

Minutes

**World Rowing Ordinary Congress
16 November 2024**



ONLINE MINUTES

Ordinary congress, 16 November 2024

1. Opening of the session

World Rowing (WR) President, Jean-Christophe Rolland welcomed the delegates to the online 2024 WR Ordinary Congress. He also welcomed the Honorary President Denis Oswald who honours WR with his presence, the Council members, the observers, the media, the guests and the participants.

He declared the 2024 World Rowing ordinary Congress open.

He introduced the Council members to the delegates and thanked the Council members for their dedication to the sport of Rowing.

As a tradition at Congress, the President asked the delegates to observe a moment of silence in memory of friends and colleagues who passed away since the last Congress in Belgrade and in particular the young Brazilian rowers tragically deceased in a road accident on their way back from competition.

He presented the agenda, reminding the delegates that Congress is an essential part of the WR Governance. He informed that in addition to the formal elements, updates on strategic projects will be presented.

As this Congress is online, participants were invited to interact in the chat and technicalities were explained to the voting members.

2. Identification of the delegates and confirmation of their authority

Based on the registrations forms a validated list of Member Federations was given to the President who reminded that only one delegate per Member Federation (MF) is entitled to vote even if up to three delegates are allowed to participate as per WR Statutes.

The Executive Director brought up six slides with the flags of registered MFs, asking delegates to react if their flag is not brought up. Two more MFs registered further to those presented which brought the number of registered MFs to 78 at this point. The President also welcomed the Continental Confederations recognised by Article 18, and Member Groupings.

A list of those present is annexed to these minutes.

The President reaffirmed the intention of WR to increase female participation in all areas of the sport, Article 22 of the Statutes being an incentive to grow the gender balance in leadership in the MFs. To illustrate the impact of this article, he presented a slide with the percentage of female delegates at the Congress from 2011 to 2023; these statistics show an encouraging move in 2021 (33%) while there is a plateau since then; the President encouraged the delegates to continue their efforts in the direction of balanced gender representation.

3. Appointment of scrutineers for the period of Congress

The President reminded that the role of the scrutineers was to count the votes; however since the implementation of the secured, independent and well-established electronic voting system of Lumi, they act as the independent scrutineer for the period of the Congress. In the very low likelihood of a failure of the system, there will be no return to manual voting but the voting will be postponed within 30 days by electronic means.

4. Approval of the minutes of the 2023 Ordinary Congress

The President reminded the delegates that they received the above-mentioned minutes in the agenda papers and that they were asked to submit comments in advance of this Congress. No comments have been received and he invited the delegates to make comments if they wished so. No remarks were expressed by the delegates.

A test vote was carried out after the Lumi representative explained the voting procedures.

The Executive Director hold the vote to approve the 2023 Ordinary Congress minutes as submitted by the Council (vote 1 – absolute majority). The delegates voted with a total possible votes of 113: Yes 102 (100%), No 0 (0%) with no abstentions.

The minutes of the 2023 Ordinary Congress minutes were approved.

5. President's report and reports from the Vice President, Treasurer and Executive Director

This item refers to the reports for 2023 presented in the agenda papers; the reports of the President and the Executive Director are slightly different as they include some elements for 2024. The President had no additional remarks to complement his report, however he took the opportunity to address the Congress with several updates on specific points on the global landscape, the political overview of the world of sport and key projects relating to the sport and the organisation. The complete text can be found in attachment 1 to these minutes. The President asked whether they were questions or comments and none were expressed.

The Vice President and Treasurer had no additional comments to their 2023 report and the delegates were asked whether they had questions to the Vice President and Treasurer; none were expressed.

The Executive Director thanked the participants for their presence at this virtual Congress and for their ongoing support during the year. He drew the attention to the agenda papers published in September 2024 which features the achievements of the different departments against the 12 strategic objectives. These objectives for 2023 capture plans towards very critical elements as well as administrative and governance matters. The report also features the objectives for 2024; he stated that WR can be very satisfied with the working for the three disciplines and at corporate organisation level over the last 2 years. He referred to the context, the 15-year plan to transform the reach, image and revenues and took stock of what was collectively achieved. He thanked the Member Federations, the President, the Executive Committee, the Council, the partners, the Organising Committees, the stakeholders and the outstanding World Rowing team. The slides can be found in attachment 2 to these minutes.

The President asked whether there were questions; none were expressed.

The President proposed a block vote to approve the reports of the President, Vice President, Treasurer and Executive Director together and there were no objections. The delegates voted (vote 2 – absolute majority) to approve these four reports with a total of possible votes of 118: Yes 98 (100%), No 0 with no abstentions.

The reports from the President, Vice President, Treasurer and Executive Director were approved.

6. Reports of the Chairs of the specialist commissions

The Chairs of the Commissions had no comments to add to their 2023 reports. There were no comments nor questions.

The delegates voted (vote 3 – absolute majority) to approve the reports of the Chairs of the specialists commission in one block vote with a total of 118 possible votes: Yes 97 (100%), No 0 with 2 abstentions.

The reports of the Chairs of the specialist commissions were approved.

7. Reports of the Continental Representatives and Co-opted Council Members

The Continental Representatives and the Co-opted Council Members had no additional comments to their 2023 reports. The delegates had no questions nor comments.

The delegates voted (vote 4 – absolute majority) to approve the reports in block with a total of 118 possible votes: Yes 93 (98,94%), No 1 (1,06%) with 6 abstentions.

The reports of the Continental Representatives and Co-opted Council Members were approved.

8. Presentation of the financial statements, 2023

The Treasurer, Gerritjan Eggenkamp presented the 2023 results which are in line with the budget leading to an overall negative financial result of CHF 737.000 and an overall result of minus CHF 532.000 as WR realised a CHF 205.000 result

on its portfolio; this CHF 532.000 is slightly below the CHF 426.000 budget.

There were no questions nor remarks from the delegates.

9. Auditors' report

The President referred the delegates to the report of PriceWaterhouseCoopers, the independent auditors in the agenda papers; their statement was presented by the Treasurer, Gerritjan Eggenkamp who stated that the auditor's report did not result in any objection to the balance sheet.

10. Approval of the financial statements, 2023

The Executive Director proceeded to voting (vote 5 – absolute majority). The delegates voted to approve the 2023 financial statements with a total possible votes of 118: Yes 94 (100%), No 0 with 5 abstentions.

The 2023 financial statements were approved.

11. Determination of entrance fee and annual subscription

As stated in byelaw to Article 13, the amount of the subscription is determined in reference to participation in major events in the previous 4-years Olympic period. The President reminded the delegates that he mentioned at the 2023 Congress that the annual membership fees would be reconsidered to take into account the challenges WR is facing. The Executive Committee has therefore requested the Governance Working (GWG) to come up with a proposal; the GWG conducted a deep review and considered several scenarios which were presented to the Council to prepare a recommendation to the Congress. The sensitiveness of the matter led to the circulation of the proposal and MFs calls were organised to explain the rationale behind the proposal and get input from the MFs. The President stated that in light of the services WR provides to its MFs, this proposal to increase the membership fees is necessary and legitimate. However, the concerns of the MFs were addressed during the Council meeting in the morning of the 2024 Ordinary Congress and it was decided to amend the proposal as indicated below while further discussions would take place to present the proposed amounts at the 2025 Quadrennial Congress.

The Congress therefore voted on the following question: "Acknowledging the economic and financial challenges faced by World Rowing, in the context of increased levels of services for Member Federations, and the requirement for further investments into the sport, do you approve the principle of increasing the annual membership fee?".

The delegates voted (vote 6 – absolute majority) to approve the principle of increasing the annual membership fee with a total of 122 possible votes: Yes 80 (72,07%), No 31 (27,93%) with 1 abstention.

The resolution was approved.

12. Budget for the following year, 2025

The President referred to the document in the agenda papers and the budget circulated on 1 November 2024. The Treasurer highlighted three points on the financials for the 2021 – 2024 quadrennial and the 2025 budget. He first provided an update on the 2024 expected budget which shows a loss of CHF 49.000 where a break-even was anticipated for 2024. The second point related to the 2021-2024 quadrennial where an overall loss of around CHF 200.000 is booked with a contribution of the reserve from the IOC revenues. The final point related to the 2025 budget and the next quadrennial which currently anticipates a loss of CHF 61.000. The Treasurer emphasised that this budget contains items at high risk which might not be realised and therefore leading to a larger loss. The four-year budget for the next quadrennial will be presented at the 2025 Quadrennial Congress. He underlined that WR is facing several challenges on the revenue side as the Olympic Revenue is expected to be at the same level as after Tokyo but, with a weaker dollar, the expected revenue is 15 million, that is to say 1 million less than for Tokyo. Furthermore, the European Championships which are a strong contributor of broadcasting and marketing revenues will not take place. This results in a 2 million deficit for the next quadrennial. While costs continue to increase, this deficit is one of the reasons for the proposed membership fee increase; the Treasurer reminded that WR has always tried to keep a steady entrance fee and annual subscription but that, in light of the situation, WR is not able to cover the costs anymore. The proposal for increase of the membership fee is already included in the proposed 2025 budget, meaning that if not approved, the situation will further deteriorate while there is a need to invest in the three disciplines.

No questions nor comments were raised by the delegates.

The President asked for a vote (vote 7 – absolute majority) of the delegates to approve the budget for 2025 which was run by the Executive Director. The result of voting with a total of votes possible of 119: Yes 82 (89,13%), No 10 (10,87%) with 13 abstentions.

The budget for 2025 was approved.

13. Appointment of the external auditors

The President presented the Internal Audit recommendation, in accordance with Art. 33 § 2, to appoint PriceWaterhouseCoopers from Switzerland as the external auditors for the 2024 accounts.

He asked for a vote of the delegates to appoint the external auditors for 2024; the Executive Director ran the vote (vote 8 – absolute majority) with a total possible votes of 122: Yes 101 (99,02%), No 1 (0,08%) with 10 abstentions.

The recommendation to appoint PriceWaterhouseCoopers as the external auditors for the 2024 accounts is approved.

14. Council and Executive Committee elections in accordance with Art. 39 and 49

The President informed the delegates that the Chair of the Competitive Commission, Rosie Mayglothling has reached the age limit, leading to a casual vacancy. The agenda papers contain the documents received within the deadline from the candidates for the position. Furthermore, two members of the

Executive Committee will leave their position at the end of the year, Rosie Mayglothling and Patrick Rombaut, Chair of the Umpiring Commission.

Three candidates were proposed by the Member Federations:

- Nazanin Malaie nominated by IRI
- Paul Thomson nominated by AUS
- Henk-Jan Zwolle nominated by NED

The President reminded that the President of the MF proposing a candidate can give a short introduction – here a video – to present the candidate. Two Presidents did send a video which was showed and the President accepted as an exception to also show the video of IRI, where the candidate introduces herself.

As per Art. 36 of the statutes the candidate must obtain an absolute majority. The delegates voted for the Chair of the Competitive Commission (vote 9 – absolute majority)

The result of the vote with a total of possible votes of 126:

- Henk-Jan Zwolle: 66 (56,41%)
- Paul Thomson: 42 (35,90%)
- Nazanin Malaie: 9 (7,69%)
- Abstain: 1

Henk-Jan Zwolle was elected starting on 1 January 2025 to complete the mandate of the current chair.

The President congratulated Henk-Jan Zwolle for his election as Council member and thanked the other candidates for their dedication to the sport of Rowing.

President Jean- Christophe Rolland expressed with emotion his sincere gratitude to Rosie Mayglothling. He paid tribute to a genuine servant of Rowing and a women's Rowing pioneer. Rosie participated as an athlete in five WR Championships and the 1980 Olympic Games. Further to her degrees and her current studies for a PHD degree, she also published two books, and several academic papers related to rowing. She was the second ever national female coach of British Rowing after the legendary Penny Chuter; at that moment, the President informed the delegates with deep sadness that Penny just deceased, stating that the thoughts of WR are with her family and the Rowing community. Reverting to Rosie's career, the President acknowledged that her largest contribution however was in sports management where she held several positions in coaching education and development of women's Rowing. She was honoured with the British rowing medal of honour and has received the prestigious order of the British Umpire. As for FISA and World Rowing, where she started as a Commission member in 2006, became Council member in 2015 and joined the Executive Committee in 2018, she has been a strong contributor to the Competitive commission as well as the fairness and seeding committees. She also gave hundreds of hours in the area of coaching education, critical for the development programme. The President thanked Rosie on behalf of WR.

Rosie Mayglothling thanked the MFs for their trust as well as the colleagues in the Commission and staff for their hard work and friendship. She added to be proud to be part of World Rowing, where integrity and fairness are two core values.

As per Article 48, the President moved to the election of two members of the Executive Committee. Article 49 states that all Council members are eligible as long they have been

in function since January 1st of the year of the election; candidates shall be elected individually by the Congress based of a recommendation of the Council. The Council's recommendation is to appoint Guin Batten, Chair of the Coastal Rowing Commission and Matthias Binder, Chair of the Equipment & Technology Commission as members of the Executive Committee.

The President asked for a vote of the delegates to approve the Council's recommendation to appoint Guin Batten, Chair of the Coastal Commission to the Executive Committee (vote 10 – absolute majority). The result of voting with a total of votes possible of 126: Yes 101 (96,19%), No 4 (3,81%) with 7 abstentions.

The President asked for a vote of the delegates to approve the Council's recommendation to appoint Matthias Binder, Chair of the Equipment & Technology Commission to the Executive Committee (vote 11 – absolute majority). The result of voting with a total of votes possible of 126: Yes 88 (96,70%), No 3 (3,30%) with 17 abstentions.

The President congratulated the newly elected members and both thanked the delegates for their trust.

15. Reports of Continental Rowing Confederations and other Member Groupings

Reports were received from World Rowing recognised Continental Rowing Confederations as per Article 18 of the Statutes.

- FASA – African Rowing Confederation, Mehdi Garidi (ALG)
- COPARE – Americas Rowing Confederation, Fernando Ucha Martinez (URU)
- ARF – Asia Rowing Federation, Chen Chunxin (CHN)
- ERC – European Rowing Confederation, Annamarie Phelps (GBR)
- ORCON – Oceania Rowing Confederation, Lee Spear (NZL)

As elections took place in COPARE, the President thanked Fernando Ucha Martinez for his work and congratulated him for his nomination as President of the Uruguayan Olympic Committee; he congratulated the new President Arge Diez (MEX) on her election as President of COPARE.

The President also thanked Lee Spear for his contribution as President of ORCON and expressed his best wishes to Duncan Free (AUS) who takes over the position as President.

Reports were received from World Rowing recognised Member Groupings as per Article 19 of the Statutes.

- FAA – Arab Rowing Confederation, Khaled Zein Eldin (EGY)
- BRA – Balkan Rowing Association, Nebojsa Markovic (BIH) - Dorin Alupe (ROU)
- CRA – Commonwealth Rowing Association, Peter Cookson (CAN)
- Coupe de la Jeunesse, Gary Harris (GBR)
- CSAR – South American Rowing Confederation, Raul Poletti (ARG)

These reports were included in the Agenda Papers. No questions were raised.

16. Reports on applications for affiliation and voting consequent thereon

The submission of the Sierra Leone Rowing federation was received in accordance with Article 14. The application was reviewed by Council who recommends admitting the Sierra Leone Rowing federation as a new member of WR.

The Executive Director ran the vote (vote 12 – absolute majority) on this recommendation with a total of possible votes of 126: Yes 104 (100%), No 0 (0%), with 6 abstentions.

The Sierra Leone Rowing Federation is approved as a new member of WR which brings the total number of affiliated national rowing federations to 160

17. Reports on future World Rowing events and Olympic & Paralympic regattas

The President gave the floor to Nathalie Phillips, Head of Sports and Events at WR.

- 2025 World Rowing Championship in Shanghai: the Organising Committee provided updates on the organisation with a video. Nathalie Phillips invited the delegates to reach out to the event manager, Matt Evans, or to the contact whose details were shared in the video for any questions.
- 2026 Youth Olympic Games, Dakar: key dates of the timeline were shared.
- 2028 Olympic and Paralympic Games in Los Angeles: key dates of the timeline were shared. The IOC and IPC are to confirm the timeline for the development of the qualifications systems for both classic and coastal following approval of athletes quotas and event disciplines.

No questions were raised.

18. Place and date of the next Congress

The Council proposed to stage the 2025 World Rowing Ordinary Congress on Monday, 29 September 2025 in Shanghai, CHN. The President asked whether there was another proposal from the delegates.

No proposal was voiced and the President considered the proposal to be approved by the delegates.

19. Attribution of future World Rowing Championships in accordance with Rule 5

At the deadline, three bids were received for the attribution of the 2027 World Rowing Championships:

- Seville, ESP
- Varese, ITA
- Lucerne, SUI

The Sports and Events team, the Marketing team and the Council have thoroughly reviewed the bid documents and dedicated sessions were organised with the bidders but regrettably Seville recently withdrew from the process. A summary of the two remaining bids have been circulated and the Council met in the morning of the Congress to formalise a recommendation. The President sincerely expressed his

thanks on behalf of WR to the candidates, reminding the delegates that the “raison d’être” of the Federation is to provide the best athletes of the world with an environment which enables them to perform at their best. The 2027 World Rowing championships will be the pinnacle event in classic rowing of the year, will deliver the World Rowing titles and will be the first step for the qualification for the 2028 Los Angeles Olympic and Paralympic Games.

The two bidders presented a short video, and the President thanked them for their excellent bids. He gave the floor to the Chairs of the Events Commission Eva Szanto, of the Competitive Commission Rosie Mayglothling and of the Athletes Commission Frida Svensson to present the recommendation of the Council in accordance with Rule 5. The recommendation of the Council is to attribute the 2027 World Rowing Championships to Lucerne, SUI.

No questions were raised by the delegates and the Executive Director ran the vote (vote 13 – absolute majority) on this recommendation with a total of possible votes of 126: Yes 80 (82,47%), No 17 (17,53%), with 7 abstentions.

The 2027 World Rowing Championships were attributed to Lucerne. The President gave the floor to the delegations of the candidates. Both thanked WR delegates and congratulated each other for their excellent bids.

20. Reconsideration or confirmation of decisions (ref. Article 30) taken by the Council, in accordance with the provisions of Article 32 and paragraph 3.2 and 3.3 of Article 45, or by the Executive Committee, in accordance with the provisions of paragraph 3.4 of Article 51

No requests had been received at the deadline.

21. Specific proposals to an existing agenda item from the Member Federations, the Council or the Executive Committee

Updates on the following strategic projects were given:

- **Strategic Event & Calendar Review (SECR) - [Presentation](#)**

The President gave the floor to Eva Szanto, Chair of the Events Commission who is leading the SECR project on behalf of the Executive Committee. Before giving an update on the status, she reminded that the project has the overarching objective of adapting classic rowing to a fast-changing environment to ensure that events stay relevant, attractive, sustainable and commercially viable. She invited the delegates to express their views and contribute to the project. She explained the extensive consultation and stakeholder process that took place in 2023-2024, in particular for a change of rule 25 leading to a revised programme for all World Championships to be approved at the Quadrennial Congress in March and effectively take place in 2025. In addition, and to make the World Championships more streamlined and attractive, a new progression system is proposed where the repechage will be eliminated. As far as the attractive sporting scheme – a World Rowing Cup incentive scheme and a World Rowing Ranking

system – for the World Cups is concerned, new formats, new approaches, new events are considered while keeping the fundamentals of a 2.000m side-by-side race; the proposal will be presented at the 2025 World Rowing Congress in September 2025 in Shanghai. A reshaped World Rowing Event Calendar, including a new World Cup series to be effective for the next Olympic cycle will also be presented in Shanghai.

The President thanked all the different stakeholders in this project and reminded that the status-quo is not an option. No questions were raised by the delegates.

- **Indoor Rowing - [Presentation](#)**

The President handed over to the Chair of the Indoor Commission, Filip Ljubicic.

He highlighted that the rowing machines produced by more than 150 manufacturers and used by 20-25 million rowers create a community for fitness, playing games, taking part in competition and being connected to others. He referred to the existing events – World Rowing Indoor Championships, European Rowing Indoor Championships and World Rowing Virtual Indoor Sprints – as well as the types of events – in-person/hybrid/virtual, sharing their pros and cons and relevant numbers. He then introduced the new competition format, the Versa Challenge as well as the new virtual series to be raced in 2025, which are important stepping stones for Esport competitions – a virtual game with physical activity – as the IOC announced that the first Olympic Esports Games will take place in 2025 in Saudi Arabia. World Rowing has officially submitted a proposal for inclusion with a Versa format of racing for an individual men and women competition as well as a team one (one woman, one man) for which WR works with a hardware partner (Concept2) and a Graphics Partners (Ergatta). A decision of the IOC was expected soon and if included, a qualification pathway will be defined. He explained that a significant new and enlarged partnership is concluded with Concept2 to promote the discipline and the brand, improve the World Rowing Indoor Championships and Sports presentation, produce digital content and strategically develop the business. Other significant partnerships include one with the Japan Sports Council with the core objectives of engaging and promoting the sport as well as performing joint research related to the field of Virtual Sports and with EXR, the world's largest 3D rowing community. Filip Ljubicic also showcased some initiatives from Member Federations and informed about the next steps in 2025 and beyond - rules updates, attribution of the 2026 WRICH, a Member Federation survey and a machine and coach excellence programme.

The President thanked the Commission for the vast work.

No questions nor comments were raised by the delegates

- **Continental Confederation project - [Presentation](#)**

The President gave the floor to Nobuhisa Ishizuka, co-chair of the Continental Confederation Working Group with Pat Lambert. Nobuhisa Ishizuka reminded the goal of the project which is to see how to increase/optimize the collaboration between World Rowing and its 5 recognised Confederations to the benefit of Rowing around the world. He acknowledged the contribution of various stakeholders as well as of Andi Khalaf for the research work. He highlighted the role of the Continental representatives who are at the intersection of the collaboration between WR and the Continental Confederations.

He emphasised the importance of strong leadership at regional level in order to enhance the importance of the sport. He presented the process and the timeline of the project whose ambition is to be as simple as possible while navigating the differences, the challenges and the different needs of the regions. Surveys showed that funding and resources, governance reform, education and voice and representation scored high in the challenges of the confederations. Recommendations at the high level for the process to go forward are to focus in the short term on governance and education, at medium term on funding and resources while voice and representation will be addressed at the long term.

The President reinforced Nobuhisa Ishizuka call for collaboration on this project.

No questions were raised.

- **WR/WWF Healthy Waters Alliance - [Presentation](#)**

The President handed over to the Executive Director who reminded on the WR announcement in September of a strengthened alliance with WWF, launching the “Healthy Waters” initiative to protect and restore freshwater and coastal ecosystems for people, nature, and climate. This evolution of the alliance means the formal ending of the Kafue River and Rowing centre project with the goals of leveraging the strength of both networks, creating a more meaningful impact where it matters and sending a call of action to all MFs and Organising Committees. He introduced the material to be found [online](#) on why and how to act and invited MFs to reach out to World Rowing to take action.

- **2024 ASOIF Governance Review - [Presentation](#)**

The Executive Director expressed that WR should be proud with the results of the Fifth evaluation of ASOIF (Association of Summer Olympic International Federations) consisting of 60 indicators covering transparency, integrity, democracy, development and control mechanisms. Some 32 IFs took part and WR stands out amongst peer international federations. WR became the highest-scoring International Federation amongst peer organisations of a comparable size and annual revenue and exceeds the scores of much larger organisation on certain critical indicators. ASOIF therefore acknowledges the deeply rooted culture of good governance and the continuous efforts made in the recent years by WR. The full survey is available [online](#) and the Executive Director thanked all for the support allowing to collectively get to this important milestone.

22. Other additional agenda items proposed by the Member Federations, the Council or the Executive Committee

No additional points were received by the due date.

22. Other additional agenda items proposed by the member federations, the Council, or the Executive Committee.

23. Any other business

Closing

The President thanked the delegates for joining the Congress and reminded that the delegates will meet again in person for the Quadrennial Congress in March 2025.

He also expressed his gratitude to the Executive Director, the WR staff involved in the preparation of the Congress, the technical team and all the contributors to this Congress.

The Honorary President Denis Oswald asked the floor to express his gratitude for all the work that the President, the Executive Director, the World Rowing staff, the Council do for the good of the sport. He highlighted that what was presented is impressive, and indicates that WR is taking up the challenges our sport is facing, and ready to be innovative. He concluded by saying that this confirms that the sport and the Federation are in very good hands.

The President thanked for the kind words and enlarged the appreciation to all people contributing to the sport of Rowing.

The President declared the 2024 virtual World Rowing Ordinary Congress closed.



Jean-Christophe Rolland
President



Vincent Gaillard
Executive Director

ANNEX 1

Additional remarks from the President

Dear delegates,

2024 concludes an Olympic cycle that has been as rewarding as it has been challenging in many aspects.

We started with an unprecedented and terrible pandemic crisis, the geopolitical landscape is marked by a series of significant, interconnected crises with conflicts and wars in several regions, fuelling humanitarian tragedies, the climate change crisis is more and more visible and its impacts are critical, and the global economic instability continues to disrupt societies.

In many ways, the world of sport is confronted with these global struggles. Not only it is not immune to them, but also it has a responsibility to help in addressing them. To a certain extent, the power of Sport is incredible.

In fact, this week, the United Nations General Assembly underlined this point by adopting a resolution entitled 'Sport as a driver for sustainable development', unanimously supported by all 193 UN Member States.

The contribution of sport to the achievement of peace and the Sustainable Development Goals is essential: we are talking about inclusion, health and well-being, gender equality, unity and peace.

The resolution reaffirms the essential mission of the Olympic and Paralympic Games, which is to serve as a unifying force by bringing nations together in peaceful competition, without discrimination of any kind.

In fact, the power of sport to bring people together has never been more vital. Athletes are competitors, not enemies, and we have seen this vividly demonstrated through the remarkable success of the Paris 2024 Olympic and Paralympic Games. These Games were a testament to the unifying spirit of sport and a reminder that, in a world fraught with division, sport remains a beacon of hope and harmony.

The remarkable success of Paris 2024 is a very positive note. Not only for France... but for sport, for the Olympic Movement, for the IOC and as a consequence for us as well. Numbers are incredible: tickets sold, audiences on all platforms including TV, people engaged to one way or another .

This outcome has nothing to do with chance, although I must admit it was beyond the most optimistic expectation. It is the outcome and the conjunction of the deep reforms engaged by the IOC and a vision of France to engage, celebrate, innovate while addressing the current challenges and ensuring the best legacy.

What a wonderful interlude of sport and joy, of serenity and sharing, a real bubble of air that seemed out of time. A true illustration of the power of sport.

Coming to rowing, I must say that we also enjoyed fantastic Olympic and Paralympic regattas. Without undermining the hurdles all along the journey - we had some until the very

end - we can be very proud of the delivery. Let me take the opportunity to express my gratitude to all the contributors.

I recognise that the rowing venue was not as iconic as for other sports, no Eiffel tower, no Chateau de Versailles, but we have benefitted from a great environment, excellent conditions, fantastic crowd. All in all a great promotion for our Sport.

I would not limit the season to the Olympics. We have had a great season in our three disciplines, thanks to the respective Organising Committees, to you the MFs, your teams and the athletes.

As part of the World of Sport and of the Olympic Movement, Rowing is not immune to the many challenges I have described earlier. We are not isolated on an island.

To survive in this complex environment and extremely competitive World of sport implies to consistently adapt ourselves and, when necessary and appropriate, embrace changes.

It has been our ambition over the past years and it remains our intention.

Our strong historical presence in the Olympic Movement cannot be considered as granted for ever. As I have already said, many times, we cannot rely on our past to secure our future. Our Olympic strategy that you have approved and endorsed was developed to that purpose: ensuring a sustainable future for Rowing.

What does it mean?

We continue to invest in our three disciplines.

Different disciplines with different pasts, histories and background

Different disciplines facing different challenges, that requires different approaches.

Different disciplines but a same shared vision to benefit to the sport of rowing, a same objective to pursue the development, to enlarge the our audience and number of people connected to our sport in all its forms.

Classic Rowing

The facts and analysis are clear and shared. It has led us to launch the SECR project (Strategic Event Calendar Review) to address the issues related to the World cups and the World Championships: participation and calendar for the World Cups, costs and complexity for all our events, attractiveness for the stakeholders: cities and organising committees, spectators, broadcasters and media.

A first step will be reached soon: the programme of the World Championships defined in Rule 25. After continuous expansion, a significant reduction of the number of events will

be proposed. It is simply a necessary step. A first step and one element of the equation to solve.

Another important proposal, developed by the Competitive Commission is the new progression system. By eliminating the repechage for large entries events, we can save time, reduce the number of races, and equally we increase the attractiveness of the heats.

These are few examples, I will not go into more details, an update of the progression of the project will be made later by the Eva Szanto, Executive Member and Chair of the events Commission, who is leading the project.

Let me just say that Classic Rowing is our historical pillar. We are fully committed to continuing to invest in classic rowing to take up the challenges and ensure a great future.

LA28 OCOG has formally announced in July Marina Long Beach as the Rowing venue for the 2028 Olympic and Paralympic Games. This is anything but a surprise for all of us, it was shared and discussed on multiple occasions with you and you have been involved in the decision-making process. It is a unique situation, brought about by a very specific Los Angeles context, and it demonstrates our ability to adapt without changing the core nature of our sport.

Long Beach will be a great location and an exciting opportunity to showcase Rowing to the rest of the world.

Coastal rowing

Speaking about LA28, let me move to Coastal Rowing.

What a positive step with the IOC decision to include Coastal Rowing in its Beach Sprint format

the LA28 Olympic programme. This is a great step, a truly historic step, the outcome of a 7-year long project.

At the same time, it gives us a big responsibility to deliver. It requires us to pursue the evolution in the different aspects such as the regulation, the presentation and the promotion. And to ensure athletes will be given the opportunities to compete all over the world.

We presented the Congress last year the action plan for Coastal Rowing. This is on-going. We have a lot on the plate but this is extremely encouraging.

Coastal Rowing was recently confirmed as competition sport for the YOG Dakar 26. This is great news as you may know about the reduction of the number of sports.

Indoor or connected rowing

As for indoor or connected rowing, you will have a dedicated session later today presented by the Chair of the Indoor Commission, Filip Ljubicic. I will not, here as well, go into details but what I can say, what I want to say, is the huge potential of development and benefit for our sport.

The numbers here are simply incredible.

Let me insist on the fact that if we don't embark and quickly, others will do.

The IOC has announced the creation of the Olympic Esports Games. We have officially submitted a proposal to include rowing in the first edition to be held in Saudi Arabia last quarter

next year. It follows our involvement in the Olympic E-Sport week in Singapore last year.

I would like to highlight our partnerships with Concept2. This partnership is critical to ensure that we can invest the necessary resources.

Let me also mentioned the MoU signed with JSC, the Japan Sport Council to engage and promote international joint research in the field of virtual sports.

What all three disciplines have in common ground is twofold:

- The absolute necessity of resources and investments
- The continuous adaptation of the regulation.
- For the former, to reach our objectives and our ambition, we need indeed resources so that we can invest.

Our treasurer will give you a clear update on the state of our finance, and the ED will equally present you the strategy. No need to say that we are struggling. Let me also say that we spare no effort to find new sources of revenue, to diversify from the Olympic revenues. Certainly to mitigate the risk, quite limited but extremely severe in case of cancellation of the Olympic Games, and equally to be able to invest in the development projects.

The success of Paris 2024 ensures us the Olympic revenues for this cycle but this excellent news is marred by the weakness of the US dollar, the currency of receipt of these revenues.

It will indeed result in a net amount lower than the previous cycle, and considering the inflationary period that we have gone through, this is a real concern.

- As for the adaptation of our regulation, this is an essential piece.

We are in a continuous improvement mode to adapt to the changing environment.

We learn from experience, we also have to reduce wherever possible costs and complexity. Again, this is crucial for all stakeholders in an environment that has become more and more complicated and difficult.

Whether in terms of governance or rules of racing, it is our duty and responsibility to adapt as best as we can to the evolution of our environment.

This is the purpose of the Quadrennial Congress, held once every 4 year only.

The next one is schedule on March 14 and 15 2025. On Thursday this week, the day before yesterday, with exactly four months to go, we sent out the calling notice.

We have been sharing with you the proposals for changes developed and worked respectively by the Governance Working Group and the Rules Working Group. By sharing with you in advance, by embarking you in the exercise, we aim at avoiding any surprise and ensuring a smooth and efficient Congress.

Governance

To stay on the governance side, I briefly related in my report on the 5th evaluation made by ASOIF. Based on a self-assessment tool then moderated. Governance, good

governance I should say has become crucial. If we can be proud of the way and of the people that FISA has been governed, the exercise has helped us to upgrade in some areas our practices.

We are the highest-scoring International Federation amongst peer organisations of a comparable size and annual revenue. The Executive Director will present you more details later.

Let me briefly touch on a another subject linked with governance.

The roles and responsibilities of the Executive Committee is quite significant in our Statutes and Rules of Racing. The Congress is of course the ultimate authority of our organisation but on a daily basis the Executive is required to take decision on behalf of the organisation.

I would like to express with humility that for the past years and this year in particular we have been confronted with complex situations. I must say that for each of these, our approach is always the same: not to take the "easiest one" , which would avoid critics or make our lives easier but the one in line with our rules and values, the one for the benefit of our sport and our organisation, should it put us in trouble.

I must say that it is time demanding and it implies resources but we do take every situation with seriousness and we don't spare every effort to properly take a position with all available elements.

It has led us to be challenged with adverse publicity, and even to CAS.

I would like to express my gratitude to you the Member Federation for your confidence and trust .

Talking about the Executive Committee, we are entering a period of transition, of significant change: two members will hand over at the end of the year, Rosie Mayglothling and Patrick Rombaut. Therefore we are holding today, at this Congress, elections for the two positions.

These are from the 3 Council members positions in the EXCo.

On my behalf, on the behalf of our EC and Council colleagues, I would like to express our sincere gratitude and huge thanks to both of them.

Personally, as President, it has been a privilege to work in great collaboration, in an always constructive mode, with great respect.

The Olympic Movement. New Era

The second term of the IOC President Thomas Bach will soon come to an end and the IOC will then move to a new era. What we do know at this stage is that the election will be held at the Session in March next year and that there are seven candidates, 4 of them currently Presidents of an IF, among which 3 from a Summer Olympic sport and one from a Winter Olympic sport..

I won't comment further, but just say that we have been working very closely with the IOC for the past the 12 years under the leadership of President Bach and the administration. Whoever succeeds him, we will continue to work closely with the IOC.

That concludes my additional remarks.

ANNEX 2

Additional remarks from the Executive Director

In 2022, World Rowing embarked on a **15-year journey**
to transform the **REACH, IMAGE** and **REVENUES** of Rowing.

2022 2023 2024 2025 2036



Increased numbers of people rowing in a boat or on a machine, participation, club affiliations and licenses across age groups; popularity of, and engagement with Rowing through relevant events, content and platforms

Measurable Outcome

Spectator attendance and fan engagement at all WR events, across three disciplines

TV, digital, social media viewership and engagement with WR content/platforms

Presence of WR in key global hubs through events, permanent or recurring presence

Revenues from diversified sources through partnerships & investments, reinvested into the sport

Three Rowing disciplines are Olympic, thriving & generating increasing audience at Olympic Games

A thriving Rowing eco-system for all stakeholders, including institutional and private sector

Accessible, innovative and forward-looking image of WR and Rowing

Direct engagement of WR with Rowing participants through enhanced data, CRM & D2C platforms

Priority areas & key performance indicators

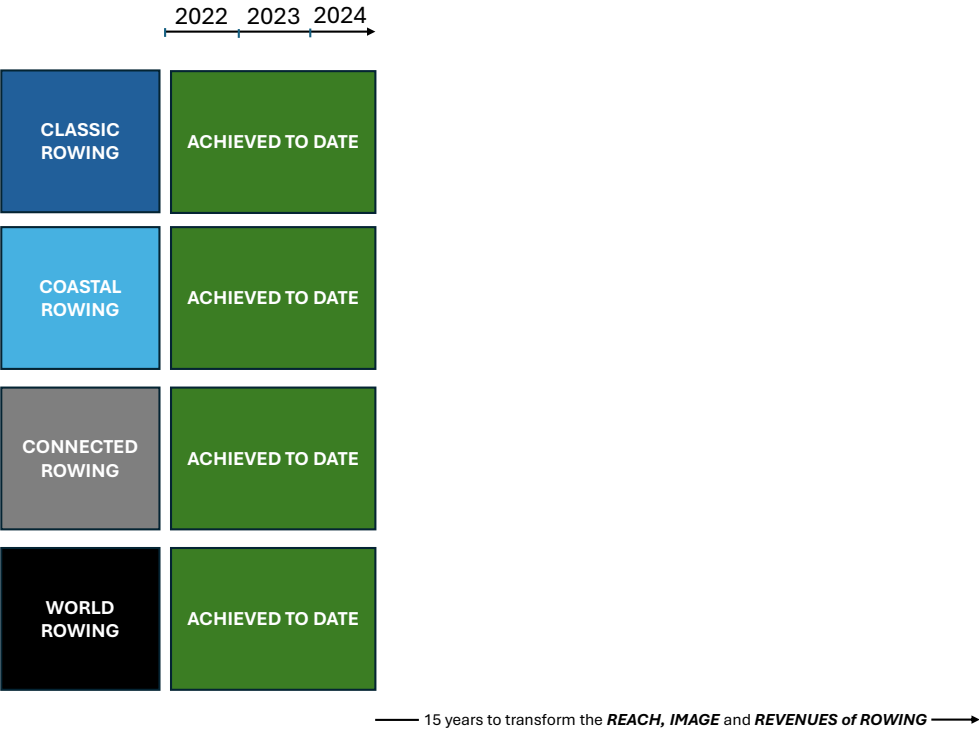
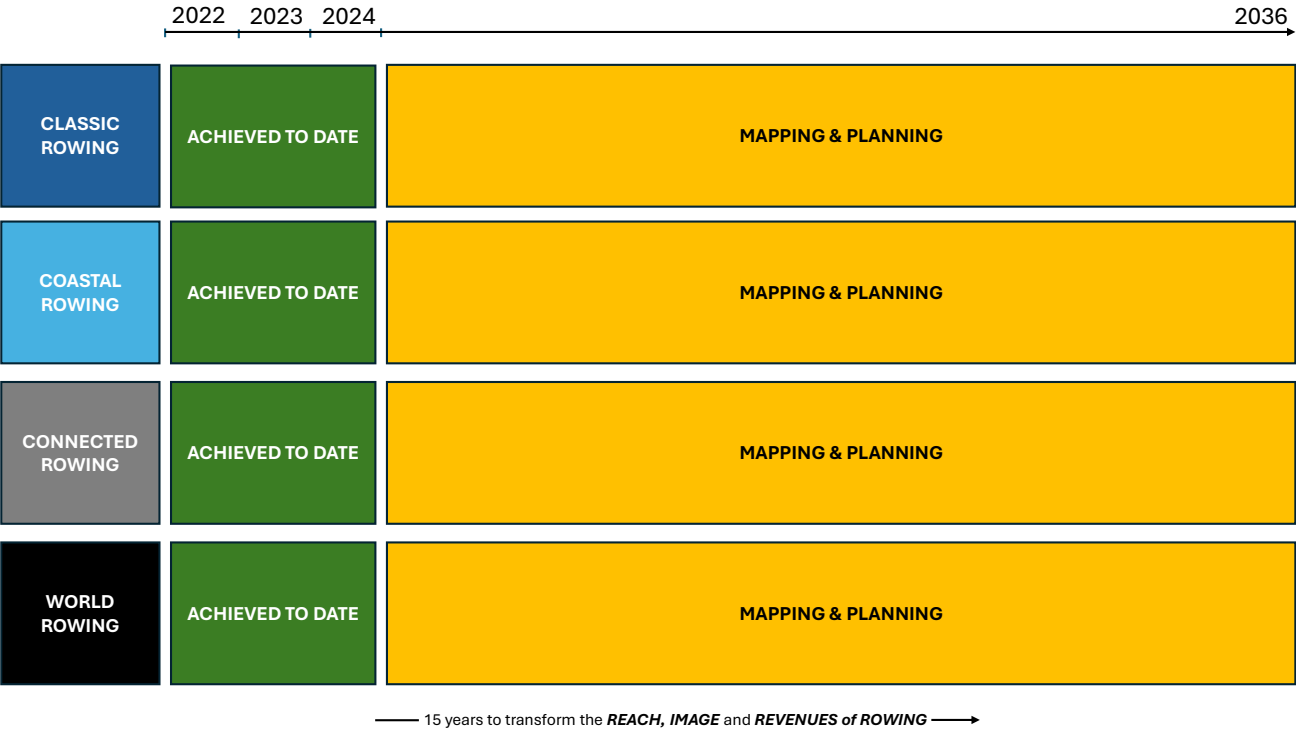
Sustained WR Development efforts; MFs + 5 Confederations actively growing Rowing globally

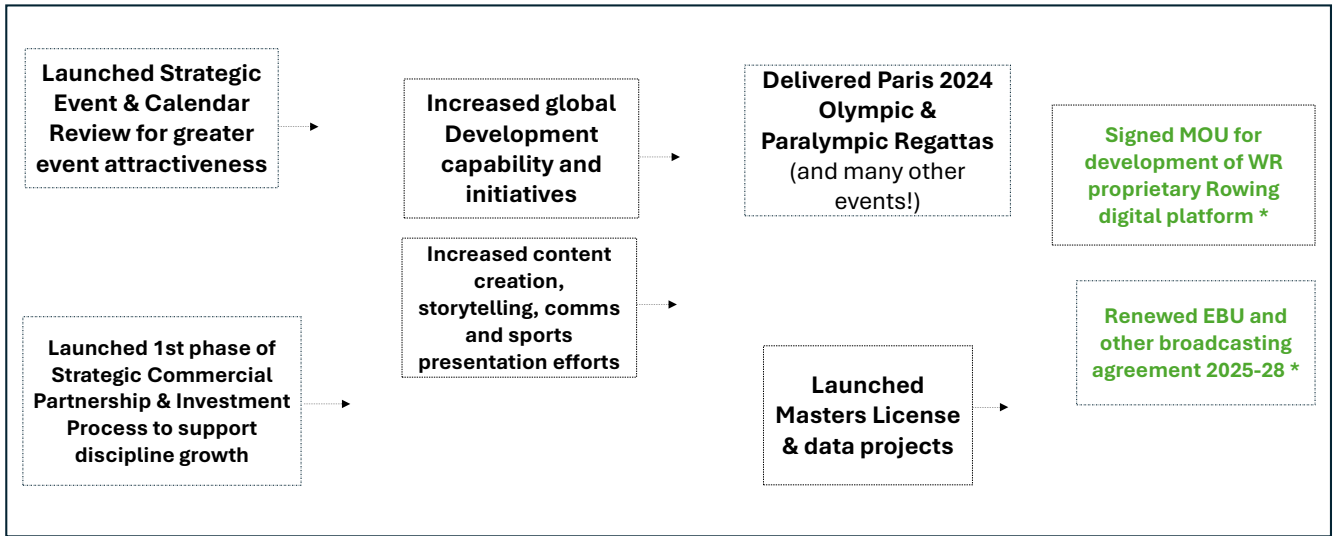
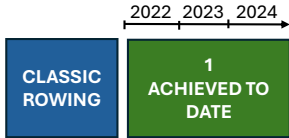
Optimized calendar and attractive events across three disciplines, all year round

Sustainability, good governance and ethics at all levels of World Rowing

Modern WR governance, organization, offices, processes and tools

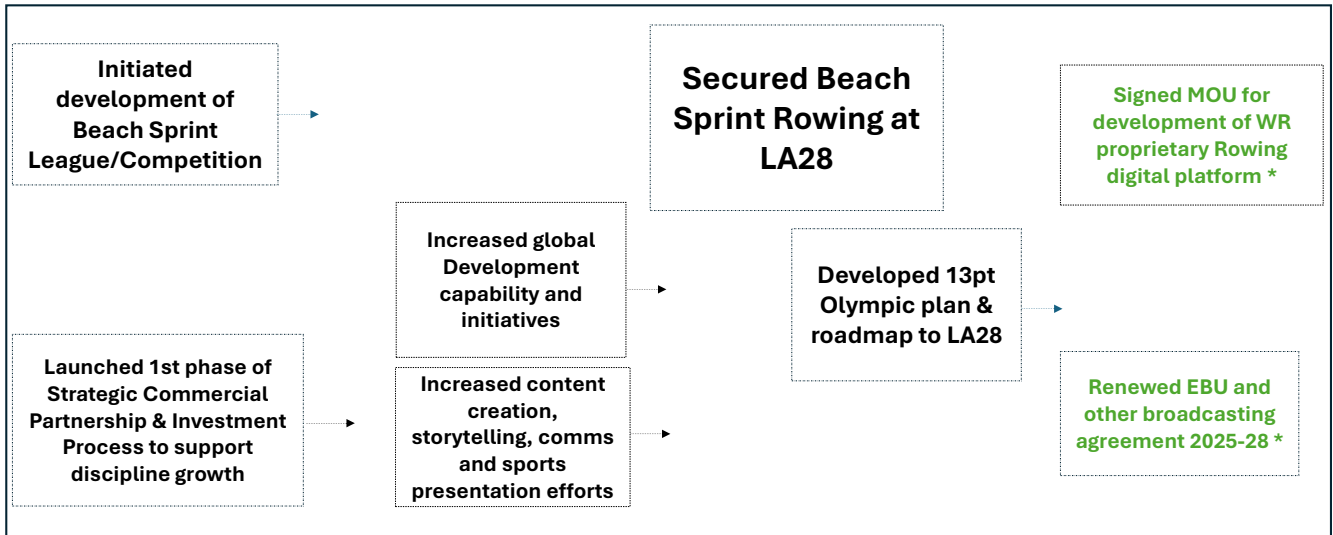
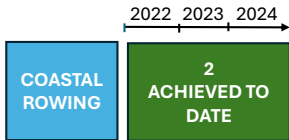






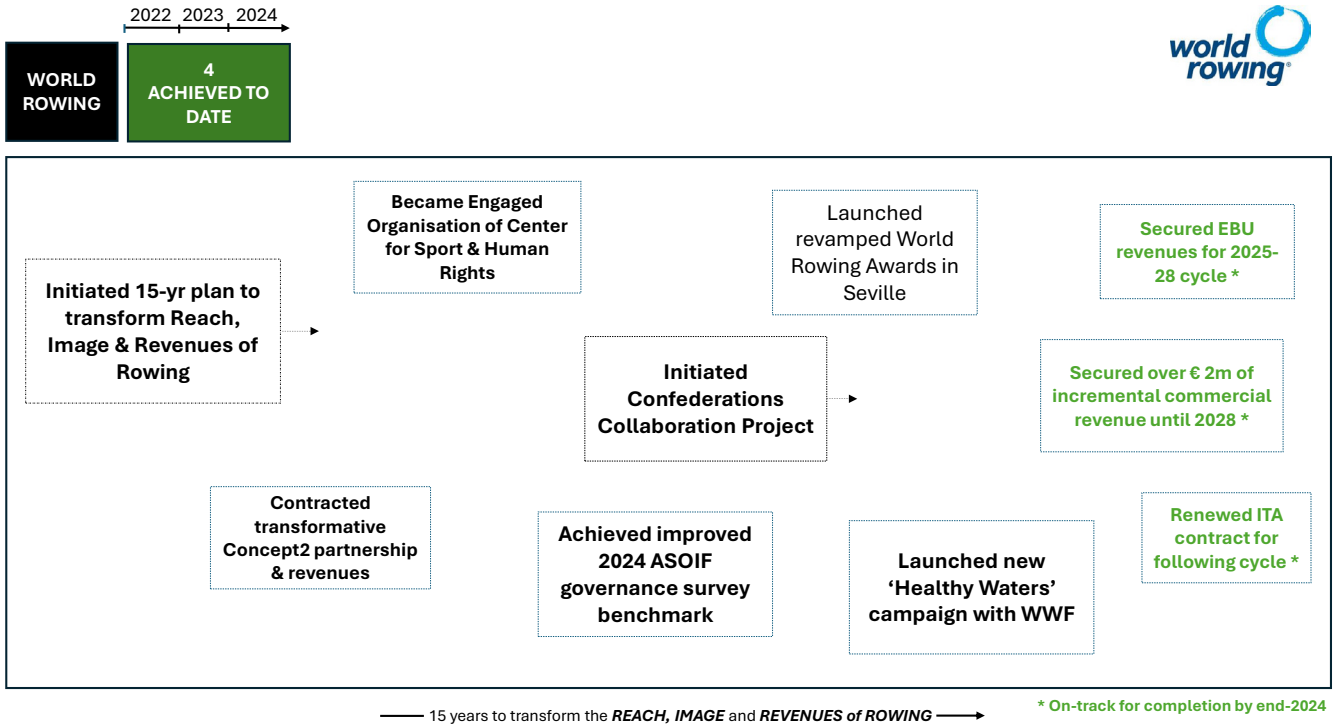
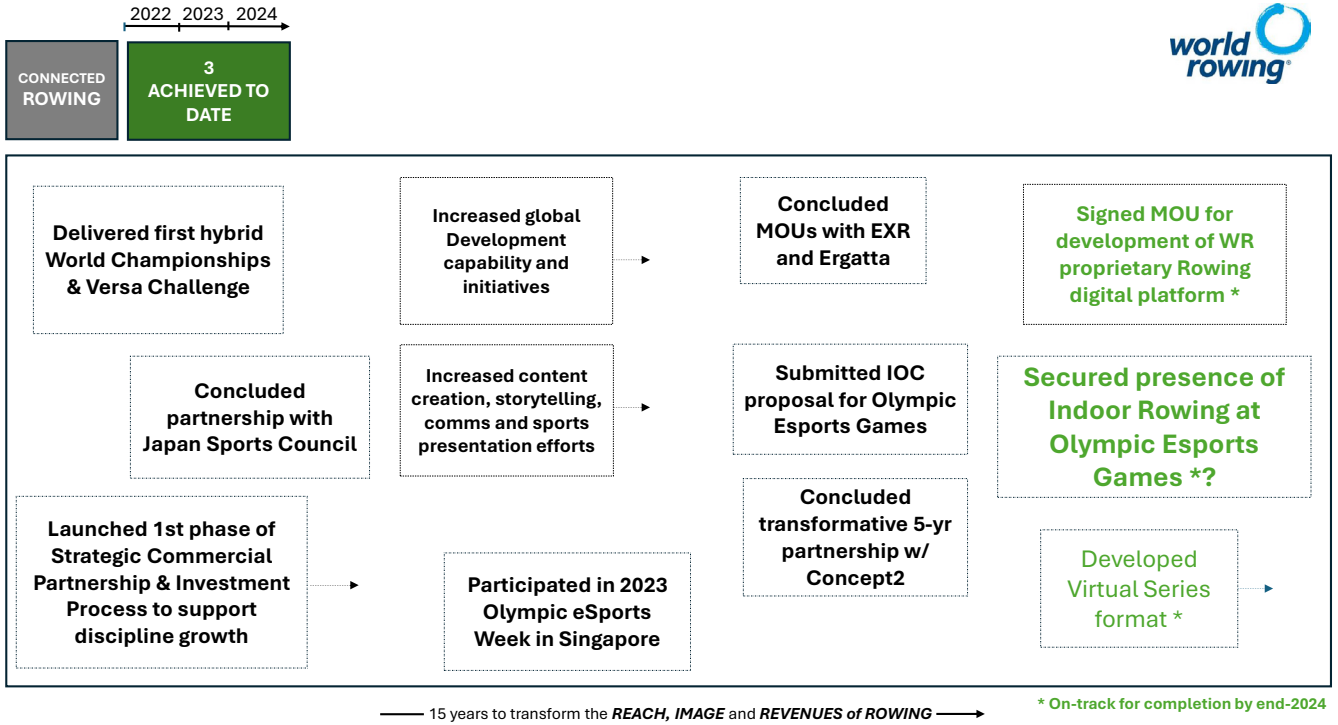
15 years to transform the **REACH, IMAGE** and **REVENUES** of ROWING

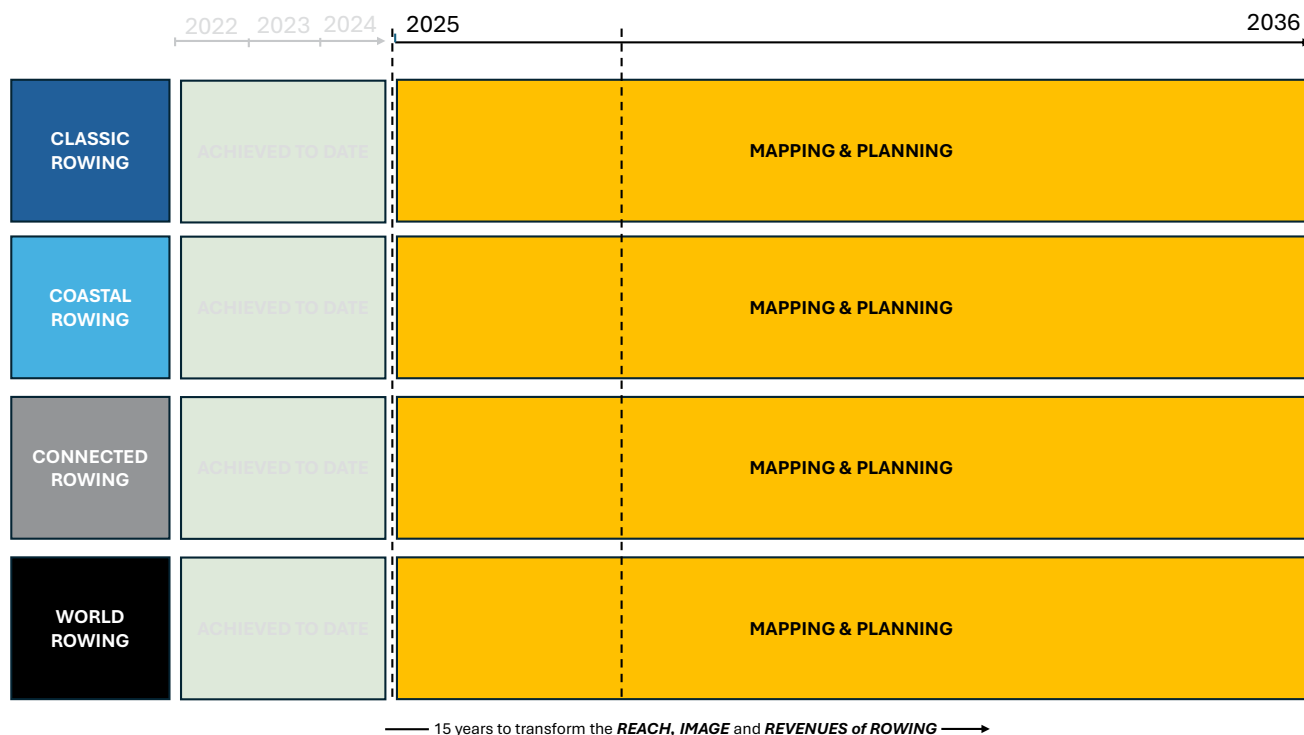
* On-track for completion by end-2024



15 years to transform the **REACH, IMAGE** and **REVENUES** of ROWING

* On-track for completion by end-2024





World Rowing is now operating in a highly challenging economic and governance context, severely limiting our ability to serve and promote our sport



- 1- Increased costs associated with modern sports governance
- 2- Increased levels of service provided to our Member Federations, including events
- 3- Required levels of investment to support and promote Rowing globally



1- Increase costs associated with modern sports governance

The overall expenditure for World Rowing has steadily increased from CHF 4.1 million in 2004 to CHF 7.2 million in 2024, representing a 75% increase approximately. In parallel, the levels of inflation experienced over the last years have dramatically affected the World Rowing cost base.

Examples of governance costs that have increased consistently over the last years and have negatively impacted the World Rowing cost base:

- Antidoping requirements, notably in relation to the increase of WADA code obligations. As example, our antidoping programme budget has tripled from CHF 185,000 in 2004 to approximately CHF 500,000 in 2024.
- Legal protection resulting from an increasingly litigious environment and the management of various cases and challenges in court and with legal counsel support.
- Para-Rowing athletes' classification and events.
- Safeguarding general coordination, awareness-building and case management.
- Financial and fiscal compliance, increase of required internal and external support, IT and Audit cost.
- Risk mitigation, management and insurance for various World Rowing activities, including an increasing number of events under direct management.
- Corporate Social Responsibility and Human Rights compliance initiatives required for good governance and compliance.
- Sustainability and environmental protection initiatives required for good governance and compliance.
- Event attribution processes.



2- Increased levels of service provided to our Member Federations, including events

World Rowing's levels of servicing to an increasing number of MFs (159 to this day) have also been constantly increasing over the last decade. For example, significant resources have been expended in several key areas, notably the support to Sport Development through provision of various services and equipment.

In addition, World Rowing has made significant investments, including of time and personnel in the creation and management of additional competition opportunities for MFs across the three Rowing disciplines and Para-rowing.

World Rowing has considerably increased both the number of events under its direct management, and its participation at multisport events, across three disciplines, to provide MFs and their athletes with many opportunities across continents:

- Classic Rowing: various events, including U19/U23; Para Rowing and Masters.
- Coastal and Beach Sprint Rowing: World and European Championships in both formats; Olympic Games from LA28; Youth Olympic Games from Dakar 26; Mediterranean Games. In discussion: Commonwealth Games, World Beach Games.
- Indoor Rowing: World and European Championships. In planning, all expected in 2025: Olympic Esports Games, Virtual Series and Versa Challenge Finals.



3- Required levels of investment to support and promote Rowing globally

Many areas are now in need of critical investment for the continued growth and promotion of our Sport across continents:

- Event production and broadcasting levels, including through provision of relevant data;
- Alternative viewing/digital platforms to complement traditional linear TV where audiences are decreasing;
- Sports presentation and event festivalisation;
- Communications; traditional media and social media activations;
- Content production and 'storytelling';
- Media rights distribution and sponsorships sales;
- Strategic Event Attribution process;
- Corporate hospitality;
- Sport Development in emerging nations;
- Team and Athletes Rankings;
- Staffing to support the increasing workload and required levels of servicing and quality control across various initiatives.



THANK YOU

159 MEMBER NATIONAL FEDERATIONS

PRESIDENT, EXCO & COUNCIL

PARTNERS, OCs, STAKEHOLDERS

OUTSTANDING WORLD ROWING TEAM!



ATTENDANCE REPORT

Meeting: World Rowing Federation			
16 November 2024			
	<u>Attendees</u>	<u>Shares</u>	<u>Votes</u>
VOTING delegate	52	126	126
Non-Voting Delegate	1	0	
Delegate 2	17	0	
Delegate 3	14	0	
Observer	10	0	
CRC/MG	3	0	
Total	97	126	126

VOTING delegate	52	126	126	
		<u>Shares</u>	<u>Votes</u>	<u>Representing / Accompanying</u>
ABBAGNALE, ITA GIUSEPPE		3	3	ITALIAN ROWING FEDERATION
MALE				
ITALIAN ROWING FEDERATION				
ALOBIDLI, UAE MOHAMED		1	1	UNITED ARAB EMIRATES
MALE				
UNITED ARAB EMIRATES				
ALVAREZ, NCA GERARDO		1	1	NICARAGUA
MALE				
NICARAGUA				
AN, PRK YU SONG		1	1	DPR KOREA ROWING ASSOCIATION
MALE				
DPR KOREA ROWING ASSOCIATION				
APPOUTOU, CIV MATHIEU		1	1	CÔTE D'IVOIRE
MALE				
CÔTE D IVOIRE				
BJORNSKIOLD, SWE PER		3	3	SWEDEN
MALE				
SWEDEN				
CARPENTER, IRL MICHELLE		3	3	ROWING IRELAND
FEMALE				
ROWING IRELAND				
CHARALMBOUS, CYP YIANNIS		1	1	CYPRUS ROWING FEDERATION
MALE				
CYPRUS ROWING FEDERATION				
CSEH, HUN OTTÓ		3	3	HUNGARIAN ROWING ASSOCIATION
MALE				
HUNGARIAN ROWING ASSOCIATION				
DAVIES, GBR MARK		3	3	BRITISH ROWING
MALE				
BRITISH ROWING				
DIEZ, MEX ARGE		3	3	FEDERACION MEXICANA DE REMO
FEMALE				
FEDERACION MEXICANA DE REMO				
DOLNICAR, SLO JOST		3	3	SLOVENIA
MALE				
SLOVENIA				
DONNELLEY, AUS STEPHEN		3	3	AUSTRALIA
MALE				
AUSTRALIA				
ELHADJ, TUN HASSEN		3	3	TUNISIAN ROWING FEDERATION
MALE				
TUNISIAN ROWING FEDERATION				
ERTÜRK, TUR ERHAN		1	1	TUR
MALE				
TUR				
FELMDAN, USA KIRSTEN		3	3	USROWING
FEMALE				
USROWING				
GOUDET, FRA MYRIAM		3	3	FRENCH
FEMALE				
FRENCH				
HAMILTON, NZL JUDITH		3	3	NEW ZEALAND
FEMALE				
NEW ZEALAND				
HUSEIN ALIREZA, KSA ALI		1	1	SAUDI ROWING FEDERATION LATE REGISTRATION
MALE				
SAUDI ROWING FEDERATION LATE REGISTRATION				
KAHWA, UGA HAMZA		1	1	UGANDA
MALE				
UGANDA				
KAY, KOR DONG HOON		3	3	KOREAN ROWING ASSOCIATION
MALE				
KOREAN ROWING ASSOCIATION				
KISIĆ, CRO ŽELJKO		3	3	CROATIAN ROWING FEDERATION
MALE				
CROATIAN ROWING FEDERATION				
LAMBING, AUT NORBERT		3	3	AUSTRIA
MALE				
AUSTRIA				
LOPEZ INIGUEZ, ARG MARIA GABRIELA		3	3	ARGENTINA
FEMALE				
ARGENTINA				

NGUYEN, VIE HAI DUONG MALE VIETNAM CANOEING, ROWING AND SAILING FEDERATION	1	1	VIETNAM CANOEING, ROWING AND SAILING FEDERATION
OLUODE, NGR OLA FEMALE NIGERIA	3	3	NIGERIA
PEREZ, BER ANDRÉ MALE BERMUDA ROWING ASSOCIATION	1	1	BERMUDA ROWING ASSOCIATION
PETRI, GER MORITZ MALE GERMAN ROWING FEDERATION	3	3	GERMAN ROWING FEDERATION
POLYMEROS, GRE VASILEIOS MALE HELLENIC ROWING FEDERATION	3	3	HELLENIC ROWING FEDERATION
POPOVA, MDA LARISA FEMALE MOLDOVA	3	3	MOLDOVA
PURCER, CAN CAROL FEMALE ROWING CANADA AVIRON	3	3	ROWING CANADA AVIRON
REIRS, LAT JĀNIS MALE LATVIAN ROWING FEDERATION	3	3	LATVIAN ROWING FEDERATION
REISTE, NOR FRAN MALE NORWAY	3	3	NORWAY
RITTER, LTU SAULIUS MALE LITUANIAN ROWING FEDERATION	3	3	LITUANIAN ROWING FEDERATION
SEITZ, PAR PABLO MALE PARAGUAY	3	3	PARAGUAY
SETIAWAN, INA BUDIMAN MALE INDONESIAN ROWING&CANOEING ASSOCIATIO	3	3	INDONESIAN ROWING&CANOEING ASSOCIATIO
NOT PAID SILONDWA, ZAM WONGA MALE ZAMBIA	1	1	ZAMBIA
SØRENSEN, DEN CONNY FEMALE DANISH TOWING FEDERATION	3	3	DANISH TOWING FEDERATION
STEVENS, BEL GWENDA FEMALE ROYAL BELGIAN ROWING FEDERATION	1	1	ROYAL BELGIAN ROWING FEDERATION
SZABO, ISR ELI MALE ISRAEL	3	3	ISRAEL
TANZER, SUI NEVILLE MALE SWISS ROWING FEDERATION	3	3	SWISS ROWING FEDERATION
TARASOVA, BLR OLGA FEMALE BELARUS	3	3	BELARUS
TARASOVA, RUS ALLA FEMALE RUSSIAN ROWING	3	3	RUSSIAN ROWING
TONG, CHN LIXIN MALE CHINESE ROWING ASSOCIATION	3	3	CHINESE ROWING ASSOCIATION
VALI, EST ROBERT MALE ESTONIA	3	3	ESTONIA
VAN DEN HERIK, NED SEADA FEMALE KONINKLIJKE NEDERLANDSE ROEI BOND	3	3	KONINKLIJKE NEDERLANDSE ROEI BOND
VISACKI, SRB DJORDJE MALE OLYMPIC COMMITTEE OF SERBIA	1	1	OLYMPIC COMMITTEE OF SERBIA
VLASENKO, UKR VOLODYMYR MALE ROWING FEDERATION OF UKRAINE	3	3	ROWING FEDERATION OF UKRAINE
WILLIAMS, BAH JASON MALE BAHAMAS ROWING FEDERATION	1	1	BAHAMAS ROWING FEDERATION
YARDE, BAR ANTHONY MALE BARBADOS ROWING	1	1	BARBADOS ROWING
YASUI, JPN DAISUKE MALE JAPAN ROWING ASSOCIATION	3	3	JAPAN ROWING ASSOCIATION
ZABORSKI, POL ROBERT MALE POLISH ROWING FEDERATION	3	3	POLISH ROWING FEDERATION

Non-Voting Delegate

1

SharesVotes Representing / Accompanying

WILLIAMS, IRL JANE
IRL

Delegate 2

17

Shares**Votes****Representing / Accompanying**

ABDULRAHMAN ABULHASSAN, KSA
SHEREEN
FEMALE
SAUDI ROWING FEDERATION LATE
REGISTRATION
BAUER, SUI GERMAINE
FEMALE
SWISS ROWING FEDERATION
BOLTIC, SRB BOJANA
FEMALE
OLYMPIC COMMITTEE OF SERBIA
BOOTSATHIEN, THA WIMONRAD
FEMALE
THE ROWING AND CANOEING
ASSOCIATION OF THAILAND
CORREA, PAR RITA
DALLEMAGNE, BEL CHARLES HENRI
MALE
ROYAL BELGIAN ROWING FEDERATION
DI MICELI, ITA AMBRA
FEMALE
ITALIAN ROWING FEDERATION
DUONG, VIE HONG HANH
FEMALE
VIETNAM CANOEING, ROWING AND
SAILING FEDERATION
EIMERS, GER AXEL
MALE
GERMAN ROWING FEDERATION
HANSEN, NOR EVA
FEMALE
NORWAY
KAH BENG, MAS KHOO
MALE
MALAYSIAN ROWING ASSOCIATION
MARKS, GBR ALASTAIR
MALE
BRITISH ROWING
NAKISOZI, UGA BATENGA
FEMALE
UGANDA
RAJLE BROĐANAC, CRO MIRNA
FEMALE
CROATIAN ROWING FEDERATION
SAKATA, JPN TOICHI
MALE
JAPAN ROWING ASSOCIATION
SKUFGA, SLO EVA
FEMALE
SLOVENIA
TANTONO, INA HENNY
FEMALE
INDONESIAN ROWING&CANOEING
ASSOCIATIO

Delegate 3

14

Shares**Votes****Representing / Accompanying**

BRISCHEWSKI, SWE JOACHIM
MALE
SWEDEN
KINGSLEY, GBR LOUISE
FEMALE
BRITISH ROWING
KININMONTH, AUS RACHAEL
FEMALE
AUSTRALIA
LORGEN, NOR SVERKE
MALE
NORWAY
MARKOTA, CRO BRANKO
MALE
CROATIAN ROWING FEDERATION
PARFITT, CAN ADAM
MALE
ROWING CANADA AVIRON
RIGO, BEL JEAN-MARIE
MALE
ROYAL BELGIAN ROWING FEDERATION
SLIVNIK, SLO JERNEJ
MALE
SLOVENIA
STOFER, SUI CHRISTIAN
MALE
SWISS ROWING FEDERATION

VIEILLEDENT, FRA SEBASTIEN
 MALE
 FRENCH
 VON KODOLITSCH, GER KATHARINA
 FEMALE
 GERMAN ROWING FEDERATION
 WAKAI, JPN ERI
 FEMALE
 JAPAN ROWING ASSOCIATION
 WICKHAM, NZL SIMON
 MALE
 NEW ZEALAND
 WU, CHN BINGJIE
 FEMALE
 CHINESE ROWING ASSOCIATION

Observer 10

	<u>Shares</u>	<u>Votes</u>	<u>Representing / Accompanying</u>
DÍAZ, NICARAGUA ELIEZER			
NICARAGUA			
FODÉ SANOUSSY, FÉDÉRATION			
GUINÉENNE D'AVIRON SOUMAH			
FÉDÉRATION GUINÉENNE D'AVIRON			
HARRIS, COUPE DE LA JEUNESSE			
GARY			
COUPE DE LA JEUNESSE			
HIURA, SPORTS MEDICINE			
COMMISSION MIKIO			
SPORTS MEDICINE COMMISSION			
ISHIZUKA, WORLD ROWING NOBUHISA			
WORLD ROWING			
JI, KOREAN ROWING ASSOCIATION			
YOUNG JUN			
KOREAN ROWING ASSOCIATION			
KHALAF, COLUMBIA LAW SCHOOL ANDI			
COLUMBIA LAW SCHOOL			
MIKULIC, CROATIAN ROWING			
FEDERATION MICO			
CROATIAN ROWING FEDERATION			
MUKHERJEE, ROWING FEDERATION OF			
INDIA SUBASHIS			
ROWING FEDERATION OF INDIA			
WEILL, ERB ROLAND			
ERB			

CRC/MG 3

	<u>Shares</u>	<u>Votes</u>	<u>Representing / Accompanying</u>
COOKSON, CRC/MG PETER			
CRC/MG			
FREE, CRC/MG DUNCAN			
CRC/MG			
LIU, CRC/MG DEHAI			
CRC/MG			