



2017 Annual Report



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1 FISA President

Despite being a post-Olympic year, 2017 remained as intense as the previous one and will be remembered as an exciting and crucial year for FISA and World Rowing.

As for me, I have continued being active beyond FISA, within the Olympic Movement, as a member of WADA's board in my capacity as ASOIF representative and as a member of the IOC's Sustainability and Heritage Commission. I had the honour of being elected as a member of the IOC at its meeting in Lima in September. I am aware of the great responsibility this carries and will aim at fulfilling my responsibilities in FISA's best interests to the best of my capabilities.

It is a true honour to interact and work with extraordinary, competent and motivated people. I would like to thank the member federations for their renewed trust in me, having been re-elected as President of FISA for a second term at the 2017 Ordinary Congress. I am very grateful for this and assure you of my full commitment to transform challenges into opportunities for the benefit of our sport in the long-term, amid an increasingly demanding context.

It is true that this assignment is demanding but at the same time so very fulfilling.

After a year marking FISA's 125th anniversary, I wish all of FISA, its members, stakeholder and the rowing community a wonderful 2018.



2 FISA Executive Director



I am pleased to report to you on the FISA operations and provide you with an overview of FISA's general activities. We appreciate very much the excellent cooperation between the FISA staff and the member federations which enables us to work efficiently and constructively.

Governance and Administration - Governance and ethics remained as high-profile issues in 2017 as a result of the ongoing allegations of corruption and doping in the world of sport. FISA maintained its focus on transparency in this area, with a dedicated resource in place to review governance-related matters, make recommendations and support the Executive Committee and the Council in ensuring the preservation of FISA's strong ethical principles and reputation as a benchmark federation for good governance.

One of the most important jobs of the International Federation is to discourage athletes from doping, operate a fully credible and efficient anti-doping programme and prosecute those who do. The cleanliness of our sport in terms of doping is one of the most important values we share. 2017 continued to be dominated by the McLaren reports which focused on the institutionalised manipulation of anti-doping test results and other activities in Russia that violated the World Anti-Doping Code.

FISA operates a system of financial controls with appropriate segregation of duties and authorities. Our finances are stable and perform generally in line with our budgets. As you will see in the financial section, we ended 2017 with a surplus of income over expenses of CHF 202'991. This result raised the total reserves to CHF 17'229'145 and our estimated permanent reserve at the end of the 2017-2020 period to CHF 4'664'802.

Development - In 2017, the Development team continued to make strong progress in many areas. The FISA Development Programme continued to encourage all active members to stage national championships in all categories and have a national selection policy. In close cooperation with the Continental Confederations, a series of training camps and regional and continental regattas were staged to help prepare member federations attempting to qualify for the Buenos Aires Youth Olympic Games. The participation in the qualification process for 2018 by member federation is 111 nations (as of September 2018).

Events - The World Rowing Championships is the peak performance moment for all our member federations each year (except for the Olympic year) and the 2017 World Rowing Championships in Sarasota-Bradenton, Florida, USA was a very high point for the sport in great conditions. We can be proud of the standard and quality of our events in 2017 with three excellent World Rowing Cup events that were very well organised and set high standards. Thanks to the organisers of Belgrade, Poznan and Lucerne. The World Rowing Under 23 Championships were well organised in Plovdiv as were the World Rowing Junior Championships in Trakai. The 2017 World Rowing Coastal Championships in Thonon, France were also a great success on Lake Geneva.

Promotion - In terms of promotion, the best advertisement for the sport is our events. The greatest number of people who view our sport, watch it on television (which is discussed above). The second highest is through digital means which is also covered above in communications and video streaming. But it is important for us to deliver an attractive event to those on site and we took steps in 2017 to create a bespoke sports presentation team led by World Champion rower Sebastian Franke, journalist Michiel Jonkman and Michael Hein. They prepare and deliver our sports presentation at all World Rowing events along with the dedicated commentary team.

In communications, the focus of 2017 was the “digital spectator experience” when following our World Rowing Events through digital means. This involved the continued development of all platforms for World Rowing to reach as many fans as possible and bring them into the rowing family. Naturally, the events are the focus of much of the attention to World Rowing and we continued to use new platforms for spreading the interest in the sport. The coverage was very well-received by our followers.

Environment - FISA continues to focus its sustainability efforts on two areas: the Clean Water Partnership with the Worldwide Fund for Nature (WWF) and its related project, the Kafue River and Rowing Centre, and on integrating sound sustainability principles into its event management practices. The Clean Water Partnership with WWF remains of great value to FISA, underpinning not only our core value of protecting the environment in which we practise our sport, but also in driving the ongoing objective to establish the Kafue River and Rowing Centre in the Kafue Flats in Zambia. In terms of event management, we continue to monitor the practices of our event organising committees and provide advice and feedback on sustainability measures that they implement in delivering their events.

Conclusion - I would like to thank FISA President Jean-Christophe Rolland for the tremendous commitment he makes to rowing and his support for our work in Lausanne. I would also like to thank the Executive Committee, Council and Commission members as well as the member federations and their staff for their excellent cooperation. This is greatly appreciated by the staff and I. Finally, I would especially like to thank the FISA staff and consultants for their dedication and commitment to rowing and to FISA. My complete report can be found in the Agenda Papers of the 2018 FISA Ordinary Congress.

3 World Rowing's Strategic Plan

Goal I

Govern and Administer Rowing

Objective 1

Transparency – Govern with clarity and transparency.

Objective 2

Democracy – Ensure key stakeholders are represented in decision making processes.

Objective 3

Integrity – Promote strong ethical principles across the organisation.

Objective 4

Efficient Management – Manage effectively, efficiently and sustainably.

Objective 5

Control Mechanisms – Ensure resources are safeguarded and managed effectively.

Goal II

Develop Rowing

Objective 1

Participation – Increase the participation of member national federations (NFs) in leading events.

Objective 2

Integration – Integrate and expand all forms of rowing.

Objective 3

Opportunities – Increase the number of rowing opportunities through clubs, schools, universities and other entities.

Objective 4

Quality & Education – Improve the quality of rowing and coaching worldwide.

Objective 5

Universality – Increase the number of countries that practise rowing and ensure their ongoing growth.

Goal III

Showcase Rowing through Events

Objective 1

Quality – Deliver rowing events of a standard appropriate to status and category, in terms of competition level, facilities & event operations.

Objective 2

Attractiveness – Provide an event programme that includes high quality events in formats that are attractive and relevant to our target audiences, showcasing the best aspects of the sport.

Objective 3

Legacy – Support the sustainable development and maintenance of world class rowing venues around the world and collaborate with venue owners and event organising committees to help deliver their strategic legacy-related objectives.

Objective 4

Diversity – Showcase all disciplines of the sport of rowing through rowing events on all continents and at multi-sport games.

Goal IV

Promote Rowing

Objective 1

Television – Support and increase traditional television coverage while expanding digital-based, social media-based and second screen video opportunities.

Objective 2

Communications – Be the main source of rowing information across all World Rowing's channels.

Objective 3

Progressive Communications – Promote and develop the sport of rowing

Objective 4

Marketing – Promote rowing, its values and rowers in all FISA activities.

Objective 5

Partnerships – Attract and retain partners that complement rowing's values and the World Rowing brand and activate their partnership globally and locally.

Goal V

Respect and Preserve the Environment through Rowing

Objective 1

Sustainable Events – Stage events using leading environmental and sustainability standards, policies and practices.

Objective 2

Education – Engage and educate the world's rowing audience in the clean water mission.

Objective 3

Activities – Engage with NFs in order to increase their activities and those of their member clubs in the environmental protection and clean water mission.

Objective 4

Leadership – Lead by example ensuring that, as far as possible, all of FISA's activities, including events and daily operations, are conducted in an environmentally sustainable way.



4 Governance and Administration

Goal I – Govern and Administer Rowing

Objective 1 – Transparency

Govern with clarity and transparency.

Objective 2 – Democracy

Ensure key stakeholders are represented in decision making processes.

Objective 3 – Integrity

Promote strong ethical principles across the organisation.

Objective 4 – Efficient Management

Manage effectively, efficiently and sustainably.

Objective 5 – Control Mechanisms

Ensure resources are safeguarded and managed effectively.

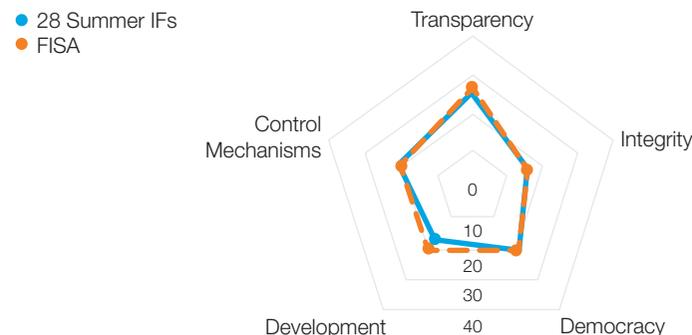
Governance

In 2017 FISA continued its focus on the critical area of governance. The ASOIF (Association of Summer Olympic International Federations) Governance Self-Assessment Questionnaire was a welcome initiative and provided the opportunity for FISA to further explore potential areas to strengthen the governance of our organisation. The first edition of the questionnaire was completed early in 2017 and FISA's results indicated an encouraging level of good governance compared to other IFs, especially so when considered in relation to available resources.

With reference to this initiative, FISA has worked to further improve transparency and in 2017 livestreamed the FISA Congresses for the first time. In terms of democracy, the 2017 FISA Extraordinary Congress voted to introduce Time in Office limits for FISA Council members and also to introduce the new Articles 18 & 19 allowing for official recognition of the Continental Rowing Confederations and Other Groupings of Member Federations. Article 36 – Voting at Congress was also amended following a vote and there is now a gender related criteria as one of the requirements for a member federation to be entitled to three votes at Congress instead of one.

ASOIF Governance Self Assessment Questionnaire 2016/17

Median IF score vs. FISA score



2017 FISA Extraordinary Congress and the 2017 FISA Rule Book

Following the meticulous preparations leading up to the 2017 FISA Extraordinary Congress, which took place in February in Tokyo, Japan, the Congress proceeded smoothly with 63 member federations present (104 delegates). The Organising Committee provided extremely professional, efficient and reactive support and were a great contributor in ensuring the success of the event. One of the administrative consequences of this Congress, held once every four years, is the need to republish the FISA Rule Book to reflect the changes to the FISA Statutes and Rules, as voted upon and agreed by the Congress. This not insignificant task was managed by the Governance department and the 2017 FISA Rule Book was published and distributed just before the start of the 2017 World Rowing event season.

Governance Meetings

The main annual governance events were successfully organised:

- 2017 Joint Commissions Meeting I in March, in London, Great Britain
- 2017 FISA Ordinary Congress in October, in Saraosta-Bradenton, USA
- 2017 Joint Commissions meeting II, along with a National Federation Conference, as part of the FISA combined events held in London, Great Britain, in December (along with the World Rowing Coaches Conference, the World Rowing Awards dinner and a Para Rowing Conference).
- Executive Committee and Council meetings throughout the year.

Governance projects

Commissions Review - as part of the process of continuous improvement, a project was launched in the second half of the year to review the FISA Commission structure with the objective of ensuring an appropriate and effective structure and composition, relevant to FISA's strategic objectives and the environment of today and the foreseeable future. This project continues in 2018.

Strategic Plan – towards the end of 2017, a review of the Strategic Plan was launched. The revised plan was published early in 2018 and an overview is included on page six.

Anti-Doping

One of the most important jobs of the International federation is to operate a fully credible and efficient anti-doping programme to discourage doping and to prosecute those who do. The cleanliness of our sport in terms of doping is one of the most important values we share.

Testing Programme

In 2017, FISA tested athletes from 53 countries, working with private testing companies and NADOs to conduct the testing. All data from testing was entered into the WADA database management system, ADAMS which is a platform for sharing information between FISA and NADOs and FISA's Athlete Passport Management Unit (APMU), based at the Lausanne WADA accredited laboratory. The steroidal and blood passport data obtained from testing is reviewed by the APMU. During the year, FISA contributed through testing to WADA's initiative to introduce the endocrine passport; the testing was used in the research required before the endocrine passport can become operational.

Results Management

FISA had four adverse analytical findings in 2017. Three cases are ongoing; one case received a two-year sanction.

Anti-Doping Education and Information

The FISA Athletes Commission managed a WADA Anti-Doping Outreach stand at the 2017 World Rowing Championships in Sarasota. The FISA Sports Medicine Commission is currently preparing educational workshops to be held at development camps which will include such topics as anti-doping and nutrition. WADA has developed an online, interactive educational tool, ADeL which will soon be available on the FISA website.



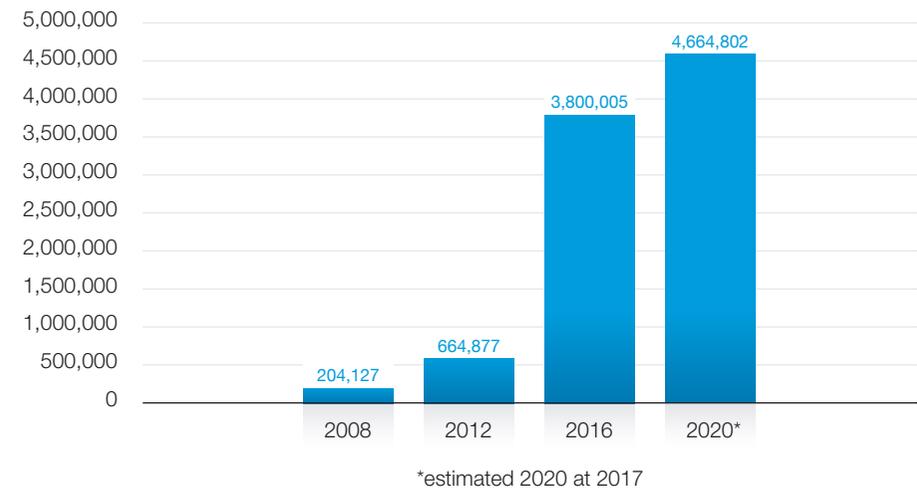
4 Governance and Administration

Financial Control & Risk Management

FISA operates a system of financial controls with appropriate segregation of duties and authorities. Our finances are stable and perform generally in line with our budgets. The status of the Finance Sub-Committee was formalised in the FISA Statutes at the 2017 Extraordinary Congress. The group met in 2017 to review the budget, the four-year plan, discuss general finance policy and risk management. PriceWaterhouseCoopers continues as FISA's external financial auditors and, along with the financial audit, reviews accounting policies and internal controls, and makes recommendations as appropriate. FISA retains an advisory agency that reviews our insurance policies and assists with new recommendations related to insurance.

FISA's investments continue to be managed by an external asset manager under conservative risk parameters established by the Finance Sub-Committee, with regular discussion and market review by the Treasurer and Executive Director with the asset manager. As you will see in the financial section, we ended 2017 with a surplus of income over expenses of CHF 605'856 before considering an exchange rate loss and an adjustment in the provision for unrealised reduction in the value of securities. These two elements reduced the 2017 positive result to CHF 202'991. This result causes our estimated permanent reserve at the end of the 2017-2020 period, also known as the "Oswald Fund" from the unexpected positive results of the London 2012 Olympic Games for all Olympic stakeholders, to CHF 4'664'802, up from CHF 3'830'005 post Rio. The Finance reports are included in a dedicated section of the Agenda Papers.

FISA Permanent Reserves (CHF)



5 Development

Goal II – Develop Rowing

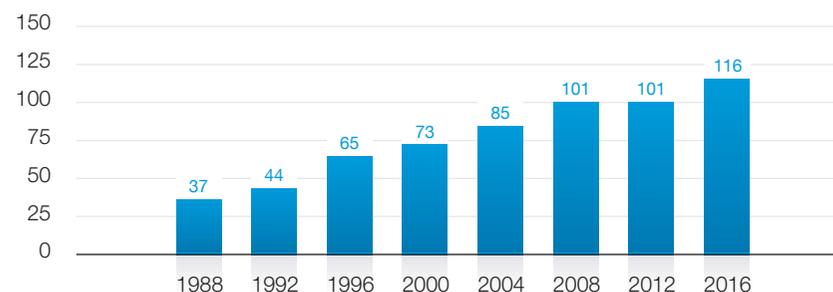
Objective 1 – Participation

Increase the participation of member national federations

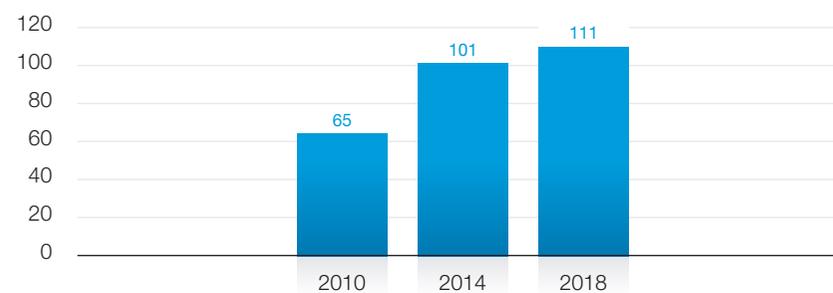
(The FISA Development Programme has been strongly encouraging all active members to stage national championships and have a national selection policy. In some cases, teams are encouraged to regularly submit testing scores for both indoor rowing and on water measurements. Total active World Rowing Nations:

- In close cooperation with the Continental Confederations, a series of training camps, regional and continental regattas have been staged to help prepare national federations attempting to qualify for the Buenos Aires Youth Olympic Games. The participation in the qualification process for 2018 by national federation is 111 national federations.
- The qualification systems for the Olympic and Paralympic Games for 2020 was prepared in consultation with the other departments of FISA, the IOC and World Rowing membership to proactively provide more opportunities for excellence at the World level and at the Continental level and present rowing as a globally relevant sport within the Olympic and Paralympic movement.

NF Participation in Qualification for the Olympic Games



NF Participation in Qualification for Youth Olympic Games



Objective 2 – Integration

Integrate and expand all forms of rowing.

FISA has embarked on an ambitious project to grow Para rowing on the continents through a series of training camps and continental regattas building on an already successful Olympic and YOG training camp and qualification regatta system. Additionally, a series of regional Coastal Rowing activities has started in 2018 with the Commonwealth Championships Beach Sprints occurring in August 2018 and plans for a regional event in the Caribbean in 2018/2019.

Guidelines for staging all these events are in the process of being created by the Events Department or have already been completed.

Objective 3 – Opportunities

Increase the number of rowing opportunities through clubs, schools, universities and other entities.

The FISA Coach Education Framework is now being applied as a principle within all FISA Olympic and YOG activities but the aim is to have modules integrated into the Framework for Paralympic, Coastal and Indoor. A roll out of regional and continental coach education clinics linked to events will then also be put in place in consultation with the continental confederations. Discussions and collaborations with the National Olympic Committees and Olympic Solidarity to best identify places that can host activities in a coordinated manner over next several years will be essential. By having a better coaching education framework, more rowing opportunities should exist in all areas.

The Olympic Values Education Programme also has been presented to 115 National Federations over the past 12 months and these nations will be encouraged to continue these sports initiation programmes in their national setting and to work with their National Olympic Committees and/or Sports Councils to expand the reach of rowing.

Objective 4 – Quality & Education

Improve the quality of rowing and coaching worldwide.

The development programme has hosted the most ever training camps/ coaching courses in the history of its existence in 2017. However, the concern of targeting certain groups and regions strategically has been raised. The development programme coaches will be working with the continental confederations to make sure a layering of activities is able to occur in coming years based on the Coach Framework for Education. The percentage of female to males at the training camps for athletes is proving to be a very strong point and the female to male coach ratio is also progressing. Going forward in 2018 a greater focus is being put on the regional activities to better support athlete and coach development (and in some cases umpire development where possible).

- Training camps offered for rowers from development programme countries; 13 in all continents with 2 being for Paralympic athletes. Please note that both Asia and the Americas have started to host their own regional activities for Olympic and in some cases Paralympic teams. As well as one Coastal Rowing activity.
- Coaching courses offered for coaches from development programme countries; 10 Technical Coaching Courses, 7 Development of National Sports System.
- Scholarships for rowers and coaches through Olympic Solidarity; 2 Coaching Scholarships (both female), currently 4 Athlete Scholarships for Buenos Aires and 57 Athlete Scholarships for Tokyo.

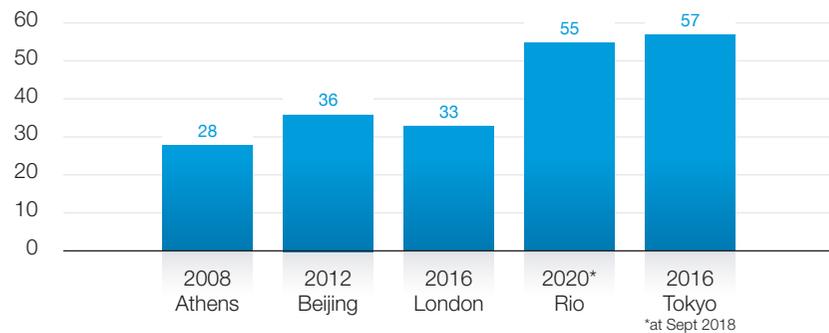
5 Development

Objective 5 – Universality

Increase the number of countries that practise rowing and ensure their ongoing growth.

New member nations such as Guinee and Fiji receive an initial site visit and proposal for next steps. Coaching Education, athlete development and guidance for administrators are highlighted as key objectives. Additionally, if possible as National Federations progress, the FISA Experts try to discuss a basic strategic plan, planning around budgets, governance and selection and working with partners to develop the sport. Consideration and priority are given to indoor rowing as a starting place and then identify disciplines through Coastal, Olympic and Paralympic for targeted development. A new FISA Development Officer has started in Oceania and will be following up on all the smaller Island nations in the region for development of mainly Coastal Rowing. Other FISA Development Experts are also building up a similar project in the Caribbean.

Rowers with Olympic Solidarity Scholarships



6 Events

Goal III – Showcase Rowing through Events

Objective 1 – Quality

Deliver rowing events of a standard appropriate to status and category, in terms of competition level, facilities & event operations.

Objective 2 – Attractiveness

Provide an event programme that includes high quality events in formats that are attractive and relevant to our target audiences, showcasing the best aspects of the sport.

Objective 3 – Legacy

Support the sustainable development and maintenance of world class rowing venues around the world and collaborate with venue owners and event organising committees to help deliver their strategic legacy-related objectives.

Objective 4 – Diversity

Showcase all disciplines of the sport of rowing through rowing events on all continents and at multi-sport games.

Events Department Annual Report 2017

Introduction

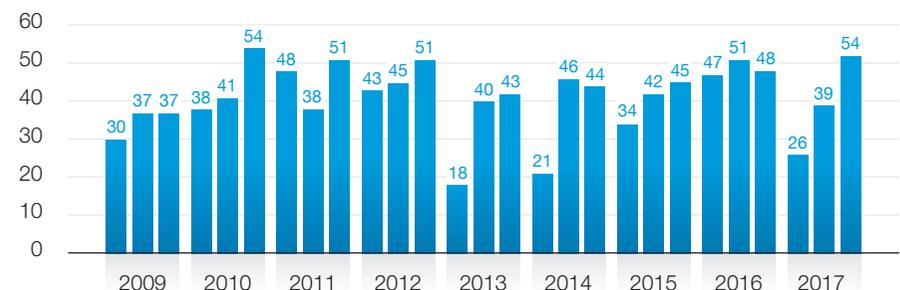
In total, World Rowing supported 11 events in 2017: three World Rowing Cups, four World Rowing Championships (including the World Rowing Coastal Championships), the World Rowing Masters Regatta and three European Rowing Championships for seniors, juniors and under 23s. In total, 9,723 athletes (7,335 men, 3,873 women) from 78 countries participated in a World Rowing and/or European Rowing event in 2017.

2017 Events

World Rowing Cup

The 2020 quadrennium opened with the first World Rowing Cup in Belgrade then the series went to the Malta Regatta Course in Poznan, Poland with the third and final leg in Lucerne, Switzerland. The World Rowing Cup continues to offer teams the opportunity to test their crews in competitive situations, while at the same time delivering a strong television product that showcases the world's best rowers on the road to the World Rowing Championships.

World Rowing Cup 2009 to 2017 - Participation by NFs



6 Events

World Rowing Championships

The first of the World Championships took place in Plovdiv, Bulgaria where the World Rowing Under 23 Championships also served as a test event for the 2018 World Rowing Championships. The U23 category continues to grow both in terms of numbers and quality, with World Best Times set in ten out of the 21 boat classes on the fast Plovdiv course.

The World Rowing Junior Championships returned to the beautiful Galva lake in Trakai, Lithuania. An experienced organising committee, friendly volunteers and innovative transport booking system delivered a very good athlete experience and a number of strong performances. This event also served as the first qualification event for the Youth Olympic Games taking place in Buenos Aires in October 2018.

Returning to the United States for the first time since 1994, the World Rowing Championships in Sarasota-Bradenton, Florida impressed with its purpose-built regatta course, slick transport system and excellent spectator experience. The World Championships was the first but not last World Rowing event for the Nathan Benderson Park, which will host the World Rowing Masters Regatta in 2018.

World Rowing Masters Regatta

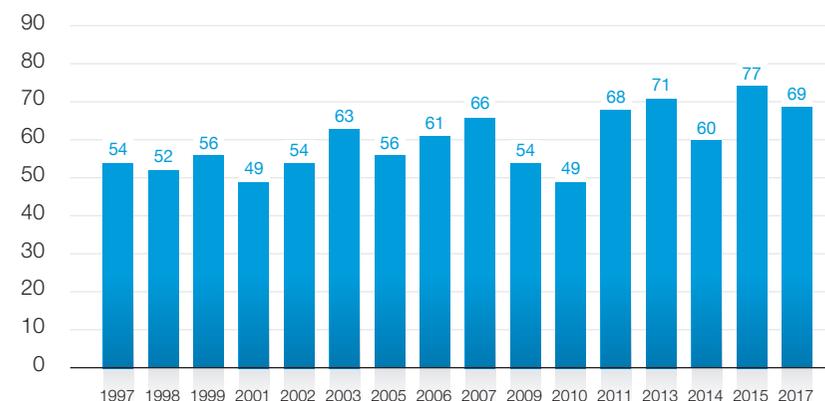
It was always going to be a big one, but the World Rowing Masters Regatta in Bled, Slovenia smashed all previous records and set the bar for future Masters Regattas. With over 5700 athletes, 18400 seats and 909 races over 5 days, the organising committee, Jury, national technical officials and FISA Masters Commission worked tirelessly from dawn to dusk to deliver a seamless event.

World Rowing Coaches Conference and Para Rowing Conference

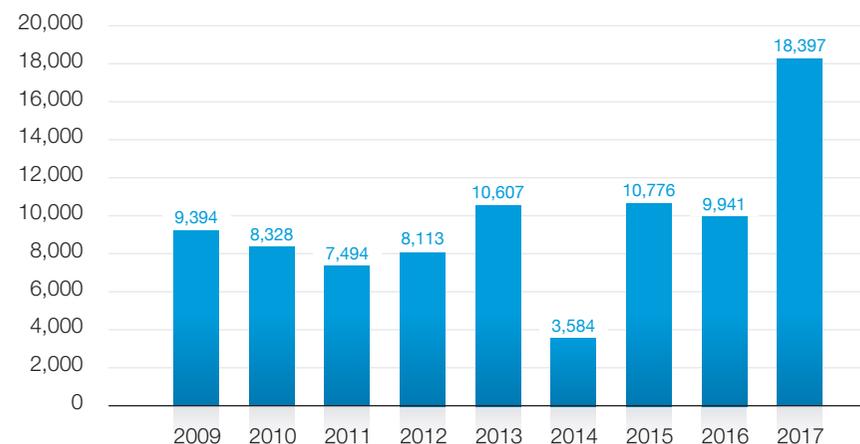
The annual World Rowing Coaches Conference with the theme “Using Technology to Make the Boat Go Faster” was held in London alongside a Para Rowing Conference, a National Federations Conference and the FISA Joint Commissions meeting. The Para Rowing Conference arose out of the Para Rowing Review Project, which identified the opportunity to bring together all stakeholders to discuss key topics on the subject of para rowing.

This grouping of conferences effectively brought together all sectors of the World Rowing ‘family’, facilitating very useful and constructive discussions. It also made for a memorable World Rowing Awards Dinner.

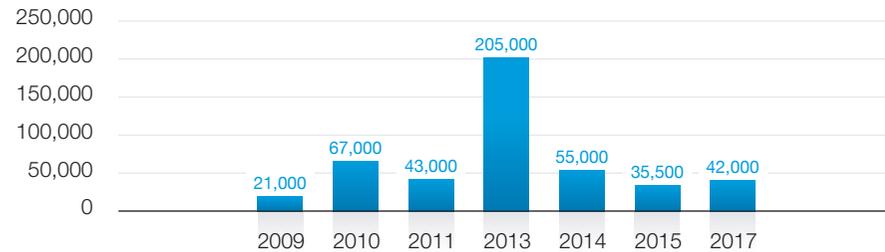
National Federation Participation at World Rowing Championships 1997 to 2017



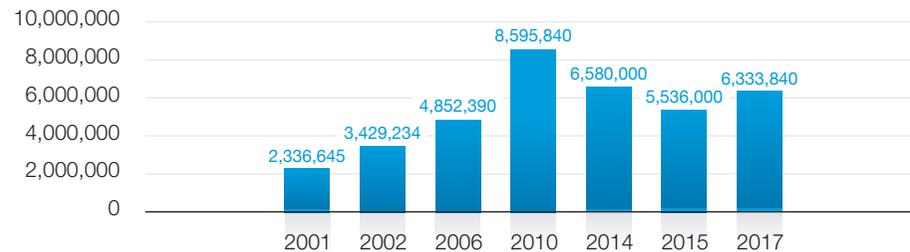
Participation in Masters Regattas - Seats Raced - 2009 to 2017



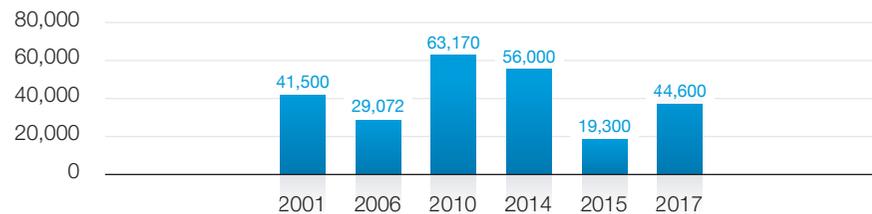
World Rowing Championships Spectator attendance 2009-2017



Total Economic Impact World Rowing Championships (converted to Euros)



Overnight Hotel Stays World Rowing Championships 2001 to 2017



Some objective indications of the success of our events are the number of spectators and gross economic impact of the World Rowing Championships, our prime event. In 2017, at Sarasota-Bradenton, we achieved 42'000 paid spectator ticket sales which compares to 35'500 in Aiguebelette 2015 and 55'000 in Amsterdam 2014. Circumstances and finish area space all play a role in this figure, but it gives an indication of attractiveness.

One of the other indicators we follow is the gross direct economic impact which, according to our World Rowing analysis was Euros 6'333'840 at Sarasota-Bradenton 2017 compared to Euros 5'536'000 at Aiguebelette 2015 and Euros 6'580'000 at Amsterdam 2014.

An additional statistic followed is the number of hotel nights in the area of the event which in 2017 was 44'600 compared to 19'300 in 2015 and 56'000 in 2014.

Event bidding

A total of nine World Rowing events were attributed at the 2017 Congress in Sarasota-Bradenton: the 2018 World Rowing Tour to Costa Brava, Spain; the 2019 World Rowing Junior Championships to Tokyo (JPN), the three 2019 World Rowing Cups to Plovdiv (BUL), Poznan (POL) and Rotterdam (NED), the 2019 World Rowing Coastal Championships to Hong Kong, China – the first time this event will be held in Asia; the 2020 World Rowing Senior, U23 and Junior Championships to Bled (SLO) against strong contender Poznan; the 2020 World Rowing Masters Regatta to Linz-Ottensheim (AUT); and finally the 2021 World Rowing Championships to Shanghai (CHN).

At the end of 2017, we launched a new approach to event bidding in the 'Strategic Event Attribution' process. The objective of this approach is to recognise the many high quality rowing venues that have benefitted from high investments in their infrastructure from local, regional and national governments, and the need to work together with these venues as partners, supporting their long-term strategic vision for their venues in such a way that FISA, the national federations, organising committees, their government partners and ultimately the sport of rowing all reap the benefits of these investments. The Strategic Event Attribution will allocate World and European Rowing events for the period 2021 to 2026; the process will run over 22 months, with the final attribution of events at the 2019 FISA Congress in September 2019.

 world rowing®

Bradenton
Start



7 Promotion

Goal IV – Promote Rowing

Objective 1 – Television

Support and increase traditional television coverage while expanding digital-based, social media-based and second screen video opportunities.

Objective 2 – Communications

Be the main source of rowing information across all World Rowing's channels.

Objective 3 – Progressive Communications

Promote and develop the sport of rowing

Objective 4 – Marketing

Promote rowing, its values and rowers in all FISA activities.

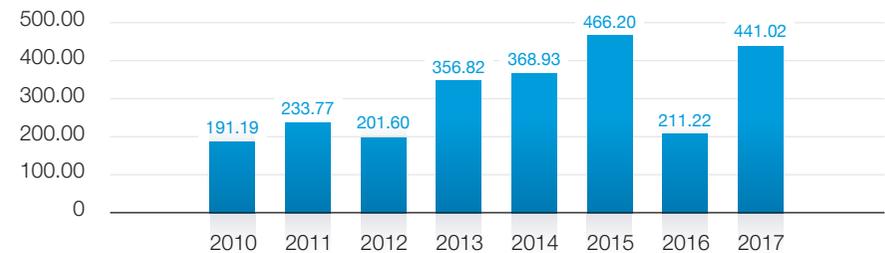
Objective 5 – Partnerships

Attract and retain partners that complement rowing's values and the World Rowing brand and activate their partnership globally and locally.

Television

2017 was a very successful year in all aspects of World Rowing's television and digital communications. Following a well-established strategy that includes a well-structured and dedicated professional resource, we continued to deliver improved and more consistent host TV productions which led to a greater amount of coverage and a wider distribution of rowing programming plus engaging digital content across multiple social media platforms. The promotion of Rowing worldwide is one of FISA's primary goals, so by increasing and extending our television and on-line coverage each year, we are also helping to develop and help our sport grow in all its forms, in an inclusive and more accessible way.

Total Hours broadcast 2010 - 2017



7 Promotion

Television (continued)

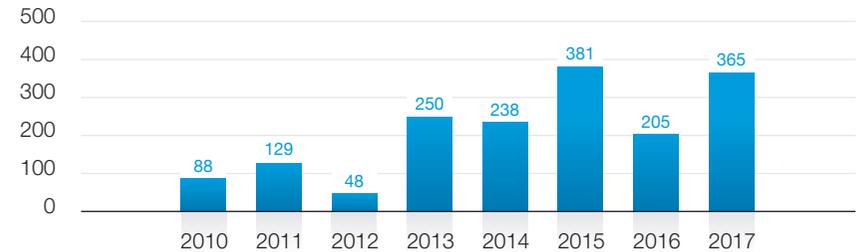
Linear Television continues to be the number one means to spread awareness of our sport as it touches the greatest number of viewers of any of our communications platforms. In 2017, we reached a total average audience of 105 million viewers (total of average audiences) which is good for a post-Olympic year and given World Championships in the North American time zone. This statistic is much lower than the actual number as not all channels report audience figures but it is clear why we give television our full attention. Our television and video streaming strategy provide a well-structured and dedicated professional resource that has delivered improved and more consistent host TV productions, has led to a far greater amount of coverage and a wider distribution of rowing programming.

As we need the interest and support of the sport directors of the various television channels, we consult them widely to be sure of what they need and want for broadcast. Each day they have many offerings to choose from to transmit on their channels, so we want them to want to show rowing. Our whole broadcast strategy is settled on what they tell us they want to show on their channels and how they like sports productions, and particularly rowing, to be produced.

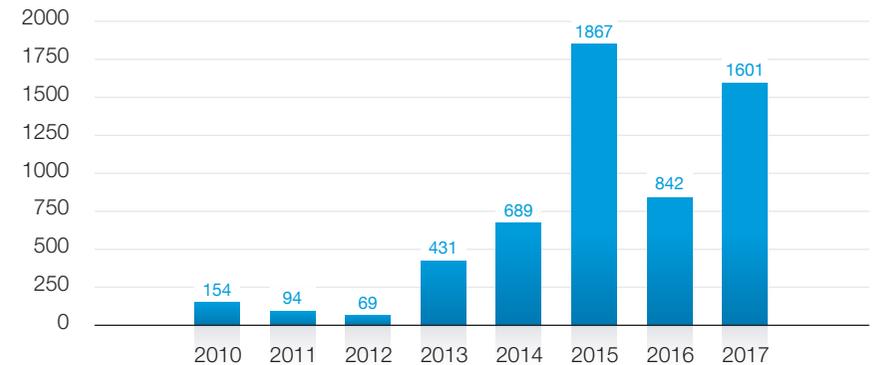
News Service

The World Rowing News service continued at each FISA event and there were 1'601 news clips transmitted from all FISA events in 2017 which is up from 842 in 2016, the Olympic year, but not as great as 2015, Olympic qualification year, when we had 1'867 transmissions. In the comparable post-Olympic year 2013, we achieved 421 transmissions, so 2017 is a huge success

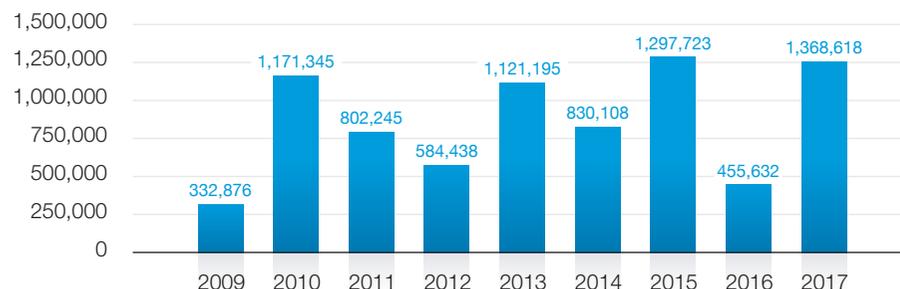
Total TV Channels Broadcasting



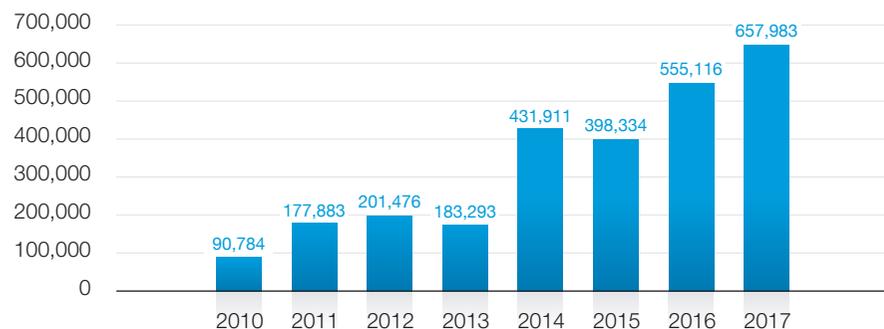
Total of News Airings - All Televised events* 2010-2017



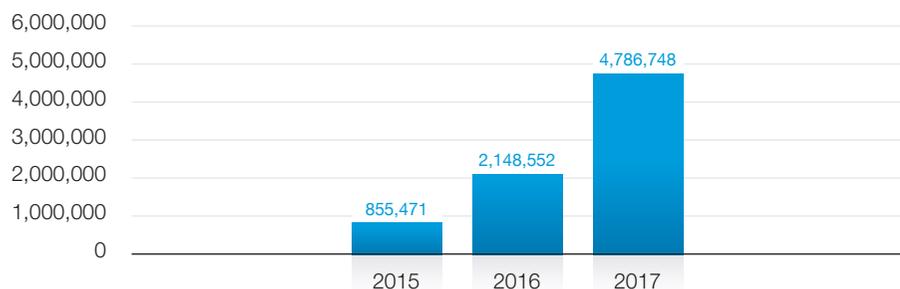
Total Video Streams from www.worldrowing.com 2009 to 2017



Number of Views on YouTube 2010 to 2017



World Rowing - Facebook Videos – Total Annual Views 2015 to 2017



Live Streaming and Video-on-Demand (VoD) on worldrowing.com

In 2014, World Rowing launched a new and considerably upgraded website. All televised races can be now seen LIVE on the website just about everywhere in the world. We have a team of commentators that travels to each televised regatta and they provide expert live racing commentary for our live-streaming and video-on-demand service. Immediately after the live streaming, the videos are cut into individual race “clips” and these remain available, on-demand on our website - at no cost.

Video streaming has continued to make progress with a total of 6'819'590 views of all FISA digital video content in 2017 which is up massively from 3'438'892 views in 2016. FISA pays particular attention to our web streaming service at our events. We have a dedicated team of commentators for the live video World Rowing YouTube and Facebook Platforms

YouTube is a video streaming platform available to the whole world. The “WorldRowingFISA” channel (<https://www.youtube.com/user/WorldRowingFISA>) was created and is constantly updated with interviews and profiles of rowers and rowing coaches as well as interesting and attractive videos about our sport, promotional clips for our events and features to assist training, coaching and so on. Unfortunately, our territorially-exclusive contracts with individual television rights holders prevent us from showing rights-protected racing footage on this Internet platform.

In 2017, we continued to post the top-quality videos on YouTube as well as live-streaming some of our non-rights-protected events and conferences. The increase in number of streamed conferences and coaching videos meant that more than 100 videos were uploaded. The total number of views was almost 700,000; our best year yet.

Facebook continues to be a platform showing tremendous growth for video content, especially for highlights clips, athlete profiles, live interviews and behind-the-scenes footage – for example, we introduced a Facebook Live section featuring one of our commentators (Martin Cross) walking through the boat park filming and chatting with athletes, coaches and others of interest. Our Facebook videos reached nearly 5 million views, compared to 2 million in 2016. This is also thanks to some great cross-posted content from the Olympic Channel.

In addition to the nearly 5 million video views, the total reach on Facebook in 2017 was 35 million. This platform allows us to connect with our followers and push content to them as well as helping us to reach new followers.

7 Promotion

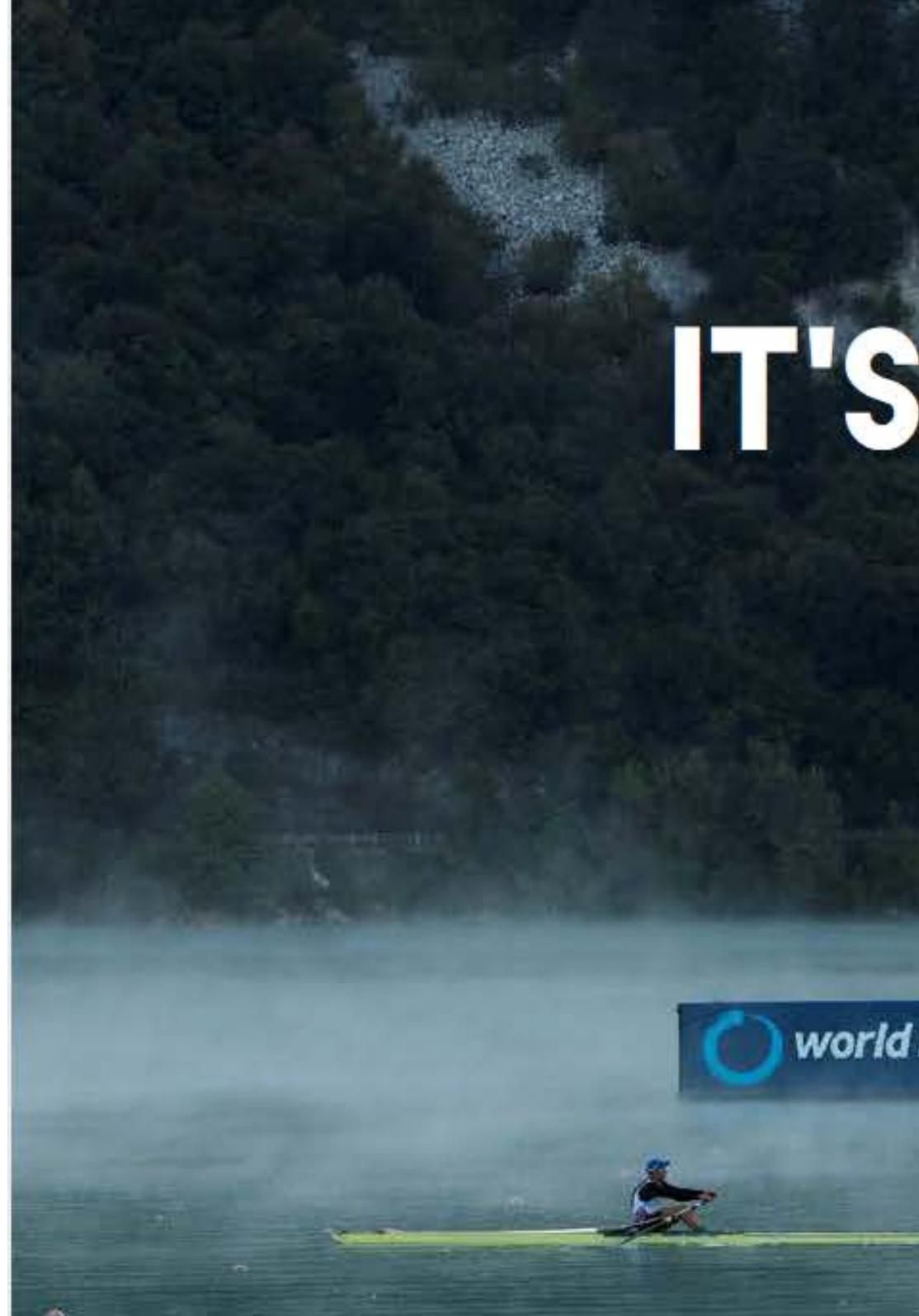
Proposition

Since the 1997, FISA has applied a professional approach to the exploitation of its Commercial Rights through our own sales campaigns, different agencies and CSR and broadcast initiatives. Unfortunately, recently, we have been affected by negative market forces (e.g., financial recessions, doping scandals and corruption accusations, etc.).

In June 2017 we appointed the Octagon sports marketing consultancy's commercial division to establish an impartial and expert reference point from which we could develop an optimal sponsorship proposition that would align with contemporary brand demands. This included the World Rowing brand, our events and other commercial assets such as digital content and our CSR programme (Clean Water partnership with WWF). Octagon's resulting recommendations gave clear strategic advice as to how we could adapt and improve our proposition in an optimal way. Based on their recommendations, a refreshed and contemporary Partnership Proposition was prepared and we went to back to market.

World Rowing brand

Since its introduction in 2011, our WR brand has grown from strength to strength and our unique enso and wordmark are present in all our communications and event broadcasts. We also have a set of genuine values, a strong purpose and a clear mission; but we needed a more clearly-articulated brand proposition that 'sells' the power of World Rowing's marketing platform and, make it more obvious how a company would identify and connect with us. On 25 April 2018 we launched 'It's in our nature' (<http://www.worldrowing.com/news/our-nature>) as a new brand platform to describe to the world, simply, who we are. It celebrates the dedication, commitment and mental strength that distinguishes rowers from other athletes and articulates the unique connection between the sport of rowing and its athletes, with nature: both Human Nature and Mother Nature.



IN OUR NATURE



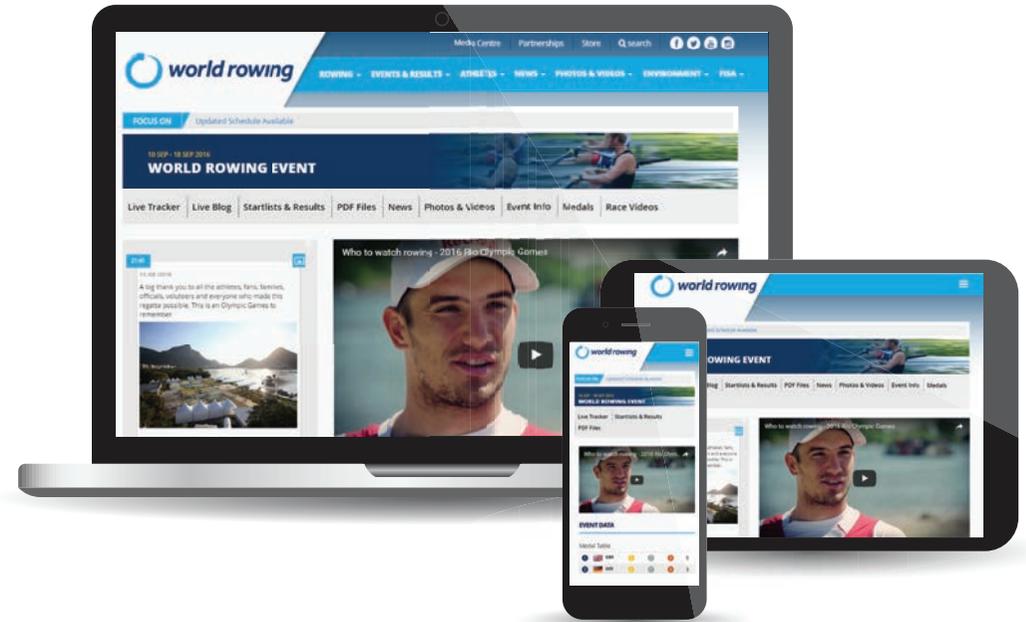
7 Promotion

Digital Communications

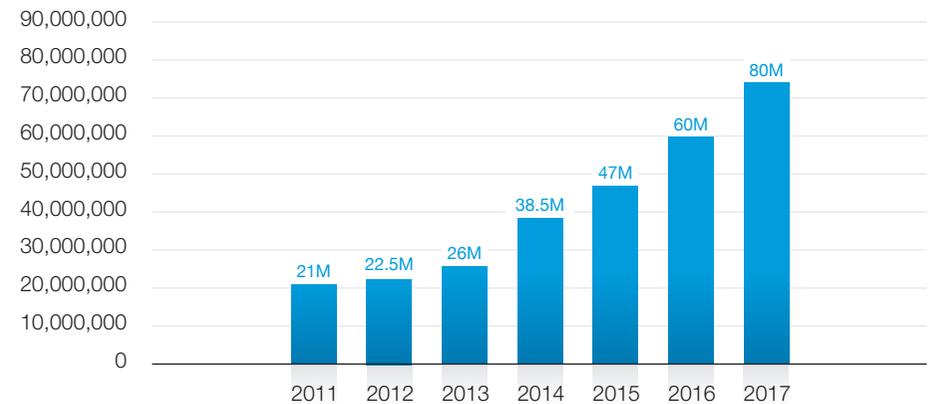
In communications, the focus of 2017 was the “digital spectator experience” when following our World Rowing Events through digital means. This involved the continued development of all platforms for World Rowing to reach as many fans as possible and bring them into the rowing family. Naturally, the events are the focus of much of the attention to World Rowing and we continued to use new platforms for spreading the interest in the sport. The coverage was very well-received by our followers.

The digital event experience includes, of course, the Worldrowing.com website powered by Swiss Timing and DeltaTre, our service providers. But it also includes many other digital platforms including: the Live Blog, Twitter, Instagram, Facebook, YouTube and many short and medium video clips loaded to many of these platforms. We also engage top professional photographers Igor Meijer and Detlev Seyb to provide fantastic photos to our photo galleries at the events to help visitors to the site feel the events.

With the help of the member federations, we built an excellent network of communications channels in each country. We also created a database of national federation and athlete social media handles in order to engage as wide an audience as possible. During our events, we provided quotes and tailored information to news outlets and national federations and created posts in multiple languages. This resulted in our biggest-ever “digital media impact” of more than 80 million digital impressions in 2017.



Total Digital Media Impact 2011 to 2017



Total Digital Media Impact 2011 to 2017

2017								
Website	Facebook	Twitter	Instagram	YouTube	Facebook	World Rowing Live & VOD	TOTAL	
Page Views	Page Impressions	Tweet Impressions	Instagram Impressions	Video Views	Video Views	Video Streams		
January	340,734	2,817,667	232,100	788,573	24,487	165,000	11,584	4,380,145
February	376,535	1,325,875	287,800	788,573	30,047	142,400	12,123	2,963,353
March	412,958	3,508,235	357,200	788,573	32,399	275,200	13,351	5,387,916
April	507,759	1,124,067	378,500	788,573	34,098	80,700	13,654	2,927,351
May	2,901,930	3,189,969	1,000,000	788,573	70,489	762,100	207,298	8,920,359
June	1,810,526	2,949,161	795,900	788,573	51,225	672,300	139,815	7,207,500
July	4,592,590	3,405,376	1,300,000	788,573	184,499	747,600	157,384	11,176,022
August	2,150,823	2,881,846	766,700	378,000	43,730	180,400	24,811	6,426,310
September	4,810,805	6,006,070	1,100,000	2,404,566	59,324	731,500	516,454	15,628,719
October	1,488,406	4,564,671	625,400	855,079	57,241	584,700	241,166	8,416,663
November	405,249	1,493,226	262,700	343,700	36,633	222,700	18,777	2,782,985
December	348,987	1,580,599	625,400	571,600	33,808	359,400	24,647	3,544,441
TOTAL	20,080,148	34,846,762	7,731,700	10,072,956	657,980	4,924,000	1,381,064	79,761,764

8 Environment



Goal V – Respect and Preserve the Environment through Rowing

Objective 1 – Sustainable Events

Stage events using leading environmental and sustainability standards, policies and practices.

Objective 2 – Education

Engage and educate the world's rowing audience in the clean water mission.

Objective 3 – Activities

Engage with NFs in order to increase their activities and those of their member clubs in the environmental protection and clean water mission.

Objective 4 – Leadership

Lead by example ensuring that, as far as possible, all of FISA's activities, including events and daily operations, are conducted in an environmentally sustainable way.

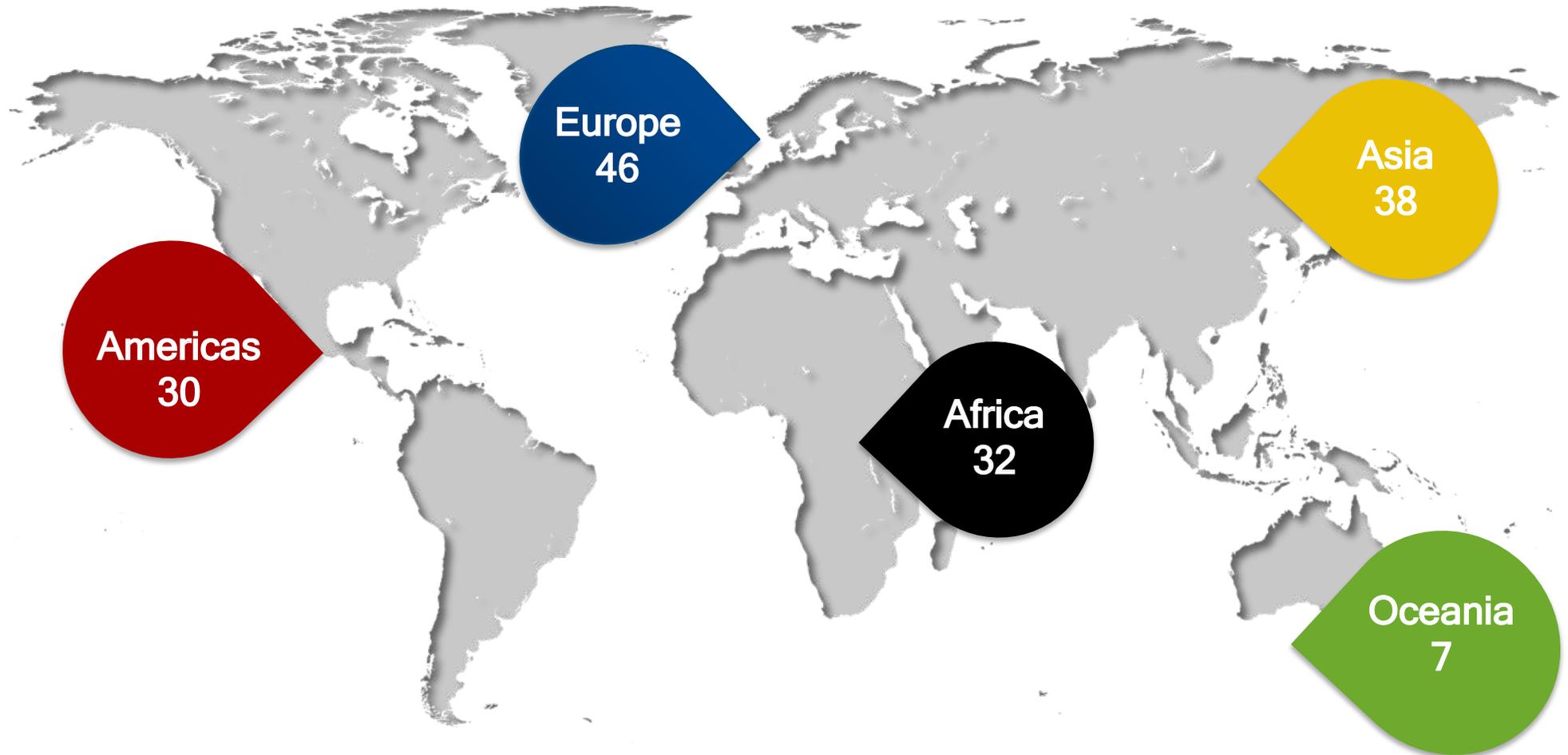
Environment

FISA continues to focus its sustainability efforts on two areas: the Clean Water Partnership with the Worldwide Fund for Nature (WWF) and its related project, the Kafue River and Rowing Centre, and on integrating sound sustainability principles into its event management practices.

The Clean Water Partnership with WWF remains of great value to FISA, underpinning not only our core value of protecting the environment in which we practise our sport, but also in driving the ongoing objective to establish the Kafue River and Rowing Centre in the Kafue Flats in Zambia. This project progressed further in 2017, with the purchase of a piece of land for the centre, the creation of a phased building plan and budget, and advancement in terms of the architectural concept and plans. Moving forward with construction depends however on final transfer of the land ownership rights, as well as on raising sufficient funds to cover both construction and operating costs for the centre for the foreseeable future. Fundraising remains a critical factor for the Kafue project.

In terms of event management, we continue to monitor the practices of our event organising committees and provide advice and feedback on sustainability measures that they implement in delivering their events. We are also benefitting from an increased level of support and cooperation from the International Olympic Committee, which is facilitating increased interaction and knowledge sharing between international federations.

FISA Members by Continent (2017)

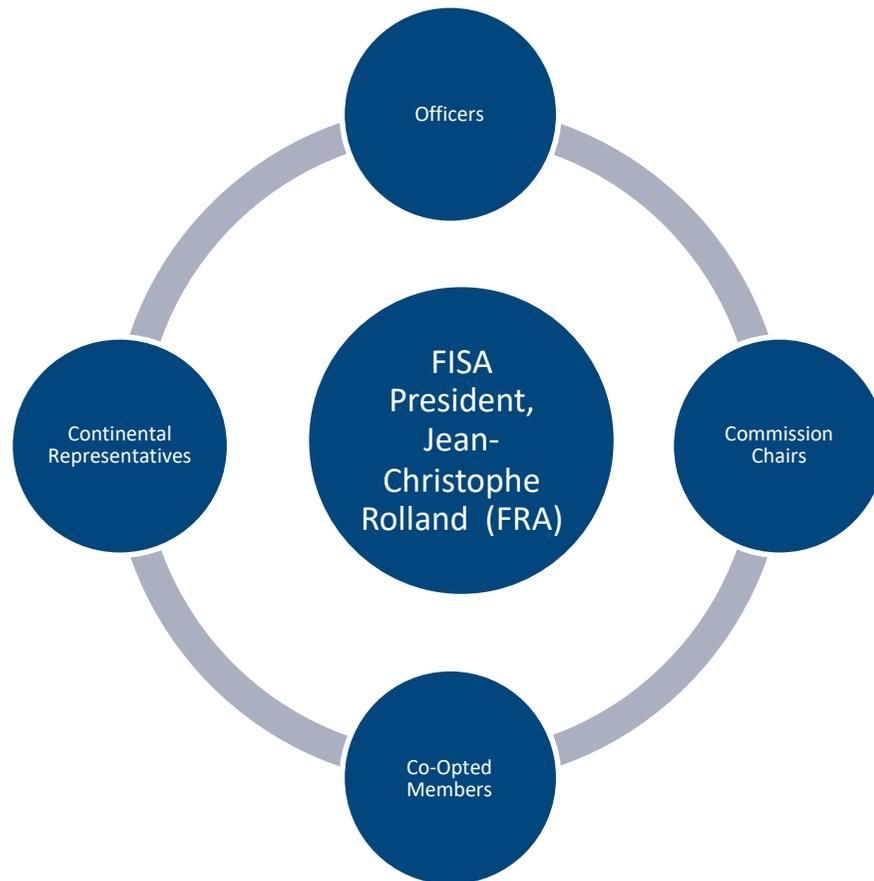


153 Members

153 Member Federations



Governance - FISA Council

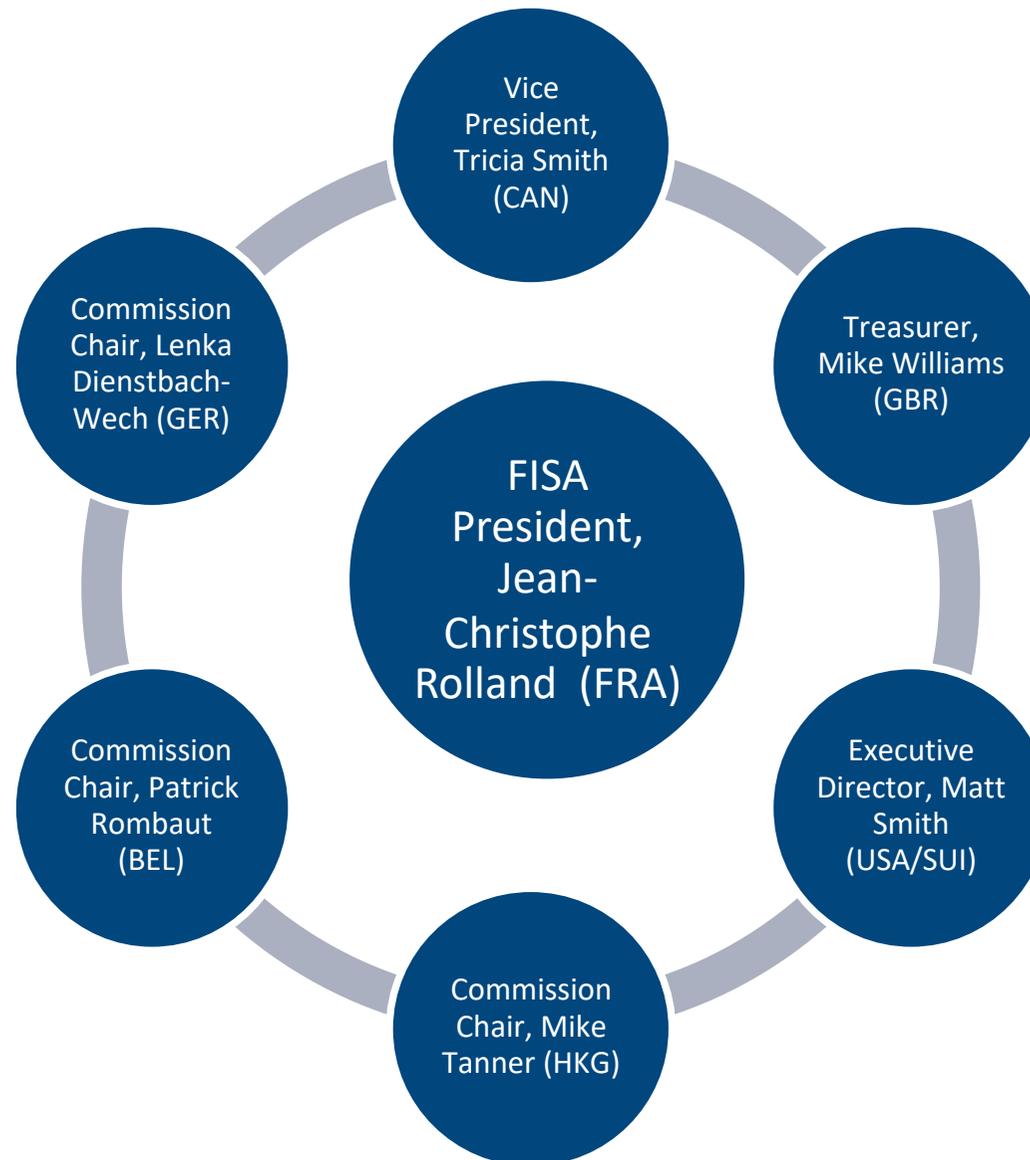


Africa - Khaled Zein Eldin (EGY)
Americas – José Quiñones (PER)
Asia – Aijiu Liu (CHN)
Europe - Ryszard Stadniuk (POL)
Oceania – Lee Spear (NZL)

Athletes – Lenka Dienstbach-Wech (GER)
Competitive Rowing – Rosie Mayglothling (GBR)
Equipment & Technology – Paul Fuchs (USA)
Event Promotion – Pat Lambert (BEL)
Events – Mike Tanner (HKG)
Masters Rowing - Tone Pahle (NOR)
Para Rowing – Fay Ho (HKG)
Rowing for All – Guin Batten (GBR)
Sports Medicine – Jürgen Steinacker (GER)
Umpiring – Patrick Rombaut (BEL)
Women’s Rowing – Jacomine Ravensbergen (NED)
Youth Rowing – Algirdas Raslanas (LTU)

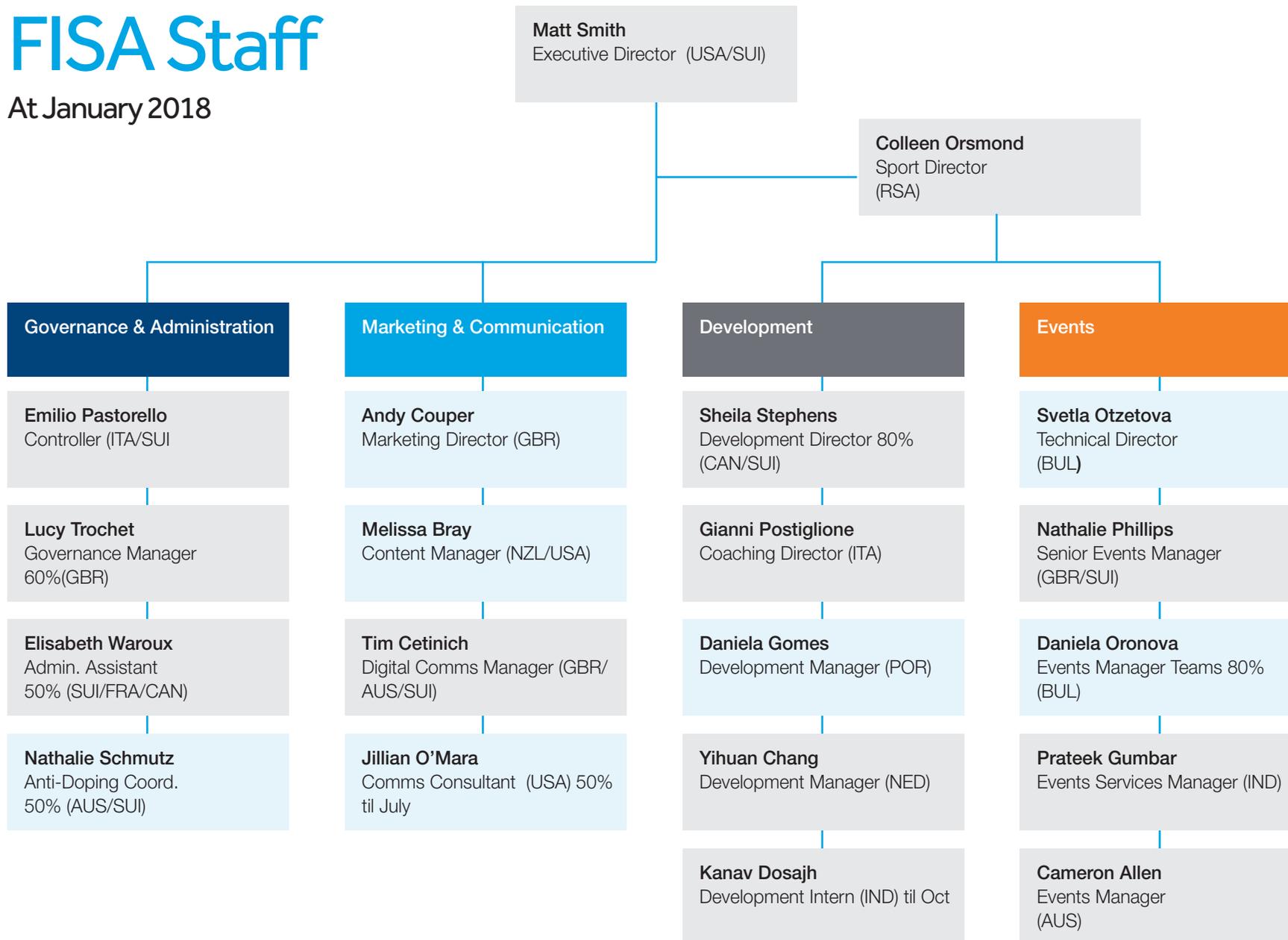
Gerritjan Eggenkamp (NED)
Masakuni Hosobuchi (JPN)

FISA Executive Committee

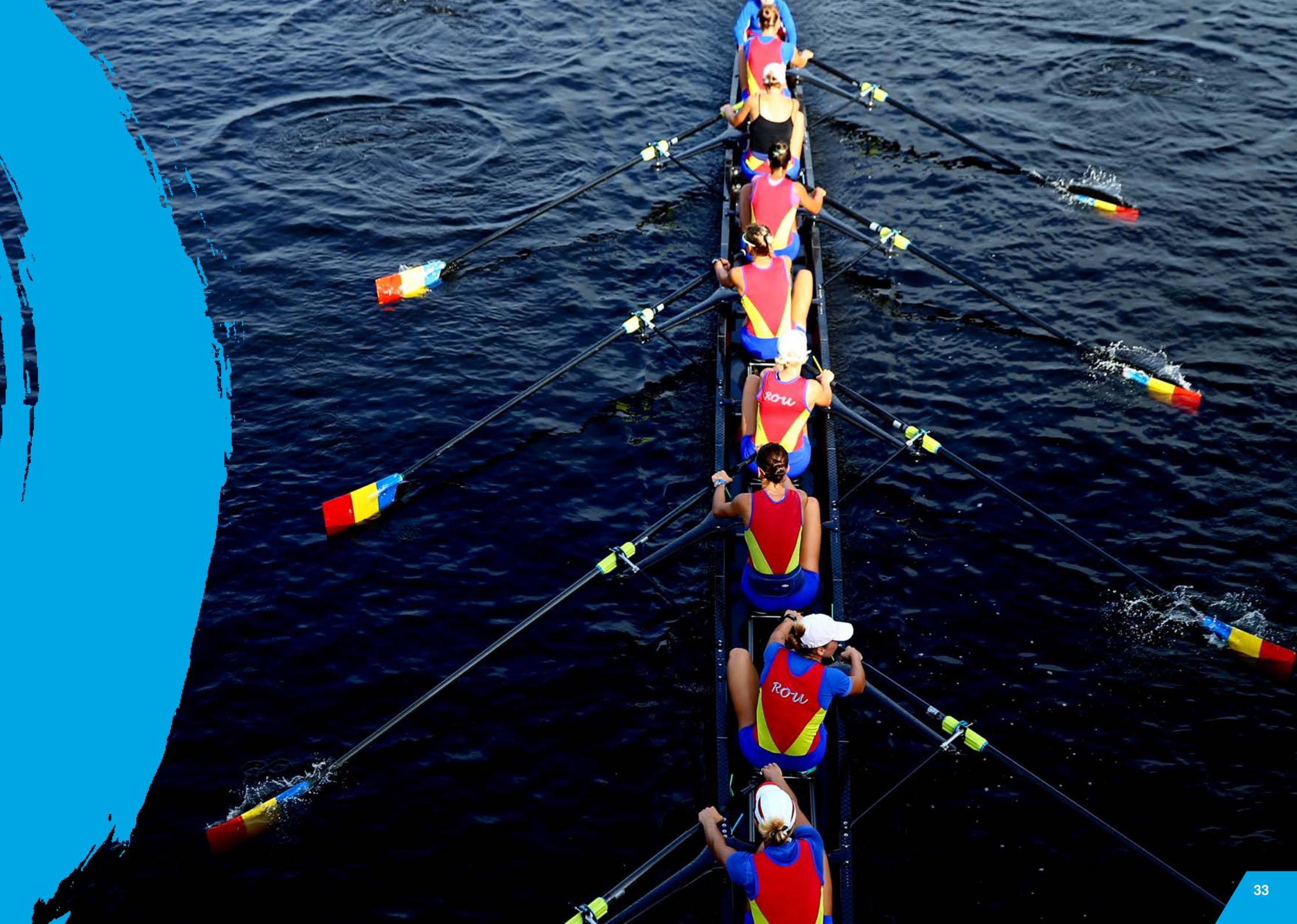


FISA Staff

At January 2018



= Staff based in Lausanne





NBP

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