sustainability and Internal Communications functions, setting our strategy and driving our company culture. She is passionate about people and aims at creating a healthy working environment, where everyone belongs and can thrive.



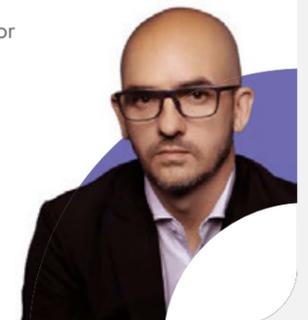
Oscar Cerezales, MCI Chief Strategy Officer

"Magic happens at the intersection of 'trust your instincts' and 'trust the data'. Intelligence without courage won't take you far."

Oscar is an expert in the international meetings and events industry, having worked for MCI for more than 10 years across 3 different continents: Europe, America and Asia.

Since 2012, he has been leading MCI's expansion in the digital era from Singapore as the region's COO, crafting strategic and creative client solutions to incorporate digital technologies into the company's suite of services.

Currently, Oscar supports the global formulation, facilitation and communication of MCI's strategic initiatives and future goals.



Sylvia Andre, Chief Marketing Officer

“I am obsessed with developing brands and omnichannel marketing campaigns that improve results for our clients.”

Sylvia Andre is Chief Marketing Officer of mci group. Following formal training with WPP companies, Sylvia rose through the ranks to take on senior roles with Ogilvy and Young & Rubicam. Plus, as a creative marketing guru with an entrepreneurial streak, Sylvia ran her own successful marketing and media agency in Australia.

**Edouard Duverger, Chief Information Officer**

“For me, it’s important to make my team believe in honesty and people as much as I do.”

Edouard joined MCI as a consultant in 2011. Since then, his position has grown to Chief Information Officer, seeing him leading the charge in security, innovation, and operations throughout the group. Far before the call for it in 2020, Edouard’s vision for cloud-based and remote working has been ensuring that mci group can operate efficiently, safely, and on a global stage.

**Olivier Giauque, Chief Financial Officer**

“Our financial data and technology solutions deliver the insight at the right time to support our client operations and strategic execution decisions.”

As Chief Financial Officer, Olivier Giauque oversees the planning, implementation and running of all financial activities of mci group across all offices and brands. He joined the company in 1998 after working for accounting and auditing firms, where he completed the Swiss Federal Diploma in Finance and Accounting. Olivier was promoted to the Global CFO position in 2009 and is a member of the Executive Committee and the Global Management Team.

**Avinash Chandarana, Group Learning & Development Director**

“We create the environment to inspire MCI talents to continuously learn, grow and boost performance to achieve business objectives.”

Avinash joined MCI in 1998 as the Director of Talent and Development for MCI Brussels overseeing all aspects of Recruitment, Employee Engagement, Internal Communication and Organizational Development.

Now, as Global Learning and Development Director at mci group, Avinash oversees and deploys a global Learning and Development architecture through MCI Institute. This helps employees across all divisions develop their knowledge and skills to achieve maximum effectiveness and contribution towards meeting organisational goals.

**Emmanuel Andre, Group Health, Safety & Sustainability Director**

“People sit at the heart of what we do, that’s why safety, security, and sustainability is vital to us.”

With an engineering background and degrees on risk management and in sustainability, Emmanuel brings 12 years’ experience at mci group developing our health and safety and sustainability programs. Emmanuel oversees processes of reducing risks of our events and for our employees and develop the sustainability strategies for the group.

He created our event safety and sustainability tool, a unique instrument which allows us to audit our events for potential threats and measure our environmental and social impacts.

**Erica Fawer, Group Sustainability, Internal Communications Director**

“Together, we have the power to change our tomorrow.”

Erica has been a sustainability champion for the MCI Geneva agency for close to 15 years. In 2018, she took on the additional responsibility of monitoring and communicating mci group’s sustainability performance and coordinating our onboarding and training programmes. Erica holds a Sustainable Event Professional Certificate and became a certified Sustainability Practitioner by the Center for Sustainability Excellence in 2019.



MCI AGENCY LEADERSHIP



Cathie Cusin,
MCI Chief Operating Officer
Europe & Global Vice President
Meetings, Events &
Destination Management



Nikki Walker,
mci group Vice President
Engagement, Associations
& Communities



Oscar Cerezales,
MCI Chief Operating Officer
Asia Pacific



Richard Torriani,
MCI Chief Operating Officer
Americas



Robin Lokerman,
MCI Chief Operating Officer
IMEA



Tom Gibson,
MCI Chief Executive Officer
USA

MCI AGENCY MANAGING DIRECTORS



Ajay Bhojwani,
Managing Director
- United Arab Emirates



Andreas Laube,
Managing Director
- Germany



Antonio Guadagnoli,
Managing Director
- Switzerland



Arnaud Chouraki,
Managing Director
- France



Bernard Akili,
Managing Director
- Indonesia



Carrie Hartin,
President Sales, Solutions
& Services - USA



Cathie Cusin,
Managing Director
- Switzerland



Chris Oh,
Managing Director
- Korea



Daniel Wiesinger,
General Manager
- Vienna



Erin Fuller, Managing
Director & President,
Association Solutions - USA



Frankie Gao,
Managing Director
- China



Idoia Rodes Torrontegui,
President - Benelux



Igor Tobias,
Managing Director
- Brazil



Juliano Lissoni,
Managing Director
- Canada



Jurriaen Sleijster,
Managing Director
- UK



Mariano Castex,
Managing Director
- Argentina & Chile

MCI AGENCY MANAGING DIRECTORS continued



Michael Libotte,
Managing Director
- Italy



Nick Mills,
Managing Director
- Australia



Olinto Oliveira,
General Manager
- Hong Kong & Macau



Per Anker,
Managing Director
- Denmark



Peter-Willem Burgmans,
Managing Director
- The Netherlands



Rob Allidine,
Managing Director
- Ireland



Sandrine Castres,
Managing Director
- Spain & Portugal



Samir Kalia,
Managing Director
- India



Shawn Pierce,
President Strategic Events,
Meetings & Incentives - USA



Stellan Eriksson,
Managing Director
- Sweden



Stephan Wurzinger,
Managing Director
- Australia



Sylvie Neves,
Managing Director
- Czech Republic



Tahir Masood,
Managing Director
- Saudi Arabia



Tatsuo Arai,
Managing Director
- Japan

mci group BRANDS LEADERSHIP



Tom Gibson,
Chief Executive Officer,
Black Flower



Olivier Croset,
Managing Director ,
Dorier



Andreas Laube,
Managing Director,
HAGEN INVENT



Daniel Bissinger,
Managing Director,
insidery



Frederic Soudain,
Managing Director,
logos



Sebastien Tondeur
Chief Executive Officer,
MCI



Cathie Cusin,
Head of DMC Services,
Ovation Global DMC



Richard Torriani,
Chief Executive Officer,
Kabloom



Robin Lokerman,
Managing Partner,
AIP



Arnaud Chouraki,
General Manager,
REALIVES

Where we are

Europe

- Austria
- Belgium
- Czech Republic
- Denmark
- France
- Germany
- Ireland
- Italy
- Portugal
- Spain
- Sweden
- Switzerland
- The Netherlands
- United Kingdom

Americas

- Argentina
- Brazil
- Canada
- United States

Asia-Pacific

- Australia
- China
- Hong Kong, SAR (China)
- Indonesia
- Japan
- Korea
- Macau, SAR (China)
- Malaysia
- Singapore

India & Middle East

- India
- Oman
- Qatar
- Saudi Arabia
- United Arab Emirates



02

ACHIEVEMENTS

Financial review



Financial Figures (in Million Euros and pre-IFRS16)

	2020	2021	Variance vs 2020	Forecast 2022
Revenues	236,6	241,8	+2%	300
Purchases and external charges from operations	-131,4	-126,1		-155
Gross margin from operating activities	105,2	115,7	+10%	145
General expenses	99,6	103,3		126
EBITDA from Operations	5,6	12,4		19

Gross Margin by expertise

Community Events	33%
Association Solutions	20%
Brands & Companies	30%
Specialty Brands	17%

Gross Margin by region

Americas	30%
Europe	60%
India and Middle East	3%
Asia-Pacific	7%

Gross margin (in Million Euros)

2021	116
2020	105
2019	180
2018	163

Our sustainability pledge

We have the opportunity, as well as the obligation, to have a positive impact on our world. As a company with a global and local reach, we have the means to accelerate change and to promote a more sustainable and inclusive society.

We are committed to the UN's Sustainable Development Goals (SDGs), and to be a catalyst for change, using our skills, voice, and relationships to make a difference.

By taking a triple bottom line approach to People, Planet & Performance; our goal is to encourage an active culture of care and responsibility, backed up by concrete actions. We disclose our sustainability strategy, process and performance following the Global Reporting Initiative (GRI) standards.

We invite you to browse through our annual sustainability report to learn more about our commitments and achievements:

mci groupsustainabilityreport.com



Case study



Gala auction for Swiss Red Cross raises € 765K

MCI & Dorier developed a unique charity event bringing the community together and raising € 765'000 to provide winter relief for the victims of forgotten disasters.



Championing diversity on behalf of Banksia Foundation

MCI developed creative and production strategy for the 33rd Banksia National Sustainability Awards to celebrate excellence in sustainability and recognise innovators and change makers.

WITH-IN AND WITH-OUT

We strive for sustainability in all aspects of our work - both within our offices and agencies and in the collaboration with our clients and communities.

Within mci group

Within our agencies we do everything we can to nurture caring, accepting and eco-conscious environments in which our talents can thrive. We strive for ethical leadership and governance, equality and diversity, a culture of constant learning, and choose sustainable solutions wherever possible.

With our clients

We aim to bring awareness to sustainable solutions. On the ground, this means highlighting ecologically and ethically conscious solutions within our events and experiences, integrating design thinking, and reducing waste and conserving resources wherever possible.

In our communities

We realise mci group has a far-reaching impact on the communities in which we operate. We are always mindful of involving local, ecologically certified suppliers wherever possible and integrating community-centric aspects within all our projects. Our teams worldwide also donate thousands of hours of pro-bono hours each year towards social action efforts and NGO events. On top of this, we have partnered with Cool Earth to assist in slowing the destruction of the Amazon rainforest, preserving the communities who have been living there for generations and the invaluable oxygen this miraculous resource provides.

OUR KEY AREAS OF FOCUS MOVING FORWARD



SUSTAINABILITY AWARDS

Client Project of the Year

RUNNER-UP
China, OURSummit

WINNER
Belgium, ITS World Congress

Community Engagement

RUNNER-UP
Baltimore, USA

WINNER
Spain and Portugal

Sustainability Leadership

France

Industry recognition



MALT Excellence Awards 2022
Exceptional Association event of the year 2021



MALT Excellence Awards 2022
Outstanding Government Sector Event 2021



Eventex Awards 2021
Silver award
Employee Engagement Event



ABPCO Excellence Awards 2021
Best Conference by an Agency
Conference Organiser



Events Industry Awards 2021
Best Virtual Event



Events Industry Awards 2021
Best Virtual Awards Ceremony



Premio Caio 2021
Silver Award



Marketing Interactive's Marketing Events Award 2021
Silver
Best Virtual Event (B2B)



Marketing Interactive's Marketing Events Award 2021
Silver
Best Content Creation for A Virtual Event



CN Awards PCO
Agency of the Year

Client recognition

“

A huge thank you for your Dorier team performance during the past two days to support an important meeting held here at the P&G Geneva headquarters. We have just successfully completed what is the most important and highly visible P&G executive meeting of the entire year and I wish to acknowledge the outstanding delivery from your team. This meeting was arranged in Geneva with just a few weeks' notice as the latest covid situation in the US caused a change in travel plans for our executives, with Europe participants traveling to Geneva rather than to the US in the last moment. This made your team's delivery all the more impressive. Dorier team were the stars of the backstage – our global meeting, with hundreds of P&G executives, literally depended 100% on the success of the global audio-video broadcasts from and to P&G Geneva over both days. Dorier delivered for P&G perfectly and under quickly changing condition. On behalf of P&G GBS Workplace Services and the entire P&G Europe executive team, my big appreciation to your entire team at P&G.

Paul Sobon,
Facilities & Real Estate Europe,
Procter & Gamble

“

The consumer survey by insidery created profound insights, which have significantly shaped our international strategy and the way to sell.

Oliver Kleibel, International On Premise
Key Account Manager,
Red Bull GmbH

“

Every time I work with MCI teams, from any location, you bring the special sauce that makes our event shine.

Katie Payne, Asia-Pacific Markets
Communication and Engagement Manager,
Ernst & Young

“

An efficient and effective ground partner is critical to the success of our event, and we're excited to be working with Ovation as we prepare to bring together the global events industry in Barcelona for three days of networking, learning and business meetings. We look forward to delivering a fantastic experience for all of our attendees.

David Thompson, Event Director,
IBTM World

03

ACTIVITY

Driving evolution



We consolidated into a next-gen platform for marketing innovation and breakthrough communication in the digital age



We reinforced our service offer in strategy, concepts, digital engagement technology, activations and experiences and quality staffing with three Black Flower agency studios.



We expanded our unique group of experts, Acceleration Investment Partners – to provide new business models for organisations, fund their need to innovate, enhance their relevance, and grow clients' revenues.



We deepened our expertise in customer experience management, audience research, live marketing performance, and demand generation with insidery GmbH taking over FairControl GmbH.

Client growth



Black Flower agency continued their partnership with American Express and the Council of Fashion Designers of America (CFDA) on RUNWAY360 an innovative digital platform developed to support the American fashion industry and nurture emerging designers by bringing together every aspect of a collection.



MCI won the mandate to become the official agency for all AstraZeneca Brazil events, consisting of about 200 projects over two years.



Blockchain Research Institute and MCI, in collaboration with Dorier, produced The Enterprise Blockchain Awards as part of the Blockchain Revolution Global. Metahuman hologram technology was used at the event, and the participants had a metaverse after-party.



Dorier was the AV technical production partner of the Mobile World Congress 2022, the industry's largest and most influential gathering of the global connectivity ecosystem, with more than 60,000 attendees.

MCI transformed Latin America's largest start-up event into a fully customised Metaverse environment that immersed over 8,000 participants.



HAGEN INVENT created an exclusive road trip, 'The Great Getaway' - the first-ever experience format for BMW Motorrad, the motorcycle brand of BMW.

The Society of Environmental Toxicology and Chemistry (SETAC) successfully started its digital transformation with a clear strategy, powered by data-driven insights and consulting by MCI and insidery.

MCI created a world-class experience engaging 2,000 C-suite delegates for EY's annual APAC symposium.



Ovation Global DMC, in collaboration with Dorier Group, Marriot International, and Switzerland Tourism, hosted Game-ON, an exclusive buyer event, at IMEX Frankfurt. Game-ON focused on the metaverse, tech and gamification in the events industry.



logos worked with AZO Anwendungszentrum GmbH Oberpfaenhofen and ALPHA Consult to manage the Copernicus Earth Observation programme support office providing strategic and scientific communications, media monitoring and analysis and consortium building and management. We managed to get 80,000 new followers for our client on different channels.



Ovation Global DMC was the official ground partner of IBTM World, the leading global event for the meetings and events industry under 'New Business, New Tech, New World'.



MCI became an official housing bureau for COP26 in Glasgow, with 35,000 attendees participating.



HAGEN INVENT organised a virtual meeting, 'SKODA in dialogue', between German SKODA management and the owners and managers of the nationwide dealership.

Strategic tools for driving innovation



D.I.V.E.© by MCI

(Define. Ideate. Visualise. Engage)

A proprietary methodology based on MCI online and offline expertise, combined with 30 years of strategic insights and knowledge of how to activate audiences and address people engagement needs. It is a design thinking product that builds an agile, effective and scalable framework tailored to brand's objectives; whether it is to enhance employee engagement, build brand loyalty or activate new audiences.



F.A.S.T.© by MCI

(Future-proof Association Strategic Transformation)

A 12-week consulting programme on virtual strategic planning at a distance, enabling association leaders to receive structured advisory consulting on how to rethink and refine their approach to remain relevant in the digital age and also enhance their member and community value.

Celebrating our global community



Kelsey Secules, the Senior Events Strategist at MCI USA and Lauren Stroud, Association Events, Manager at MCI USA, were selected to be in the '20 in Their Twenties' class of 2022 by the Professional Convention Management Association.



The Assistant Producer at MCI UK, Hannah Jarvis, was part of Conference News 30 Under Thirty Class of 2021.



Jasmine Lim, Strategic Solutions Manager at MCI Singapore, successfully passed the Facebook Community Manager certification.



Briony Bagge, Account Director at MCI UK, was recognised by C&IT World in the A-List 2021 as one of The Top 35 UK Agency Planners Under 35



Juliano Lissoni, Managing Director Canada, was listed as a member of The BizBash 250 as one of the Must-Know Event Pros in Canada.



Agnes Canonica, President of Corporate Meetings, MCI USA, was recently named one of BizBash's Top 500. This is Agnes' third time on the BizBash top event planning and consulting list.



Pam Baker, Senior Manager Sales at MCI Canada, and Ruth Gorriz, Manager Planning at MCI Canada, became winners of the Connect Corporate's 40 Under 40 Class of 2021 as people who brought business back to the industry.



Black Flower Agency hosted a special evening at the US Open honouring women in leadership with a special appearance of tennis legend Billie Jean King.



Todd Gilmore, Director of Business Development, MCI USA, was elected Vice-Chair of the Dallas/Fort Worth Chapter of the IAEE.



Jason Ware, VP, Convention Housing & Contracting, MCI USA, has been elected Treasurer of the Gulf States Chapter of PCMA.



Erin Fuller, Managing Director & President Association Solutions at MCI USA, became Chair of the 2021 Board of The AMC Institute (AMCI).



Rutger Hoorn, VP Global Sales & Strategic Partnerships at Ovation Global DMC, was appointed as VP Events at SITE Northeast USA.



Amy Lestition Burke, Senior Vice President, Engagement at MCI USA, was named an ASAE fellow.



Giulia Bertone, Project Manager at MCI Spain, was certified Hybrid and irtual Event Director by the Event Leadership Institute.



Andreas Laube, Managing Director MCI Germany, became a member of the MICE Hall of Fame by ICJ Marketing.



Sonja Soderbom, Director Destination Management at Ovation Australia, was certified Incentive Travel Professional (CITP) by SITE Global (Society for Incentive Travel Excellence).



Kabloom became a member of ICCA - a leader for the international meetings industry and knowledge hub for the international association meetings industry having a solid educational policy.



Brittany Shoul, VP & Director of Sales at MCI USA, was named by the Professionals for Association Revenue (PAR) as a 2021 GOAT Finalist.

Behind the scenes

☛ We organised a Virtual Global Academy with over 100+ live online sessions as well as strengthened our powerful digital learning ecosystem.

☛ We launched a re-vamped Mentor programme and Community Management Certification Programme to evolve L&D to take our talents to the next level.

☛ MCI created the Design Thinking Summer Camp in Canada based on the MIT Mastering Design Thinking methodology. The goal was to help the talents to understand the process required to identify needs, scan existing solutions in the market, and organise focused brainstorming.

☛ Our teams participate in the Mind over miles challenge each year - a global steps challenge to promote good health and well-being. In 2022 we have walked a great distance of 96,454 km (+60K miles). It means that we have already hiked more than the distance needed to go around the Earth!





Headquarters:

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Switzerland

Connect with us on



**mci
group**