

EUROPEAN EQUESTRIAN FEDERATION

ANNUAL REPORT 2023/24

A GOOD LIFE FOR HORSES



INES LO

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SPORTS FEDERATION



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RIDSORTFÖRBUNDET



TURKISH EQUESTRIAN
FEDERATION



UKRAINIAN EQUESTRIAN
FEDERATION

EEF ASSOCIATE MEMBERS

IDOC International Dressage Officials Club
IDRC International Dressage Riders Club
IDTC International Dressage Trainers Club
IEOA International Equestrian Organisers Alliance

IJOC International Jumping Officials Club
JOC Jumping Owners Club
IJRC International Jumping Riders Club

EEF BOARD OF DIRECTORS



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PRESIDENT



GEORGE DIMARAS
1ST VICE-PRESIDENT



QUENTIN SIMONET
2ND VICE-PRESIDENT



ELEANORA OTTOVIANI
ATHLETES REPRESENTATIVE



NAYLA STOESSEL
BOARD MEMBER



SOENKE LAUTERBACH
BOARD MEMBER



SISSY MAX-THEURER
BOARD MEMBER



SIMONE PERILLO
BOARD MEMBER



ALAN ANDABAKA
BOARD MEMBER

EEF ORGANISATION



TEODOR SHEYTANOV
SECRETARY GENERAL



ALICE WARD
MANAGER COMMUNICATION



LUZ BELLA LENDINEZ MARTINEZ
SPORT DEVELOPMENT OFFICER
AS PER 1.10.2024



KATERINA LIBERI
SUSTAINABILITY MANAGER
AS PER 1.10.2024

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INTRODUCTION

Dear Members and Stakeholders

It is with great pride and gratitude that we, the board of directors, present this annual report for the book year 2023-2024 which encapsulates not only our financial performance but also the strides we have made towards our strategic goals and our commitment to create a secured future for the equestrian sport in Europe.

The past year has been one of significant transformation and resilience as we have concentrated on the challenges of a changed opinion of society's view how equestrian sport should be practiced. The community was plagued with image problems through improper trainings methods but also a changing view what is acceptable in dealing with horses in general. By responding quickly and publicly to abuses, by organizing webinars on how to handle horses at home, has the EEF strengthened its position to lead and guide, in line with its strategy, the equestrian society in Europe. Our ability to adapt quickly to changing market views and to promote sustainability has been a testament to the strength and dedication of the EEF organization, the strength of our strategy and our unwavering focus on the welfare of horses.

The EEF's strategy has been developed around three priorities: Development which can be split into two directions: sport and sustainability. Both directions will be carried out by appointed professionals, the Sports Development officer and a Sustainability manager. The need to appoint a new Sports Development officer is the consequence of Teodor Sheytanov taken on the role as Secretary general.

The other two priorities for the EEF are the relation with the FEI and the EU/EOC.

Development

The sports development continue to work closely with FEI Solidarity Department. An important part of sport development is intensifying contacts with national

cation and deployment of our board members, all the work of our volunteers in working groups and in general in the sport.

We extend our deepest gratitude to each of you for your continued belief in our vision and mission.

Thank you for your continued support.

federations to deepen membership relationships which will result in directing the services, for the needs of the national federations, which the EEF has to develop. The FEI has agreed to continue its financial support for these activities for another three years. The new to appoint sustainability officer's major objectives will be to take and implement initiatives to enhance sustainability awareness and strengthen engagement with the equestrian society in Europe, ensuring a positive contribution to its growth.

The FEI and EEF cooperation

The president and the 1st Vice-president are the two permanent representatives for the European federations within the FEI board. And although 70% of the world equestrian sport in Europe takes place, the position of the EEF and its influence is limited. However, the EEF will continue to work towards a stronger continental representation in the FEI. In the past year the cooperation between the FEI and the EEF, regarding the appointment of European Championships, has improved and one can say that the EEF is now directly involved in all appointments of Championships in Europe. A further step in the discussions about appointing a joint event director for the European Championships, has already started. This is in line with the EEF's strategy to take over the oversight of the European Championships, as per the EEF's strategy as approved by the General Assembly in Vienna 27 September 2021.

The European Union

The EEF's EU commission has been active in new proposals and regulations for sport, such as horse transport in Europe. We also will initiate, together with the EOC, activities that the EEF in the future can persuade with financial support from EU programs such as Erasmus+. A new initiative, recently approved by the EEF board, is a research project "**Promoting Positive Welfare for horses involved in sport and leisure**".

None of all these achievements would have been possible without the support and trust of our members, the dedi-

*Sincerely,
Theo Ploegmakers, EEF President*



THE EEF VISION AND MISSION

A notable saying from the ancient Greek philosopher Xenophon, who wrote extensively on horsemanship, is:

A horse is a thing of such beauty...none will tire of looking at him as long as he displays himself in his splendor. The art of horsemanship is of the greatest importance for the human, as it not only teaches discipline and courage but also enhances the bond between human and nature."

It is this quote that emphasizes the significance of equestrian sport in developing virtues and fostering a deep connection with the natural world.

It is also this saying that has inspired the writing of the VISION and MISSION of the EEF.

VISION

Secure and sustain the "Social License" for equestrianism - united across Europe- with the horse as our partner in sport and life.

MISSION

Provide a platform to inspire the growth and accessibility of equestrian sport with horse welfare as the guiding principle of our progressive and transparent leadership.

STRATEGIC PRIORITIES

The three strategic priorities, as described in the strategic plan, approved by the EEF GA in 2021, are:

- To **LEAD** European equestrian sport with competence and be recognized for such by its members, the FEI, the European authorities, national governments and other sport and trade organizations.
- To **DEVELOP** the sport and work together with all independent member bodies throughout Europe.
- To **PROMOTE** the values and contribution of equestrianism to society, encourage and provide education based on fair and safe competitions and on the welfare of its equine and human athletes.

WHAT HAS BEEN ACHIEVED

SUMMARY OF MAJOR ACOMPLISHMENTS AND MILESTONES

Cooperation EEF-FEI

During the FEI General Assembly in Mexico a formal meeting between the Executive board of the FEI and the EEF board was held. The major topic was the relation between the FEI and the EEF, how to strengthen cooperation and what we can do together in the future. It was here that the EEF formally presented its proposal to take over the oversight for the European Championships in the future, as was approved by the EEF GA in September 2021 in Vienna.

The EEF presented its plans for how they intend to manage this project. It was made clear that the EEF at this moment does not have an organization equipped for this task and that building up such an organization will require a substantial investment which the EEF cannot carry out without the support from the FEI. It has been decided that the FEI will review the presentation made by the EEF, investigate the financial consequences and will come back to the EEF when it is clear how to continue as the investment the EEF needs to make is a substantial one.

In the meantime, a first proposal is made and discussed between the FEI and the EEF about the employment of an EEF event director, partially paid for by the FEI, to start working with potential and future potential OC's which are or could be capable of organizing a European Championship in the years to come. This will give the EEF as well as the FEI the possibility to view what organization is needed by the EEF in the future and what cost are involved.

This will be, when implemented, a second successful collaboration project between the FEI and the EEF, and a further step for the EEF to lead the sport in Europe.

Renewed partnership with KEP

KEP Italia and the EEF have signed a new contract as a sponsor for the Longines EEF Series for the season 2024. After the season an evaluation will take place and based on the outcome discussions about a new, more year contract, will take place.

Extension of the Longines contract of the Series

Recognizing Longines EEF Seres as an important and very successful project, Longines expressed their willingness to extend the contract for sponsorship for five more years (2026-2030).

Successful implementation of EYLE

After a year of preparation – development of materials and education of coaches, in December 2023 we started the implementation of the EYLE Project into riding schools. Twenty one (21) riding clubs from Norway, Hungary and Bulgaria, are involved and the first level certificates are already awarded.



LONGINES EEF SERIES

#NATIONSENSASTION



“ Longines EEF Series really helped me to build the horses up to a bigger level and gain experience for the bigger shows

Adam Grzegorzewski,
26 year-old, POL



Longines EEF Series

The season 2023-2024 was a year that showed the success of the Longines EEF Series as two new teams, Monaco and Luxembourg, participated for the first time in the Series.

We also welcomed two new organizers in the series. In region North Stuttery ASK in Denmark replaced the Helgstrand event organization and in region West Luxembourg filled in the vacancy as a qualifier.

The success of the series is now recognized also outside Europe as we have received requests for regular participation in the Longines EEF Series from teams from outside Europe. The board however has unanimously decided, after extensively contact with the various stakeholders, that it is at this moment not in the interest of the competition to make it an “open” competition and that it for the coming years should stay as an EEF competition.



EQUESTRIAN
**young
leaders**
EUROPE



*Leadership is not a position.
It is a process.*

The Equestrian Young Leaders Europe program is a leadership development initiative for young equestrians in Europe. It aims to provide participants with the skills, knowledge, and experience needed to become effective leaders within the equestrian community. We are now in the second year of the implementation of the program.

Education materials for the coaches and participants

A set of documents which will support the coaches at their activities was developed:

- Coach's manual divided into different leadership levels
- Power point lesson planners – what and how to present at every lesson

Every level of the coaches' manual was updated with an additional section – Sustainability.

Study

It has been essential for the EYLE project that the start was done properly and a control mechanism was established. The Open University of Maastricht in the Netherlands has developed a study how to evaluate the progress of the participants. They are the appointed party by the EU to check on the progress and results made.

Study Design: The design of this study is a controlled trial with three different measurement points.

Participants: The participants in this study are the children/adolescents following the EYLE training, their parents and the coaches.

The participants are recruited through various channels.





Active start of the program

The pilot countries Norway, Hungary and Bulgaria signed participating letters with riding clubs. The total number of clubs now participating in the program is 21.

Hungary was the first federation which started the club activities. Norway and Bulgaria also started and the participants already received their first badges.

The pilot countries organized 8 in-person course for education of coaches from the clubs included in EYLE. They for those coaches EEF organized 3 online courses – how to start, how to run a lesson and safeguarding.

Online platform

The online education platform is integrated with the EYLE website:

- It is only accessible after registration.
- The riding clubs which are part of the program have a designated area. The students have access to the online education platform. It follows the structure of the coaches manual.
- After every session there is an evaluation which could be a quiz or assessments. Depending on the type of the question the quizzes could provide the evaluation automatically or need to be evaluated by the coaches and then the students receive a mark.
- After successful completion the student receives a certificate.

Communication and dissemination

To monitor the progress of the project, to share the experience and challenges, online monthly meetings were organized with the project partners. They are important to fostering collaboration, resolving issues, and ensuring the successful completion of a the project.

An effective external communication is crucial for the success of a this project and is essential for engaging with other interested NFs, receiving valuable feedback.

The EEF communication department has sent in 2023-2024 book-year five (5) press releases, and developed an EYLE Instagram page.

According to the contract with the EU, dissemination activities connected with EYLE project were communicated.

Catharine Bonnichon (FRA) - Chair

- Klaus Miesner (GER)
- Paula Calamatta (MLT)
- Mark Wentein (BEL)
- Rátki Emőke (HUN)

The EEF European Union Committee has been set up to deal with EU issues relevant to the association.



EEF and EHN

The EEF European Committee worked closely with the the European Horse Network. They examined the proposal for Regulation released by the European Commission in December 2023. A position paper on the proposal for regulation on protection of animals during transport was prepared and sent to the European Commission. The following items, which could profoundly affect equine activities were brought to the Commission's attention:

- New classification based on the purpose of the journey.
- Supervision of vets during loading and unloading opera
- Conditions applying to transport
- Obligation to track vehicles
- Increase by 20% of the space allowance when temperatures are above 30°C
- Space allowance

EEF and EOC

In 2024 the EEF and EOC Office in Brussels built a strong relation.

The main role of the European Olympic Committees (EOC) Office in Brussels is promoting the interests of Olympic sports and the Olympic movement within the European Union. EEF took part in EOC meeting for partners, which took place in May in Brussels.

The discussed topics were:

- Update on EU policy during the 2019-2024 mandate for the EOC EU Office Team
- Upcoming changes in the EU's political landscape (EU elections, EU Work Plan for Sport 2024-2028, European Commission renewal) and planned activities
- Update on EU funding

In June at the office of EOC, EEF participated in a meeting how to write Erasmus+ projects.

STRATEGIC PLANNING

Soenke Lauterbach (GER) - Chair

- Hidde Frankena (NED)
- Ulf Brömster (SWE)
- Nayla Stoessel (SUI)
- Theo Ploegmakers (EEF)
- Teodor Sheytanov (EEF)

The EEF Strategic Planning Working Group is a Working Group of the European Equestrian Federation with responsibility for the development of a short- and long-term strategy of the EEF. A short and long-term strategy is very important for the EEF as a growing organisation. To develop the strategy, the Working Group focuses on active engagement, liaison and interaction with the FEI and other stakeholder organisations.

In the reporting year, the Strategic Planning Working Group has not actively worked on a specific topic. The elaboration of the strategy was finished. The other main topic of the previous year, the possible takeover of the management of European Championships from FEI, is now being handled by the EEF Board.

For the next year the main aim of the working group will be to update the EEF strategy according to the FEI strategy which we expect to be presented during the FEI General assembly in November 2024 in Abu Dhabi. We do not expect that the EEF strategy will have to be changed much but we will use the opportunity to review our strategy instead in 2026.

SPORT DEVELOPMENT

Quentin Simonet - chair

- Marilena Mladin (ROU)
- Barbara Ardu (ITA)
- Tore Sannum (NOR)
- Kaja Koczurowska Wawrzekiewicz (POL)
- Maarten van der Heijden (NED)
- Lars Christensson (SWE)
- Anita Flamand (SUI)
- Teodor Sheytanov (EEF)

EEF sees the development of equestrian sport in Europe as a process of creating opportunities, and programs which will help to secure our social license to operate.

It involves various actions and activities aimed at promoting sports at all levels, from grass-roots (EEF Evolution League, Regional Championships) to 3 and 4* level (Longines EEF Series), with the goal of fostering personal growth (EEF academy), social inclusion and community engagement (EYLE) and continues support of national federations (FEI Solidarity activities).

The EEF will appoint, in cooperation with the FEI a new Sports development officer. It is expected that the Sports development officer will start not later than 01.10.2024 her activities.

EEF Academy

The main theme of the education program was “How correctly to implement the training scale”. The practical work was judging tests via an online platform, designed and provided by BlackHorseOne.

The participants completed a questionnaire to evaluate their experience and motivation.

The final exam includes judging of five Saint George tests. Evaluation criteria, same as at FEI exams, were applied.

For the second phase, 39 candidates were invited and have taken part at in-person course.

The results will be shared with participant NFs. The NF will certified their successful participants as national Judges.

The program will continue with the modules for eventing. The dressage and eventing programs will take place in 2025.

Our plan is to extend the EEF Academy with programs for education of national jumping and endurance course designers.



SPORT DEVELOPMENT



Nordic-Baltic Championships

The Nordic-Baltic Championships have been organized for over 20 years, but in 2024 it was the first edition as an official Regional Championship under the patronage of the EEF. This Championships already hold notoriety as one of the region's most important championships, especially for developing young athletes.

It took more than a year in common efforts between the Nordic-Baltic Countries, FEI and EEF to finalize the rules and one of the achievements was that Para-Dressage was approved as an MER event for Championships and Games. All seven (7) regional countries, have been involved in the organization, from the initial procedures to establish the event as a Regional Championship with all responsibilities. A Memorandum of Understanding between the Nordic-Baltic countries and the EEF have been signed.

Regional Championships

Balkan Championships

In September 2023 Athens, Greece hosted Balkan Dressage and Jumping Championships. The severe weather condition exposed the organization of the event into a risk but the mutual understanding from the OC, NFs, athletes and officials allowed the championship to be completed and medal distributed in the categories – children, juniors, YR, seniors for both dressage and jumping and amazons for jumping.

The Balkan Endurance championships 2023 took place in Ruse, Bulgaria.

In July 2024 a Balkan Driving Cup on 3* was held in Feričanci, Croatia. From the next year on, the Balkan Driving Championships will always be on 3* level.

In September 2024 the Balkan Dressage and Jumping Championships will be organized in Turkey and in October the Endurance Championship will be organized in Greece.

We expect a new Memorandum of Understanding with the Balkan countries to be signed during the EEF General Assembly 2024.

FEI Development Pool for jumping officials

Officials are one of the main pillars of the equestrian sport. During the FEI Sport forum in 2018 a FEI Working Group came with recommendations for improvement of the quality of FEI officials. The FEI and the EEF have agreed to create a FEI Development pool for jumping judges and stewards.

19 National Federation have nominated 71 jumping officials (judges and/or stewards) who potentially could become part of the pool. The nominations are in three groups:

- Group 1: Level 3 Judges and stewards Officials who fulfil one or more criteria for promotion to Level 4
- Group 2: Level 3 Officials with proven knowledge who are not able to fulfil the requirements for Group 1, e.g., Officials from countries who do not organize CSIO 3*, CSI(O)s 4-5*

- Group 3: Level 2 and 3 Judges and Stewards who have not had more than 5 officiating opportunities in the previous 12 months

Although the concept for a FEI Development Pool for jumping officials is good, the first year of the implementation was not very successful and only a few of the proposed officials for Group 1, received appointments in shows which are needed in their pathway to Level 4. For 2025 we will seek a better cooperation with FEI in the application requirements to be admitted into the pool.

EEF initiated a meeting with the Longines EEF Series Organisers, and where we presented the problems which the officials face and why the CSIO3/4* events are so important for promotion of officials. EEF is strongly motivated to use the Longines EEF Series events as a tool for development, not only of athletes and horses but also for officials – judges, course designers and stewards.

NFs continuous support and FEI Solidarity programs

Our efforts to support the national federation are in two directions:

- Consultancy services about organization of the NF sport structure
- FEI/IOC Solidarity programs

In the first group our efforts are focused on specific problems of the national federation:

- New rules and regulations and Malta
- (Re)building of a riding center in Malta
- FEI Solidarity programs: new project - ESEE and retraining of racing horses in Serbia, Athlete training – San Marino. We continue to support the ongoing projects in Cyprus, Malta, North Makedonia.

Although our efforts to educate national officials through ESEEs, which is the education program from FEI Solidarity, we noticed that NFs do not appoint those officials at national shows. With the FEI Solidarity team, we have decided that, before continuing the program, every NF must provide a list with the appointments of the participants.

The second group includes action plans and programs which are part of the EEF Academy. In most cases this approach gives a better option to educate people who are very motivated and knowledgeable and it is most cost effective.



EEF Evolution League

Team competitions are crucial for grassroots equestrian sports for several reasons. EEF Evolution League provides a unique opportunity for equestrian athletes to take part in team events. The EEF Evolution league provides a platform for riders to hone their skills and compete at various levels, promoting growth and development within the equestrian community.

The EEF Evolution league offers innovative competition formats for the disciplines dressage and jumping, rules to enhance the overall experience for participants.

Being part of minor events CSI/CDIs it has been very difficult to secure a long-term funding for the league.

We still believe that EEF Evolution League is a format with future.



Conclusion:

While there are commonalities in the development of equestrian sport across Europe, the differences in discipline level, infrastructure, funding, and regional challenges contribute to a diverse landscape of equestrian activities and opportunities within the continent.

By analyzing and comparing the differences, specifics and priorities across European NFs, the EEF will, in close cooperation with the FEI continue to focus its efforts at providing tools to secure the “social license” for the sport in Europe.

George Dimaras (GRE) - Chair

- Otto Becker (GER)
- Henrik Ankarcrona (SWE)
- Eleonora Ottaviani (IJRC)
- Dorottya Strobl (HUN)
- Edouard Couperie (FRA)
- Kaja Koczurowska Wawrzekiewicz (POL)
- Edouard Smitz (SUI)

1. July 2023 – discussions in the WG about an extended version of the EEF Series to address the new challenges created for EEF NFs and teams not participating in the then soon to be launched LLN Series. Preparing drafts and preparing and holding a meeting with all stakeholders in the EEF on 12.7.2024. Common decision not to proceed with the new extended version for a number of sport factors and financial challenges.
2. August & September 2023 – discussions about the proposal of the Nordic NFs to propose the organization of an U25 EU CH Jumping to the FEI. Holding an online meeting with all interested EEF NFs on 11.7.2023. After approval of the proposal, working by exchange of e-mails on the draft Rules and providing a recommendation to the Board on 12.9.2023.
3. Liaising on 21.9.2023 with EEF NFs qualified with team for Paris 2024 and organizing the request for CSIO invitations and FEI WCs in 2024 for their preparation for the OGs. Initiating relevant discussions with FEI Jumping Director on 19.11.2023.
4. Oct 3, 2023 – online meeting with agenda:
 - Debrief of LES 2023 season
 - LES Calendar 2024
 - Proposals for possible amendments of Rulesand submission of WG proposals to EEF Board for approval ahead of FEI GA Mexico City 2023

Since the EEF GA 2023, Edouard Smitz (SUI), representing the new generation of top athletes, has been added to the existing members of the EEF Working Group Jumping.

All of the WG's meetings, communications and activities have been conducted remotely and electronically. During this period the WG has had four (4) online meetings and numerous and ongoing e-mail, telephone communications and deliberations, which comprise the following (in summary):

5. Oct 11, 2023 – online meeting to approve proposal for amendment of EEF Series Rules for 2024. Providing our recommendations to the EEF Board for approval on 20.10.2023.
6. January until June 2024 – continuously liaising by e-mail with FEI Jumping Department and Longines EEF Series OCs and successively pursuing invitations and allocations of FEI WCs to EEF NFs seeking more participation in the series.
7. May 9, 2024 – online meeting with agenda :
 - Allocation of the FEI European Championships Jumping 2026
 - Preparation for the revision of the Longines EEF Series in 2025
 - AOBand submission of WG recommendations to EEF Board for approval and further submission to the FEI Board June 2024.
8. Urgent deliberation by e-mail on 13.6.2024 about allocation of FEI European Championships Jumping Seniors 2025 in La Coruna (ESP). Providing the WGs recommendations to the EEF Board to forward to the FEI.
9. June 26, 2024 – online meeting with agenda :
 - Longines EEF Series Rules 2025and submission of WG recommended Rules to EEF Board for approval and further submission to EEF GA 2024.

DRESSAGE AND PARA-DRESSAGE

Sissy Max-Theurer (AUT) - Chair

- Thomas Bauer (GER)
- Klaus Röser (GER)
- Christoph Umbach (LUX)
- Carlos Lopez (POR)
- Maarten van der Heijden (NED)
- Nathalie zu Sayn-Wittgenstein (DEN)
- Andrej Salatzki (POL)

Meetings

- 25.09.2023 videoconference
- 02.11.2023 videoconference
- 02.02.2024 videoconference
- 26.04.2024 in-person in Hagen a.T.W.
- 12.07.2024 videoconference

Future of Dressage

A first paper has been established and will be further discussed.

Improve Welfare of the horse

Several proposals in the rule change process as well as in discussions with FEI Representatives and Technical Committee Members are made and have take place.

Double Bridle/Snaffle

Further discussions will take place within the EEF Dressage Working Group.

Noseband tool

We will monitoring a test event of the tool and further discussion within the Working Group to be continued the next months. The practical implementation and the rules around this tool have to be discussed.

Call for an action plan “Welfare of the Horse”

The working group submitted to the EEf Board the following proposals:

1. Raise the age of competition horses on GP level:

- For CDIs to 9 years old.
- For Games and Championships to 10 years old.

2. Zero tolerance of rough riding, malpractising or worse at shows. FEI Officials have to act at first instance and a yellow card is mandatory as well as an official announcement of the yellow card immediately. Second yellow card leads to immediate elimination.

3. The FEI and the IDOC have to develop firewalls to score horse/riders combinations with welfare related issues appropriately. This related to each movement but also reflected in the collective mark.

4. All stakeholder clubs have to develop action plans in their area of expertise. This has to be done by 1.4.2024 and be reported to the FEI. This way the necessary changes in the rules can be made for 2025.

5. All recommendations of the EEWG of the FEI which will be approved by the FEI Board after the Sport Forum 2024 will be implemented immediately.

6. No starting obligation anymore for CDIO3*/CDI3* and CDIO4*/CDI4*

Rule changes

The WG proposed to the EEF Board and submitted to the FEI.

- Two collective marks: after the Athlete has finished their performance, two (2) collective marks GENERAL IMPRESSION in accordance with horse welfare will be introduced:
- Scale of training - rhythm, suppleness, contact, impulsion, straightness and collection
- Harmony of rider and horse Position, effectiveness and sensitivity of rider's aids Both with a coefficient 2 Firewalls for both marks have to be developed

Technical Delegate Pathway

Proposal for Dressage Technical Delegate Pathway

To propose the establishment of a comprehensive pathway for individuals interested in becoming Dressage Technical Delegates. As the equestrian / Dressage world continues to evolve, it is crucial to ensure that our sport maintains the highest standards of technical experts, fairness, and safety. This proposal outlines the key components of the Dressage Technical Delegate Pathway, designed to foster a skilled and dedicated group of professionals in this role.

Dressage competitions require competent Tech-

nical Delegates to uphold the integrity of the sport. The proposed pathway aims to create a structured process for individuals to acquire the necessary knowledge, skills, and experience to excel as Dressage Technical Delegates.

AI use in Dressage

First steps are made (tracking) and to be further discussed after the test events.



Philine Ganders-Meyer (GER) - Chair

- Anne-Mette Binder (DEN)
- Laurent Bousquet (FRA)
- Lars Christensson (SWE)
- Gillian Kyle (IRL)
- Tanya Marcheva (BUL)
- Kristof Verlinden (BEL)
- Pawel Warszawski (POL)
- Richard (Dickie) Waygood (GBR)

The WG has met five times during the last 12 months via Zoom with (almost) all members and is planning to do so in future in about 8-12 week-rhythms.

Every now and then we invited inspiring guests for deeper background information and input.

The EEF WG has - due to its very high-profile composition including expertise from all the different stakeholder groups of the sport – several organisers, FEI officials as judges, TDs, course designers and stewards, riders and coaches – a good impact on the Eventing sport in Europe and worldwide.

Furthermore, one of our members, Anne-Mette Binder, has been selected as member of the FEI Eventing Committee so that a direct line for better understanding and exchange about relevant ideas and reasons is in place.

Goals

The main goal of the WG is the discussion of current topics and new ideas to have a strong voice regarding the future-proof development of the Eventing sport, mainly from a European point of view but with a worldwide impact.

The WG set the following priorities and goals to address in 2024:

1. Keep Eventing as an Olympic Sport – creation of ideal format and fulfilment of requirements, improve safety and picture of the sport
2. Introduction of U25 championship in nearest future
3. Balance of number and levels of officials and events
4. Promoting the “flag rule” (simplify, prepare, collect data, better balance of XC penalties)
5. Best possible communication to/ with FEI
6. Try, discuss and promote a Judges supervisory panel (JSP) system for CH and CCI 5* with monitoring possible costs



Challenges and Opportunities

Olympic Format for 2028

Although there was a very narrow time window for the consultation on the new Olympic format, the working group dealt with it intensively and agreed on it in several meetings. In principle, the FEI proposal was supported, some optimisations were suggested, and potential difficulties were identified and proposed.

Rule revision changes for 2024

The EEF Eventing WG has given their input through the EEF board about urgent repairs, corrections, and problematic implementations to the newly introduced Rules revision for 2024.

Due to good arguments and exchange with the FEI EC most of the proposals were considered and supported by the FEI:

1. Education System/ Officials: new L1 requirement postponed to 2025
2. Depth of cups in the Show Jumping Test
3. MERs and additional requirements after a longer break
4. European Championships U25 (supported and considered for 2026)
5. Stabling: keep affordability for OCs and riders/ owners

Topics we still need to work on:

- Reducing the costs for OCs and riders especially at lower-level events (new Sub-WG) as we already observe reduced numbers of starters
- Morning Re-Inspection – possibility also for Eventing
- Indoor XC – allowing Vet Delegate with not necessarily Eventing Qualification
- Vet Regs – Changes to bits: Vet regulations should consider horse welfare – sports aspects must be regulated in sport rules
- Tack-App: important that it 100% corresponds with the rules. The tack app should be updated twice a year for each discipline to ensure that riders and officials know that they can rely on what is allowed.
- Flag rule (simple and transparent new rules)
- Safety / Frangible devices
- Penalties and relation of tests
- Developing more national officials interested in international officiating
- Conflict of interest: clear rules that reflect eventing and use expertise while neutralising the potential conflict by surrounding officials at the relevant event
- Remuneration of Officials: due to the several different views within the WG we couldn't find consensus.
- Promotion of the sport – e.g. transparent graphics used for Olympics and other major events

The EEF WG is looking forward to making use of its influence on the positive development of the Eventing Sport to present it in a safe, modern way with happy horses and a wider interest of spectators, public and media in future.

COMMUNICATION & COMMERCIAL

Nayla Stoessel (SUI) - Chair

- Simone Perilo (ITA)
- Alice Ward (EEF)
- Teodor Sheytanov (EEF)

Communication overview

The communication department has continued in its upward trajectory to implement a strong communication strategy for the EEF. Over the last year, several initiatives have been developed and considerable advancements made in the reach and engagement of our communications. Currently, all communication work (including social media) is carried out in-house with video creation outsourced to our ClipMyHorse (“CMH”) partner during the Longines EEF Series events.

The statistical results show a strong upward trend and support the efforts we have made to engage

the community. For our community, LinkedIn and Instagram are proving to be the strongest social media platforms with Instagram existing primarily for the Longines EEF Series (“LES”) where we can lead with images and video. A Facebook page for LES was created this Season as a trial, as we recognise the audience is different to Instagram however it has not generated particular growth or engagement. The main EEF Facebook remains and it is proposed we consolidate all communications through that page next season.

Moving forward we will be monitoring our member communications and assessing the best way to ensure a close and continuous dialogue with our community, beyond direct mails. It is noted that some bodies use a newsletter format for all communications (where read receipts can be tracked) but they have a risk of being viewed as a less important message compared to direct mail.



The communication plan for the **Longines EEF Series** (“LES”) was again enhanced following learnings and progress from the previous seasons. A team of three journalists are working on the event reporting and provided additional in-depth interviews for the “Stories from the Series”. A new dedicated LES website has been developed to strengthen the brand and position of the Series alongside other major jumping leagues.

In order to generate growth for social media, for the first time, a brand campaign was created called NationSensation. All creative work was done in-house by the EEF with only the final video production created by our ClipMyHorse partner. This campaign lives on-site at the events through an emotive giant screen video, and on social media with dedicated posts and highlights focusing outside of the winning team to highlight strong performances. The campaign has been very successful

at engaging riders and national federations to collaborate on content and increase the reach of the LES account.

Budget was allocated for video content this season to allow for a videographer at 9 of the events, generating on-the-day reactions and follow-up content. This videographer also supplied sponsor specific items for KEP Italia and Longines to further activate these partnerships. The effect of this additional content can be seen in the social stats and has been hugely positive for growing the awareness and value of the Series. This content creation has also allowed for increased collaboration with OCs, NFs and riders.

The events have been once again been live-streamed by CMH- and the EEF-LES-website.

For the LES 2024 (first 9 events, 2 remaining), have over **125,736 views (40% increase)** by over **45,000 viewers (40% increase)**.

Sustainability

Sustainability is now a core component of the communication strategy, and wider EEF vision. Work by the Sustainability WG has been supported by the communications department to inform and engage members. The webinar series is now established as a form of key information dissemination, with a particularly engaging session held

in 2024 on horse welfare which saw over 8000 people take part in an online survey on the matter and allow the EEF to work with key partner World Horse Welfare to discuss the issue.

A new website will be launched in September 2024 housing key information, tools and insights for members to access. This will accompany a new regular series of sustainability articles.



With the EYLE programme now fully operational, the communications department are working on increasing the coverage of this project and building towards the 2year anniversary of its inception in November this year. Filming has been carried out in anticipation for this and dedicated social media pages are being developed to support the main roll out of this campaign in the autumn.

Communication Performance

These numbers are taken from June - June of each year to provide a consistent comparison and analysis of the communication performance



Website Visitors

😊 20 000
↑ 11%



Instagram Videos Views

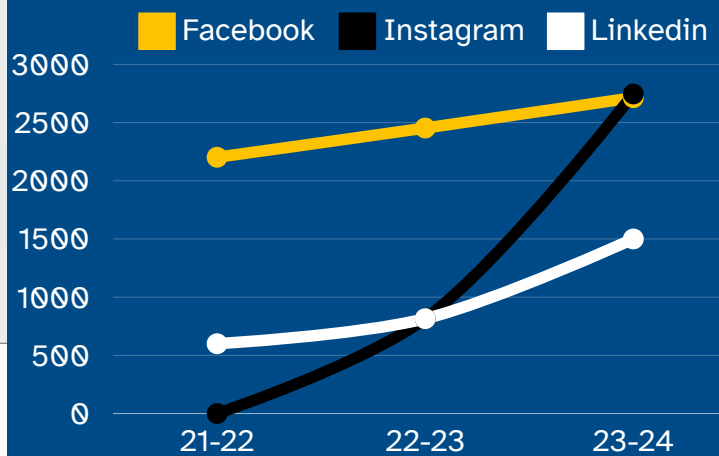
😊 1,26 mln
↑ 643%



News and Press releases

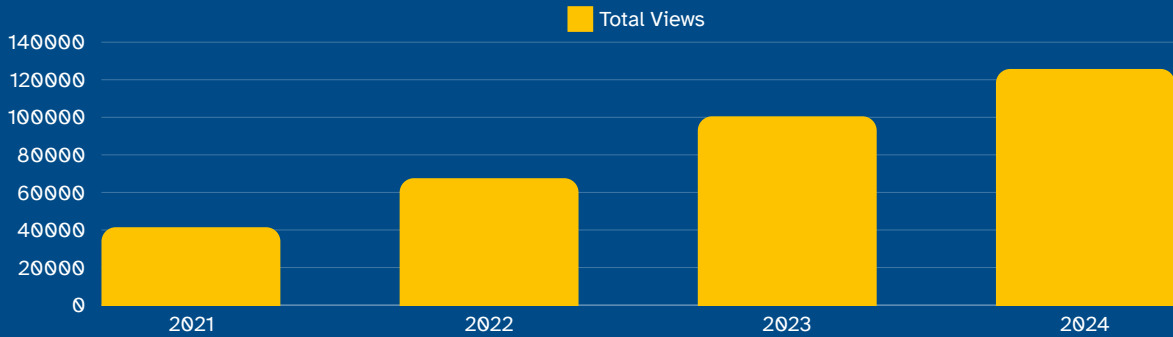
✉ 62 items
↑ 22%

Total Follower numbers



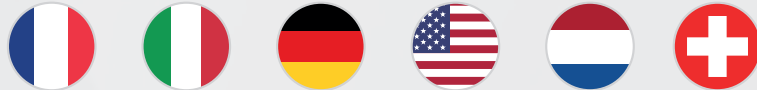
COMMUNICATION & COMMERCIAL

Longines EEF Series Views

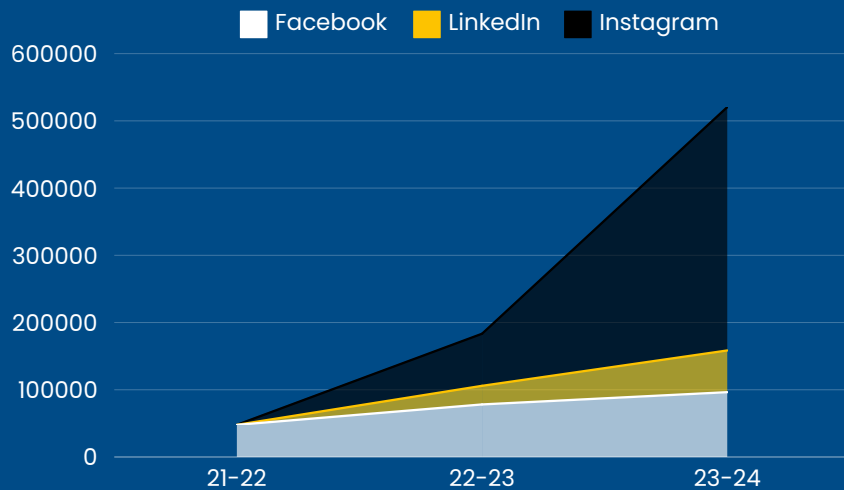


*2021 - 2023 taken as full season result.
2024 only includes up to Deauville; two events still to take place.

Top Website
Country Visitors



Social Reach and Impressions



Total year reach: 520,458



Facebook 23%
Instagram 367%
LinkedIn 124%

Two new dedicated websites:

- <https://les-eef.eu/>
- <https://sustainability-eef.eu/>

Jim Eyre (GBR) – chair

- Ali Taskin Ozdemir (TUR)
- Alexander Mitsopoulos (GRE)
- Kati Niinistö (FIN)
- Leendert Jan Hofland (NED)
- Lotta Häyrinen (FIN)
- Lotte Kraus (GER / NED)
- Michael Koehler (GER)
- Miklos Jarmy (HUN)
- Stéphane Montavon (SUI)
- Tim Samoy (BEL)
- Tobias Wragberg (SWE)
- Fred Barrelet (GBR)

3. High level Goals:
 - Support the EEF in their commitment to ensure the best health and welfare for equines in sport.
 - Recommend and reason proposals for the EEF SG for changes to the FEI Rules and Regulations revisions.
 - Identify and research specific topics of concern.
 - Manage crisis situations regarding the health and welfare of equines on behalf the EEF.
 - Advise the EEF on changes to EU legislation relating to equines.
 4. **Key areas of research** (sub-groups):
 - Infusions/fluid therapy
 - Vet Checks in Eventing
 - Supportive Therapies
 - Transport/logistics
 5. **Deprioritised topics:** (not rejected but either: research being conducted by other groups e.g. FEI, or topic will be tackled offline by a dedicated group to provide a committee statement for consideration by the EEF):
 - Headgear Rules (led by FEI)
 - Pony Measuring
 - Bloodmares
 6. **FEI.** Intent is to establish an NDA with the FEI in order to enable the sharing of areas of work and information.
1. The Committee has met twice as a formalised group, with a number of sub group meetings taking place. At the moment we are meeting on a monthly basis, but will reduce down to every 3 months once its fully established. We have a good range of experience and expertise on the Committee from across the EU.
 2. **The primary goal** of this working group is to foster collaboration among leaders in the field, working together with FEI working groups and external subject matter experts , with a focus on advancing veterinary standards, promoting horse welfare, and addressing emerging issues in the European equestrian community.]

CHALLENGES AND OPPORTUNITIES

FOR THE YEAR 2023-2024

Equestrian sport faces several challenges such as:

Animal Welfare concerns

There will be an increased scrutiny on the treatment of horses, with a growing public awareness and advocacy for animal welfare and rights. It is therefore necessary that the EEF will continue with actions to remind the equestrian society how important it is for the sport to have a social license and to maintain such a license in the future. Efforts to obtain and maintain a social license will have to become an ongoing part of the management processes in a national federation, ensuring the highest standards of care and human treatment to address concerns and avoid potential backlash.

It is therefore that the EEF is initiating a project called “ Promoting Positive Welfare (for horses involved in sport and leisure)”. This project will be carried out in cooperation with “ World Horse Welfare Foundation”.

Delivering on the FEI’s recently adopted vision of a Good Life for Horses involved in sport relies upon objective assessments of equine quality of life to be made, risks to achieving positive welfare to be removed or mitigated and meaningful corrective steps to be achieved where necessary. The project will focus on the need to investigate robust, validated practical indicators of positive welfare in horses during training and in competition.

Environmental Sustainability

More and more society will put the responsibility for the environmental impact of the sport, equestrian events, waste management and the carbon footprint, on the stakeholders and will demand actions. It is therefore necessary that national federations will be involved and adopt sustainable practices to mitigate the environmental impact and promote eco-friendly events.

The EEF will:

- Introduce a tool to help for eco-friendly practices in all events, aiming to reduce the carbon footprint.
- Promote to write a sustainability strategy and will support such initiative actively with the developed tool.

Economic pressures

Equestrian sport is characterized by high cost associated with training, maintaining horses, participating in competitions (transport, event cost) which can limit accessibility in the future from younger people. Also a change in sponsorships as a result of scandals in the sport and a change to more “social “ projects will have an effect on future of the sport.

The EEF will:

- Implemented a new digital platform for better member engagement and event management.
- Launched an online training portal for officials and coaches.
- Organize twice a year webinars to highlighting actual situations.

Youth Engagement and development.

It is expected that fewer youth will be involved in the sport in the years to come. High costs for keeping horses and training, difficulties with environmental issues to keep horses, lack of safe and secure environment are leading to less participation. It is therefore important that the national federations must investigate all possibilities to encourage youth participation in the sport. Possibilities are to provide collective training programs etc. Adhering to evolving regulations and safety standards to protect both horses and riders by implementing and enforcing strict protocols to ensure the safety and wellbeing of all participants. Also, national federations should developed programs to encourage participation from underrepresented groups.

The EEF also plans to roll out its European Young Leaders program in three new countries as it has been proven that this program attracts youth.

Public Perception and Media Coverage

It is essential that we, the sport, manage as much as possible public perception and media representation of the sport. Communication from the sport to the media channels is important. Promoting positive stories of the sport and addressing any negative coverage promptly and effectively is important as we must be transparent.

To increase the media attention for Longines EEF Series the communication will be covered by a special media organization for season 2025. After this season an evaluation will be made about the effects. We will also discuss this evaluation with the sponsors of the series.

SUMMARY OF THE FINANCIAL PERFORMANCE 2023-2024

The EEF could close the book year 2023-2024 with a positive result. Where the income was 1 722 899 Euro's, the cost were 1 670 709 Euro's.

ACTUAL RESULTS 1.07.2023-31.06.2024

	1.07.2023- 31.06.2024	1.07.2022- 31.06.2023
OPERATING RESULT	60.834	127.950
Operating Income	1.731.543	1.793.757
Membership Fees	136.502	78.337
Membership fees - National Federations	130.518	75.337
Membership fees - Associated Members	5.984	3.000
Commercial Income	1.423.000	1.500.000
Sponsorship - EEF	0	0
Longines EEF Series	1.395.000	1.470.000
EEF Evolution League	0	0
KEP	28.000	30.000
Other income	172.041	215.420
Sport Development	114.583	141.420
Young Leaders Program	8.644	0
Sustainability project	0	0
Ope. Subsidies & compensatory	30.534	74.000
Charged cost	18.280	0
Operating Charges	1.670.709	1.665.807
Accommodation	35.331	19.659
Office Zaventem	11.047	12.050
Office President	7.800	7.600
Storage rental	14.625	0
External office space rental	1.859	0
Services	160.880	218.234
Notary fee	0	228
Legal fee	9.304	6.132
Accountant - Tax Consultant	8.721	19.099
Trade registration public. Gazette, CBE	0	280
Miscellaneous fees (reservations)	141.186	191.008
Fee social secretariat	1.639	1.487
Commissions paid	0	0
Staff charges	170.481	152.921
Remuneration Salaried Staff	165.891	148.483
Employer's contribution social security	4.340	3.968
Staff Liability Insurance	250	470
Training , courses employees	0	0
Director's liability insurance	0	0
Travel Insurance	0	0

Supplies to the enterprise	12.836	8.895
Print and office supplies	1.985	1.717
Documentation & subscriptions	379	150
Advertisements & publicity	5.885	4.552
Maintenance of equipment and machinery	4.017	2.476
Small tools & equipment	570	0
Communication	111.085	54.624
Internet connection	220	1.143
Communication external	0	0
Telephone (landline)	565	222
Mobile phone	475	772
Postal costs	0	0
Webinars	0	0
Website costs (hosting, domain, license, ...)	3.919	1.112
Shipping costs	87.734	47.453
Contributions professional ass. & membership fees	11.799	1.275
Software costs	6.373	2.647
Travel and representation costs	1.152.424	1.203.653
Third party mileage reimbursements paid	0	0
Restaurant costs	4.489	3.610
Accommodation costs domestic and international	16.428	13.968
Travel costs domestic and international	41.106	52.805
Gifts, donations without attestation	0	16.210
Prizemoney inc bonuses	895.199	939.588
Gifts representation expenses/medals, blankets	26.422	29.659
Reception costs (meetings + GA)	7.703	11.877
Sponsorship (OC's)	150.000	135.168
Trade show costs	2.172	3.000
Parking & tolls	306	768
Depreciation	6.022	6.865
Depreciation of intangible fixed assets	0	0
Depreciation of tangible fixed assets	6.022	6.865
Other operating Charges	11.023	0
Amounts written off stocks, contracts, trade debtors	11.023	0
Increase in amounts written off	950	0
VAT fine	120	0
Non-deductable VAT	9.953	0
FINANCIAL RESULTS	1.310	-956
Other financial income	-295	0
Realized exchange gains	-293	0
Payment differences	2	0
Other financial charges	1.605	956
Realized exchange losses	427	500
Bank charges	378	456
Late payment fees	474	0
Payment differences	326	0
OPERATING RESULT	60.834	127.950

COMPARISON WITH PREVIOUS YEAR (2022-2023)

This report presents a detailed comparison of the financial performance of the EEF between the book year 2022-2023 and the book year 2023-2024.

The operating result is ca € 67.000 lower as in the book year 2022-2023. This is the result of the higher income in 2022-2023 of ca € 100.000 and ca € 100.000 lower cost.

Operating Income

In the book year 2023-2024 the operating income is ca € 67.000 lower than in the book year 2022-2023. We will explain the differences between 2022-2023 and the book year 2023-2024 beginning with the income.

The income for the book year 2023-2024 is made up of the following components.

- **Membership fees:**

The membership fee, was implemented after the approval of the GA in 2022 in Warsaw. The calculation for the membership fee was made based on the average number of international Athletes each national federation had in the Olympic cycle 2017-2020. As we are now at the end of the Olympic cycle 2021-2024 new calculations are made. In this book year the membership fee was € 60.000 higher as the membership fees has only this year full accounted for.

- **Commercial Income:**

The commercial income for the Longines EEF Series was € 75.000 lower than in 2022-2023 as we had in the season 2023 only one qualifier event in region West. For the next period we expect to have all the regional qualifiers in place.

- **Other Income:**

In 2023-2024 we had an extra income of € 18.230, received from FEI Solidarity, as support for the EEF Academy which is carrying out several education programs for Eventing judges and officials on national level.

The EEF received a payment of € 30.500 insurance recuperation for the secretary general.

Operating Charges

The operating Charges in 2023-2024 are equal to the charges in the book year 2022-2023, only being € 5.000 higher.

The major changes in the costs are:

- **Accommodation:**

The accommodation cost has increased a with ca € 15.000 due to the cost we have incurred for the storage of the fences of the Longines EEF Series.

- **Services:**

The service cost was with € 160.000 significantly lower than in 2022-2023. The decrease in cost, ca € 60.000, is entirely attributable to the lower cost for the accountant (ca € 10.000) and the lower miscellaneous fees (ca € 50.000). In the miscellaneous fees the following cost such as are included: communication cost for the Longines EEF Series such as Clipmy-Horse, the cost for the Hoofprint, cost involved in the development of the sustainability strategy, research on the effects of social media etc. Projects like the Hoofprint study and most of the development for the sustainability tool are finished.

- **Staff Charges:**

The staff charges are ca € 18.500 reported higher than in the book-year 2022-2023, although we must consider that we have received an illness-insurance € 30.500 which is booked as other income. When taking this into account the net staff charges are ca € 10.000 lower as in 2022-2023.

- **Supplies to the EEF**

The cost of supplies was higher due to the extra cost for maintenance of equipment. This was for repairs for the EEF fences after a full season being used.

- **Communication cost**

The communication cost is ca € 57.000 higher than the book year before. The main reason is the shipping cost for the fences of the Longines EEF Series. The route to transport the obstacles to the various events depends very much on the date on which the events take place. Another reason for part of this increase is the fact that in 2023-2024 we were running a full Longines EEF Series vs a limited series in 2022-2023.

The other increase in cost is in the contributions and membership fees. In this book year for a full membership of the EOC had to be counted for, where in 2022-2023 we only had a partial membership. In this cost is also our membership of the EHN included.

As we have increased our activities, special in communication, the web site cost (€ 3.000) and the software cost (€ 4.000) have increased.

- **Travel & Representation costs**

This cost is ca € 50.000 lower than in the book year 2022-2023.

The main differences in the cost are:

- The Lower travel cost ca € 10.000
- Lower Prize money including bonuses ca €40.000
- No cost for gifts without attestation ca € 16.000
- Higher sponsor cost as we had one qualifier more than in the previous year.
- **Other operating Charges**

These costs are € 11.000 higher as we had to pay more for non-deductible VAT ca (€ 10.000)

BUDGET 2024-2025

1.7.2024-31.06.2025

The budget is for the book year 2024-2025.

The reporting will take place quarterly.

	2024-2025				
	Q3	Q4	Q1	Q2	Budget Total
Total RESULT	-263.350	-75.600	562.225	-161.775	61.500
Operating Income	344.000	101.250	838.575	542.575	1.824.400
Membership Fees	34.000	34.000	34.000	34.000	136.000
Membership fees - National Federations	32.500	32.500	32.500	32.500	130.000
Membership fees - Associated Members	1.500	1.500	1.500	1.500	6.000
Commercial Income	294.000	20.000	735.000	441.000	1.490.000
Sponsorship - EEF	0	0	0	0	0
Longines EEF Series	294.000	0	735.000	441.000	1.470.000
EEF Evolution League	0	0	0	0	0
KEP	0	20.000	0	0	20.000
Other income	16.000	47.250	69.575	67.575	200.400
Sport Development	0	31.250	31.250	31.250	93.750
Young Leaders Program	16.000	16.000	27.000	25.000	84.000
European Championship project	0	0	11.325	11.325	22.650
Oper. Subsidies & compensatory	0	0	0	0	0
Charged cost					
Operating Charges	607.350	176.850	276.350	704.350	1.764.900
Accomodation	5.200	2.200	2.200	9.200	18.800
Office Zaventem	250	250	250	250	1.000
Office President	1.950	1.950	1.950	1.950	7.800
Storage rental	3.000	0	0	7.000	10.000
Office space rental	0	0	0	0	0
Services	47.250	47.750	47.250	47.250	189.500
Notary fee	0	0	0	0	0
Legal fee	2.000	2.000	2.000	2.000	8.000
Accountant - Tax Consultant	2.250	2.250	2.250	2.250	9.000
Trade registration public. Gazette, CBE	0	500	0	0	500
Miscellaneous fees (reservations)	42.500	42.500	42.500	42.500	170.000
Fee social secretariat	500	500	500	500	2.000
Commissions paid	0	0	0	0	0
Staff charges	21.700	41.200	61.200	61.200	185.300
Remuneration Salaried Staff	20.000	40.000	60.000	60.000	180.000
Employer's contribution social security	1.200	1.200	1.200	1.200	4.800
Staff Liability Insurance	500	0	0	0	500
Training , courses employees	0	0	0	0	0
Director's liability insurance	0	0	0	0	0
Travel Insurance	0	0	0	0	0
Supplies to the enterprise	1.500	1.500	1.500	6.500	11.000
Print and office supplies	500	500	500	500	2.000
Documentation & subscriptions	0	0	0	0	0
Advertisements & publicity	1.000	1.000	1.000	1.000	4.000
Maintenance of equipment and machinery	0	0	0	5.000	5.000

Communication	91.750	12.250	12.250	11.250	127.500
Internet connection	125	125	125	125	500
Communication external	0	0	0	0	0
Telephone (landline)	0	0	0	0	0
Mobile phone	125	125	125	125	500
Postal costs	0	0	0	0	0
Webinars	1.000	1.500	1.500	500	4.500
Website costs (hosting, domain, license)	1.000	1.000	1.000	1.000	4.000
Shipping costs	85.000	5.000	5.000	5.000	100.000
Contributions professional ass & member .	3.000	3.000	3.000	3.000	12.000
Software costs	1.500	1.500	1.500	1.500	6.000
Travel and representation costs	428.500	60.500	140.500	557.500	1.187.000
Third party mileage reimbursements paid	0	0	0	0	0
Restaurant costs	1.500	1.500	1.500	1.500	6.000
Accommodation costs	4.000	4.000	4.000	4.000	16.000
Travel costs domestic and international	10.000	10.000	10.000	10.000	40.000
Gifts, donations without attestation	0	0	0	0	0
Prizemoney inc bonusses	380.000	40.000	0	520.000	940.000
Gifts (expenses/medals, blankets)	13.000	0	5.000	7.000	25.000
Reception costs (meetings inc. GA)	5.000	5.000	0	0	10.000
Sponsorship (OC's)	15.000	0	120.000	15.000	150.000
Trade show costs	0	0	0	0	0
Parking & tolls	0	0	0	0	0
Depreciation	1.250	1.250	1.250	1.250	5.000
Depreciation of intangible fixed assets	0	0	0	0	0
Depreciation of tangible fixed assets	1.250	1.250	1.250	1.250	5.000
Other unforeseen operating Charges	10.000	10.000	10.000	10.000	40.000
Amounts written off stocks, contracts, debtors	0	0	0	0	0
Increase in amounts written off	0	0	0	0	0
Non-deductible VAT	0	0	0	0	0
FINANCIAL RESULTS	-200	-200	-200	-200	-800
Other financial income	0	0	0	0	0
Realized exchange gains	0	0	0	0	0
Payment differences	0	0	0	0	0
Other financial charges	200	200	200	200	800
Realized exchange losses	100	100	100	100	400
Bank charges	100	100	100	100	400
Late payment feest	0	0	0	0	0
Payment differences	0	0	0	0	0
Total RESULT	-263.350	-75.600	562.225	-161.775	61.500

OVERVIEW OF THE BUDGET COMPONENTS

Operating Income

The income for the EEF consists of three (3) elements: Membership fees, Commercial Income and Other Income.

For 2024-2025 we expect an increase in the operating income of ca € 100.000.

This increase is based on

- An increase in the support from Longines for the Longines EEF Series, as we will have all qualifiers in the series in 2024-2025. (ca € 75.000)
- We also will receive money for the EYLE project, from the Erasmus fund, (ca € 84.000.)
- We have calculated that we will have an agreement with the FEI about the support for an event director. (ca € 22.500)
- We have not considered a possible new contract with KEP (€ 50.000)
- The support from the FEI for the support of sport development has been stopped until a new sport development officer will be appointed. (ca € 30.000)

Operating Charges

The operating Charges in the budget will increase from ca € 1.670.000 in 2023-2024 to € 1.765.000 in 2024-2025.

Breakdown of the operating Charges:

• Accommodation cost

The costs are decreasing (ca € 17.000) as:

- We have agreed with the Belgium federation that the EEF will not rent a physical office any longer. The Belgium Federation however will take care of mail etc. and we can use its facilities when necessary for meetings etc. (ca € 11.000)
- The storage cost for the LES fences will be changed and we expected to be able to save ca € 7.000 in cost
- **Service cost**

The increase in this cost is the result of an increase in the miscellaneous fees.

The miscellaneous fees include cost for the LES communications, reservations for extra one-time cost, planned project cost for research/studies.

• Staff Charges

In the staff charges are included the Secretary general, the new appointed Sport Development Officer per 01-09-2024 and a possible Event Director by 01-01-2025. The expected support from the FEI for the event director is included in the other Income.

• Communication

The increase in communication cost ca € 16.000 shipping cost is the direct result of the increased cost for transportation in general but is also influenced by the data that the events for the Longines EEF Series take place, which led the need to have trailers waiting during the event. As soon as the calendar for the Series is known, we will start discussions with the transport company, to find solutions for this problem.

• Travel and representation costs

The increase here is the result of a higher expected prize money, ca € 0.000, that we will have to pay out in the Longines EEF Series.

CONCLUSION:

The key points of income for the budget 2024-2025 are:

- Membership fees
- The income from the EEF Series
- The support from the FEI for the Sports Development officer and the support for the Event Director.

The key points of the operating charges are:

- The Prize Money and Sponsorship OCs for the LES.
- The miscellaneous fees
- Staff charges.
- The shipping cost for the LES.

The budget is realistic and based on historical data. Important is the continued cooperation with the FEI as they are supporting one of the main pillars of the EEF, namely sport development. A new three-year agreement has been made with FEI Solidarity.

Longines has expressed its intention and confirmed officially that they will continue the support for the EEF Series until December 2023.

Based on this continued support and the support of our members the EEF will be able to continue to carry out its strategy with its three pillars: to lead, to promote and to develop.

CORPORATE GOVERNANCE

STATUES

Updating and Adding New articles to the Statues

The dynamic nature of organizational growth necessitates periodic updates and additions to statues to ensure alignment with evolving needs and circumstances. For the European Equestrian Federation (EEF), several key factors underscore the importance of this process:

1) Financial Growth:

The EEF has experienced a financial growth, as a direct result from an increase in membership fees, that lead to more accountability. Updated statues are essential to establish a governance framework that can accommodate and manage this growth effectively, ensuring transparency and accountability.

2) Increase in Activities:

As the EEF expands its range of activities, the operational demands and responsibilities also increase. New articles in the statues are needed to clearly define roles, responsibilities, and procedures to manage these activities effectively. This ensures that the organization can continue to deliver on its mission while maintaining high standards of operation.

3) New Mandate for the Secretary general.

The introduction of a new mandate for the Secretary general, granting authority for operational decision-making, marks a significant shift in the organizational structure. This necessitates changes in the statues to reflect this new authority and to delineate the boundaries and scope of this role clearly.

5) Replacement of the President and 1st Vice-President.

In 2025 the 1st Vice-President, and in 2026 the President are at the end of their statutory terms. To replace these two functions in the EEF, it should be made possible to attract as many candidates as possible, also candidates from outside the EEF Board. This is necessary as it has turned out that the work of these positions is quite time-consuming and not so many people are willing or be able to shoulder this.

By revising and adding new articles to the statues, the EEF can ensure its governance structure is robust, responsive and well-aligned with its current and future needs. This will enhance the organization's ability to achieve its mission, maintain operational efficiency, and uphold the principles of good governance.

It is therefore that the EEF plans to set up a working group to review the statues and intern regulations. We intend to have external experts to be involved.

CLOSING REMARKS

As we conclude another year at the EEF, it is with pride and gratitude that we reflect on our achievements and challenges. The past year has been a testament of our commitment to our vision and mission. Despite a rapidly global changing landscape, we have not only carried out our strategic objectives but also positioned ourselves for further initiatives and actions to support the National Federations to make our sport sustainable for the future.

We began this book year with ambitious goals, and our collective efforts have yielded the results we were looking for. From launching our sustainability strategy for the EEF, started the discussions with the FEI about taking over the oversight of the European Championships, implemented education programs for national officials, our accomplishments are a direct result of the dedication and hard work of our organization and all volunteers that were involved.

The past year was not without challenges. The pressure on our sport because of many incidents tested our agility and adaptability. However, our pro-active approach and management enabled us to navigate these challenges and have learned valuable lessons for the future. Lessons that have strengthened our determination to continue our efforts to support the national federations in their efforts to make our sport “future proof”.

This is only possible if the EEF will continue to receive the trust and support of our members, employees and partners. To our members, we are committed to delivering sustainable value and transparent communication. We strive to exceed expectations by providing even more support to you. To our employees, we are dedicated to fostering a supportive and inclusive workplace where ev-

eryone can thrive. To our partners we are thank full for your support and will use it to make our sport more sustainable and obtain the “social License”.

As we look to the future, we are optimistic and filled with a renewed sense of purpose. The coming year presents again exciting opportunities to build on our successes and tackle new challenges.

Our strategic priorities will focus on:

- A continued education for officials as well-trained officials are indispensable for our sport and horse welfare.
- Sustainability and responsibility by deepening our commitment to sustainability and responsible sportive practices, ensuring we contribute positively to society and the environment.
- Communication. Accelerating our communication through digital initiatives to enhance operational efficiency and member and stakeholders experience.

None of our achievements would have been possible without the unwavering dedication of our organization. Their talent, passion, and resilience are the driving forces behind our success. We also extend our deepest gratitude to our members, the FEI, partners and stakeholders for their continued trust and support.

In closing, we are excited about the journey ahead. With a clear vision, a robust strategy, and a talented dedicated team, we are confident in our ability to achieve new heights and create lasting value for all our members. Together, we will continue to build an EEF that is not only successful but also makes a positive impact on the equestrian sport in Europe.

On behalf of the EEF board of directors thank you for your continued support.



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