



European Triathlon Union (ETU)

Minutes of Annual General Assembly

26 May 2016, Lisbon, Portugal

Part I: 14.00-16.00

Welcome and opening remarks

The President of ETU, Renato Bertrandi, opened the Annual General Assembly and welcomed the delegates and guests. A special welcome was extended to Marisol Casado the President of the ITU. A special thank you was extended to the Portuguese Triathlon Federation.

The Portuguese Triathlon Federation President Fernando Henriques Feijão addressed the Assembly and welcomed all delegates to the beautiful city of Lisbon. The Portuguese Federation is very proud to be the host for this Annual General Assembly and the 2016 European Triathlon Championships, the biggest Triathlon event ever in Portugal. This is the result of years of hard labour and investment in the sport of triathlon. Fernando is very proud having for the first time 3 Portuguese male athletes at the Olympic Games and a base has been set for more success while focus will be more on women participation for the next Olympiad. Our experiences and involved into events is for us a responsibility and above all a opportunity. Please enjoy this Assembly and the Championships and above all enjoy the beautiful city of Lisbon.

Marisol Casado thanked Renato for the invitation. And recalled that the last time a European Championships took place in Lisbon she was the President of ETU. She remembers well the finish line inside the auditorium that makes this event very special. MARISOL also reminded everyone that one of the ITU offices is only 600km from here, in Madrid. ITU is represented here by Antonio Arimany, the director General of ITU based in Madrid and Gergely Markus, director of the sport department of ITU and Zita Csovelyak, the director of Sport Development, both based in Lausanne. As you can see triathlon is mainly based in Europe. Marisol understood that more than 1800 athletes competing and over 10000 visitors will be expected, which makes this event the biggest triathlon event in Portugal. It's a great opportunity to showcase our sport and to promote the city. Visitors will enjoy the full experience of triathlon. Marisol want to extend her gratitude to the ETU Executive Board for their extensive work in order to allow us to be present here as well as the National Federations (NFs) and the members of the committees and commissions. It is really a pleasure to work with all of you in delivering events such as this one. We, at ITU, have been working closely with the ETU in many different projects that will help us all keep on growing our sport in Europe and develop new territories and even testing new ways of approaching our sport. Another of our goals is to keep on promoting and developing our sport through the world. To achieve this, in 2015, ITU invested more than 1 million USD in the development of our sport through the continental confederations which our doing a fantastic work to offer opportunities to talented young athletes and emerging Federations. In the last years, since 2012, ITU has doubled the development budget. Last March we signed the 2016 development grant contract with ETU, heavily focussing on fostering the growth of NFs and developing talented athletes and coaches. Marisol says very clear that the model that we

have in Europe is the model that Marisol really to implement in the next future in the other confederations. This agreement shows how connected the ETU President Renato Bertrandi is with the development and necessities of the European NFs. Renato has presented a plan on how to use the funds of ITU to provide development in camps in Serbia, Portugal and Spain and as well as training and education opportunities for young athletes during a development camp in Hungary and a development team in 2016. It will be a great change in improving our sport and developing new talents. Both goals of ETU in the upcoming months. Marisol is very proud to be part on those initiatives. ITU is willing to have the information about your needs. This is the basic of the programme. The great efforts in promoting our sport within Europe is probably one of the main reasons why 52% of triathletes in all ITU races come from Europe. The leading continent in terms of participation followed by Americas (30%), Oceania (10%), Asia (6%) and Africa (2%). Reasons are having a lot of events in Europe, and the continues work in investing in new talented athletes of both ETU and the NFs. As example, this year we will have 32 male and 32 female European athletes, out of 55, competing at the Rio Olympics, which means more than 50%. Congratulations to Europe. Marisol would like to take this opportunity to enhance the good governance practices that both ITU and ETU have been implementing in the last few years which have let to our organisation being used as a role model for others. ITU practises have been pointed out as an example on some international meetings as well as priced by IOC President Thomas Bach. We are following closely the recommendations stated on the IOC agenda 2020 regarding good governance and have implemented practice such as publishing all financial documents on the ITU website, independent tribunal review Board, approval of ethic code audited according to the international standards and publication of the ethic and compliant rules the among others. ITU wants ETU to follow to implement all those rules in the near future. This is the first time that the auditors had an independent conversion with the ITY Auditors Committee lead by Werner Taveirne (WT). Good governance is one of our strongest commitments. Another strong commitment is to keep our sport clean. ITU continues to commit time, effort, energy and a substantial budget to its anti-doping mission. ITU is following closely all recommendations made by WADA and IOC. And most of all we are compromised with the protecting the clean athletes, another of our goals in the next years within the Olympic movement. The fight against doping in our sport requires long term commitment, cooperation and collaboration. ITU shall therefore strive to render his anti-doping programme even more successful. In addition ITU signed the new ITU code against manipulation in sport in order to protect the athletes and the sport. We are working also closely with all our stakeholders in order to keep on growing our sport. We are building a strong and fruitful relationship with Ironman Cooperation and we just signed an initial 2 years contract with NTT-group to become a global partner of both ITU and ITU World Triathlon Series. NTTs proven history of delivering value to clients to the highest standard is well aligned with our core values and their sponsorship will serve us well in our mission to make triathlon accessible to everyone by providing a state of the art technological services to athletes and spectators. It's always a pleasure to work closely with our stakeholders to maximise the position of our sport and getting the maximal value of our product. The next months we will not only focus on the Olympics and Paralympics in Rio but also in another event at which we worked hard in the last years: the mixed relay, which will have an excellent showcase here in Lisbon. Our goals is to keep on working with IOC in order to have the mixed relay in the Olympic Games of Tokyo in 2020. As we already have done in the Commonwealth Games or in the Asian Games. The success of this discipline on each World Championships is astonishing. ITU has developed a plan to increase attention on the event at the next World Championships in July in

Hamburg. This event is very important in the campaign and MARISOL hopes Europe will have a good representation. Please take it in consideration. We will also focus on continuing campaign on multisport and major international events worldwide such as duathlon at the World Games or the Multisport World Championships Festival in 2017 in Penticton, Canada and in Odense, Denmark in 2018 or in Pontevedra, Spain in 2019. Triathlon is an ideal sport for a city to showcase itself to the world as Madrid did with an astonishing set up at the European Cup with the finishing line being in front of the royal palace or here in Lisbon where athletes and visitors will get the film of the city and discover its smell, sound and voices. In December we will have the ITI Congress in Madrid with the great support of the Spanish Federation. MARISOL hopes to see you all there. As you know it's an election year and MARISOL is planning to run for re-election. Marisol hopes to get your support. Thank you and good luck to all the athletes, officials and organisers. See you in Rio.

a. Admission and resignations of National Federations

Kathleen Smet reported that there are 42 National Federations affiliated to ETU at this stage.

There were no new admissions and no resignations over the course of the year.

b. Confirmation of register of voters and appointment of scrutineers

Kathleen Smet reported that there were 36 National Federations present, of which all were entitled to vote. They were:

Austria	Azerbaijan	Belarus	Belgium
Great Britain	Bulgaria	Croatia	Czech Republic
Denmark	Germany	Estonia	Finland
France	Greece	Hungary	Ireland
Israel	Italy	Latvia	Liechtenstein
Lithuania	Luxembourg	Malta	the Netherlands
Norway	Portugal	Romania	Russia
Serbia	Slovakia	Slovenia	Spain
Sweden	Switzerland	Turkey	Ukraine

Kathleen went on to say that this number of countries was sufficient to constitute a quorum.

It was unanimously agreed that Peter Klosz (ROU) and Kari Uglem (NOR) would act as tellers and Lenka Kovarova (CZE) and Dominique Frizza (FRA) would act as scrutineers.

c. Approval of the minutes of the preceding Annual General Assembly (Geneva)

The minutes of the last meeting of the Congress held in Geneva, Switzerland were taken as read, approved and signed by the Chairman as a true record.

d. President's report

Renato Bertrandi started by saying that we met not that long ago in Paris and I hope you share with me all good memories of the first ever ETU Gala, which was a great occasion for all of us to meet. A lot has happened since. We finalized our Olympic Qualification period and as already Marisol anticipated with great pleasure Renato saw that Europe have 23 NFs present, a record since the

debut of triathlon at the Olympic Games in 2000 The NFs will be represented with a total of 63 athletes, 31 male and 32 female which is a fantastic achievement. Great Britain and Spain lead with a total of 6 athletes followed by Germany and Russia with 5 athletes. 3 NFs are present for the first time: Azerbaijan, Norway and Israel. Renato is particularly pleased with the selection of Estonian Kaidi Kivioja as she has been part of the ETU development programme for many years. This is a very sign for all activities and the money invested in development. Renato stated he is very proud to be the President of such a powerful confederation. And we are achieving very good results but it will not stop here. We will continue our development programme and Renato is sure that in Tokyo 2020 Europe will perform even better. Renato wants to congratulate Switzerland as looking at the medal table of the Olympics from Sidney to London, Switzerland always won one medal and is leading the medal table with 2 gold medals. We are waiting for another gold of one of the European nations in Rio.

The President's report has been received by all of you a few weeks ago and Renato will not go through all the activities that have taken place since the last Annual General Assembly in Geneva. All travelling and activities have been focussed on the strategy that ETU has started and that Renato will resume very briefly. The first point was the financial stability. We have been going through the numbers at the Presidents' Conference in Paris and the ETU treasurer Alicia Garcia will go through the actual numbers. Renato is very proud to tell all of you that for a 4th time in a row we close our account with positive figures and we are reinvesting into development and adding to the instalment of ITU of 120.000€ a consistent amount of money out of our own reserve. We have reached an important level of reserve and as discussed in Paris that we are working on strategies to invest the extra reserve because we think that 150.000€ could be the right level of reserve that ETU should have. The second point of ETU strategy is development. RENATO is very proud on the achievements made. We invested not only money but as well a lot of efforts of human resources. Renato want to thank first of all Bernard Saint-Jean, chair of the ETU development committee and Werner Taveirne , secretary of the Committee. They are working on a daily and voluntarist base on all activities on development. And off course Zita who is monitoring all our activities from ITU perspective. Last but not least a thank you to Zeljko Bijuk, the ETU development coordinator, the man in the field who has been running all over Europe to organise our camps. The third and last point on ETU strategy is races. ETU has been trying to find a strategy in order to give more value to our races. We decided to start with a race for clubs that was due to take place last year in Nice but that unfortunately had to be cancelled due to severe weather conditions, but this year we will have again, in Banyoles-Spain, the second first edition of our race for clubs. Already 19 clubs will be part of the race and the entries are now open for NFs in category 2 and 3. This year we will have the first elite Sprint Triathlon European Championships in Châteauroux, France, organised by Dominique Frizza. Starting 2017 we decided to split our main European Championships as the event is getting to big to be organised on 1 location by 1 LOC. Next year we will have in Düsseldorf the European Championships on Sprint distance, including Paratriathlon and in Kitzbühel standard distance triathlon including the juniors and the mixed relay. Finally also new this year and ETU is really looking forward to it, is the European Youth Championships Festival in Tiszaujvaros, Hungary. RENATO is confident that Tiszaujvaros is the right location to have the first edition of this race. It's a very exciting programme and besides racing it will create a vision to our athletes who are our future in Europe as we will organise conferences, talk about anti-doping and other medical issues, about coaching and a concert will be organised. Renato also wants to say again that this year, and also next year, ETU will invest 40.000€ pool prize

money for our European Cup ranking. RENATO does not want to say that our European Cups are been neglected but often we do not see the strongest athletes competing in our events as off course they are looking for points at the ITU WC and WTS. But especially this year, that is an Olympic year in which not everybody will travel to Rio, it is a good opportunity for your athletes to participate at our European Cups and at the end to earn some money. The European Cup final will take place in Alanya, Turkey. Those are the pillars of our strategy: finances, development and races. To support all these activities RENATO want to thank the spirit of all the people, such as Sally Lockyer from our marketing commission, that are helping us in our activities. Renato is in agreement with Marisol when she stated that all credibility of our sport is based on clean Sport. EB member Chris Kitchen has been working hard on anti-doping and will present you something later on.

After the coffee break the ETU Board will present to you a resolution and Renato would like to underline that this resolution has been unanimously supported within the ETU Board. It concerns changes within our Articles of Association (AoA) so we will ask you to vote with your red or green card on the necessary modifications to cope with the position of Secretary General, which has been decided to change from an elected position to a salary position. A second resolution is on term limits and some small changes on Committees and Commissions. We are aiming to have more commissions than committees as we perceive this is being more practical and beneficial for us to work on a daily base on more practical issues then on strategic issues. We will keep committees for audit, technical and development

Finally Renato showed a new project that is called young triathlete exchange programme. The idea is that ETU will collect from the NFs willing to participate the names of the clubs that are willing to participate to this exchange of young athletes. The goal is to facilitate Young Triathlete exchanges in Europe. Focus will be on athletes aged 12 to 17 years. The athletes have to be member of a Triathlon Club, the athletes must have a race licence and a valid insurance. The period will be during the months of July and August. The suggested timespan of the exchange would be 7 to 10 days. The idea is to start the programme in 2017. The programme is based on an exchange, meaning an Italian clubs will send an athlete to Great Britain and will host the British athlete in exchange. What would be the role of ETU? ETU will create a data base of Clubs interested in the exchange program. ETU will publish the names and all necessary data on a specific section of it's website. ETU will act as a facilitator, so will not be involved in the contact between the Clubs. ETU will publish, in an allocated area on their website, a report of these exchanges. The NFs interested in the programme will provide ETU with list of Clubs with all related information, as email address, person in charge, telephone number and a short presentation of the Club focused on the activities on Kids and the name and level of the Club Coaches. To start with we suggest a maximum of 5 clubs per NF. The NFs will be accountable for supporting the Clubs. The NFs must guarantee the host family integrity. The selected Clubs should have the following minimum requirements: a Kids section in the Club for at least 5 years, level 2 coaches for kids that will be present during the exchange, adequate accommodation for the Young Triathletes free of charge with a family, to provide the opportunity to participate in a local race during the exchange and free pick up and delivery to and from the airport/train. Sport will not be the only goal, so extra, cultural activities are expected. The Club that is sending athletes has to be ready to host the Young Athletes in exchange under the same conditions. The athletes must have insurance that will cover the whole length of their stay. The athletes must carry with them all necessary items for training. The use of a bike can be discussed with the "hosting" Club. The athletes must have pocket money for they own expenses. NF that

already showed interest in this project are: France, Great Britain, Italy, Spain and Ireland. If some of your NFs is interested in this project Renato is suggesting to contact him. The ETU EB is confident that this is a good initiative and a good role that ETU could play for young triathletes.

There were no questions or remarks on the President' report which was therefore accepted.

e. Secretary General's report

Kathleen Smet's Report reflected her activities as ETU Secretary General since the last ETU Annual General Assembly held Geneva, Switzerland.

Kathleen explained she recently started working as a full term employees with an office. There was a short video that showed the office location. It's located in a building that until the late 90s belonged to the mines. Because of the opportunities Kathleen had since she started within ETU as athlete representative in the Board back in 2003, she would like to thank Marisol Casado and Gergely Markus as both gave her confidence and support and were the reason why she applied to be full Board member after her sport career in 2005. Thank you also the ETU executive Board and all NFs for their support and opportunities.

The Secretary General Report was received in advance, so Kathleen will not reflect on anything mentioned in the report but wants to come back to 2 of the 3 pillars ETU is focussing upon: races and development. On races Kathleen made a document that showed the figures all ETU races from 2009 till 2015. Since 2009 the amount of European Championships has been doubled by adding aquathlon, another long Distance Triathlon, Cross Triathlon and Duathlon, Long distance and Sprint distance duathlon, club triathlon and Youth. There is a huge increase of Age Group Participation since 2014 as also showed by most of the NFs that our sport is growing. On the junior European Cups there is increase of events from 6 to 14 even with the restriction of 1 event per NF. ETU tries to spread the junior events well over Europe. If we have a look at the average participation per year, the lowest average participation, meaning boys and girls was noted in 2010 with 67 athletes, while the highest figures was in 2014 with 96 athletes, meaning there has been no influence on the amount of athletes participating with increase of events over the years. Just over double of the athletes competing at our Junior European Cups are boys. When we look at our elite European Cups, the amount of events vary between 10 and 15. Since 2011 we also have European Cups on the sprint distance and the pool prize money have been increased from 20,000€ to 40,000€. On the participation we see that the highest average participation has been noted in 2010 with 89 athletes, while the lowest was noted in 2015 with 76 athletes per race as an average. Looking at the difference in male and female participation you can see the less than half of the athletes are women. On the juniors the difference on men and women participation is smaller than at the elite level on which me might suggest that drop out is bigger with the women than with the men.

On development we had an increase on the budget, investing besides the ITU grant some ETU savings. Since 2013 we created the Development team, with as purpose having more flags at the Olympics so we were pleased to see that 3 countries will participate at the Olympics for the first time. The ETU Development Committee decided to make participation at the ETU development camps mandatory.

Several meetings have been planned within in ETU of which 3 were face to face in Nice, Paris and Lisbon and on a regular base skype calls have been organised. We had our first and I must say successful ETU Gala in Paris in January. In 2017 the next Gala will be in Rome, Italy.

ETU recently started with a woman's' commission. Alicia Garcia, Nina Blakkisrud and Kathleen are part of this commission. There is room for 1 or 2 people to join the commission. The main goal of the commission is the increase of women participation in all layers of the sport. The find some ideas Nina and Kathleen went to Stockholm in April for the European Women and Sport Conference. There were 4 Topics at this conference. First one was gender balance and equality in decision-making in sport. Kathleen checked the NFs annual report and found out that on the NFs Executive Boards only 1 NF had 50% men and women and another 3 had at least 1 out of 3 Board members being a women, which should be a goal for each NF to reach. On the employees side figures looked better with 12 NFs having at least 50% women and 8 NF having 1/3rd women. Woman's job at the NFs is mostly administration. The second topic was fight against gender stereotype and the role of the media. There we could see that female athletes were often shown as being beautiful, healthy and not as someone suffering hard racing. On British presentation showed good practise on how to increase women participation in sport by using social media. It's called this girl can and is worth looking at. Third topic was fight against gender based violence in and through sport. the 4th and final topic concerned gender equality in coaching. Zita has send figures on the amount of women coaches that have an ITU certificate and figures are very low. A report on this conference will be put on the ETU website as soon as it is finished.

There were no question on the Secretary General report.

f. Treasurer's report

Alicia Garcia's report had been sent out with all the other Annual General Assembly papers. As the report is dated over 1 month ago, Alicia wants to present the actual figures. 90% of the trade debtors that were in the original report have now paid their debts and 90% of the 2015 Athlete Prize money has been paid. Furthermore we have been able to close the UBS account and removed to an account in Luxembourg, which will costs ETU less.

The 2015 budget shows more income on event fees in events, because on in and less expenses on the Congress (Annual General Assembly and President's Conference, thanks to the supporting NFs, the costs and on the ETU office as Kathleen only started to work on a full time base in October, on committees not because they are not active but having no costs, club race that has been cancelled, TV costs, branding and development that will be carried over to the 2016 development budget. More expenses then expected have bene made on LOC support, medals and awards and Technical Official expenses all due to the increased number of events. Furthermore more expenses were made on bank charges and losses on currency exchange which will be partly solved by the closing of the UBS account. The final result therefore is 49.038,01€, a difference of 200€ compared to the report send to you due to the expenses of 1 TO. This money will be carried over to 2016 were it will be spent on various items.

Alicia made a comparison on the income and expenses between 2012 and 2015. You can see an increased income in event fees and affiliation fees, development and the surplus of the Baku European Games, which made the total income grow from 118.636€ in 2012 to 387.109,59€ in 2015.

On the expenses you can see that all activities related to events have been increased. Another increase has been in office costs as we have a salary person and recently also on office. We also increased the pool prize money from 20.000€ to 30,000€. We are also investing a lot of money, thanks to ITU and development is one of ETU's core businesses. Alicia also showed the retained earnings and equity were the total equity increased from 173.942,85€ in 2012 to 271.726,52€ in 2015. The idea is to keep in our reserves 150.000€ meaning we have about 120.000€ to invest in activities like development.

On the 2016 budget you can see it's planned to have -62.900€ as the 2015 surplus will be carried over to 2016. We are planning a status quo on affiliation and event fees, Baku grand which was split in 4 equal parts spread over 4 years, sponsor income and ITU development grant as we will invest an additional 55.000€ above the ITU development grant of 120.000€. On expenses we expect or had an increase in Congress costs due to the first ETU Gala in Paris, in office costs and in development. The ETU Executive Board also decided to increase the pool prize money with another 10.000€ to 40.000€. The actual situation is that out of the 376.000€ expected income we collected so far 210.000€. Still missing are parts of the event fees as they are due 2 months prior to the event date and a part of the ITU development grant as we receive this grant in cycles by returning expense claims to ITU. On expenses so far 58.000€ have been spent on development. On the Gala we spent more money than predicted but will be covered by the contingency we build in. There will also be a difference in expenditure for the club race as it was planned to invest 28.000€ but when we found a local Organizer they were willing to spend 10.000€ in the event so our expenses will be less.

According to the ETU Articles of Association the Assembly should approve the actual budget but as we are the end of May we will, later on, vote on the approval of the 2017 budget as well. The 2017 budget will be similar then the 2016 budget with 1 main difference as we will invest about 50.000€ of our reserves as recommended by our Audit Committee. Before formally approve the budget please listen to the ETU Audit Committee report.

g. Audit Committee's report

Martin Breedijk presented this report that has been distributed to you earlier in the name of all Audit Committee Members.

Martin was pleased with the history of the ETU income and expenses showed by Alicia as this gives a good impression on the development of the ETU budget.

Some bullet points from the report where:

1. The Audit committee advises the EB to actively stimulate NF to hand in proposals for development projects. On the other hand, it's not only to the EB but also to the NF's to ensure that the development budget can be used as intended.
2. For some payments there weren't invoices or approvals available at the moment, but they could be found later. The audit committee advises to stay keen on the administration of the process. We are convinced that the process itself, with double checks within the ETU organisation, functions well

After having offered the comments above, we would conclude that annual accounts over 2015 show a fair view of the financial situation of ETU.

Finally the Audit Committee, composed of Halil Kilicoglu, Herwig Grabner and Martin Breedijk recommends the Congress to approve the accounts over 2015.

There were a few questions and remarks on the report. According to Philip Schaedler (LIE) there should be more transparency on the development money that's been spent as this amount is very substantial. According to Martin all money spent on development is according to the NFs request and spent on the projects it should be spent on. Philip wants that this is transparent so it could be seen by all NFs. Martin replies by saying that this should be a Board decision to do so or not. Renato says that the EB receives a full report from the ETU Development Committee secretary Werner Taveirne on a regular base. The EB is not in favour to put this figures public but can be shown upon request. Emil Stoynev (BUL) commented that he is pleased that ETU is spending this substantial amount into development and agrees with the Audit Committee comments to make sure that NFs spent the development money they receive. We need to check more if the NFs are on the right track in developing the sport in their country as according to Emil's knowledge not all NFs are using the money in a correct way. Renato requested Emil to come forward with this knowledge. Martin commented that the Committee checked all procedures and found nothing out of the ordinary. On all the expenses made invoices could be found. Finally George Yerolimpos (GRE) commented that according to him the audit committee should focus only on invoices and on the fact if the expenses are supported by decisions made by the Executive Board. Comments and recommendations on the decisions of the EB is the obligation of the Assembly and not the Audit Committee.

After this report, Renato asked to vote for approval of the Treasurer Report presented earlier.

Both the audit report and the treasurer's report were unanimously approved.

h. Executive Board Report

The report, made by Ian Howard had been circulated previously as part of the Annual General Assembly papers and was taken as read.

i. Reports of the Standing Committees

1. Development Committee (DC)

This report had been circulated with the Congress papers and was taken as read.

Zeljko Bijuk presented a short video of the development camp of Rio Maior prior to these European Championships in order to help prepare the juniors for their main event. Following the video ZB explained that this camp was the 2nd one this year after Alicante and will be followed by a camp in Tiszaujvaros, connected with the Youth Triathlon European Championships and Serbia. ZB is ensuring that, according to the approach of the Executive Board where power is given to the NFs to apply for development projects and support, everything is controlled and checked by ETU Development. Furthermore ZB explained that looking at the start list for the Rio Olympics 15 athlete, of which 9 are from Europe, competing there, have been involved in ITU and/or ETU development starting already in 2010 for some of those athletes. Just to show it's a long pathway to success and ETU development is happy to have been able to be a part of it. Therefore the development money is well spent.

There were no questions and remarks.

2. Medical & Research Committee (MRC)

This report had been circulated with the Annual General Assembly papers and was taken as read.

There were no questions or remarks.

3. Technical Committee (TC)

This report had been circulated with the Annual General Assembly papers and was taken as read.

There were no questions or remarks.

4. Race Commission (RC)

Denis Jaeger, race commission chair started by reminding everybody that the Race Commission is, like all the other committees or commissions, an advisory body which advises the Board, but which decides nothing. Decisions are made by the Executive Board and, if necessary, by the Assembly. In 2015, we had little activity, except for some advice to questions formulated by the EB. Let me however summarize the Board's decisions that will have an impact on our races in 2016 and beyond:

- In 2016, the first ETU Youth European Festival will take place from 2 till 5 July in Tizjauvaros, Hungary. Categories for the individual and mixed relay event are athletes aged 15 to 17 years.

- Duathlon European Championships: From 2017, there would be only 2 Duathlon Elite Championships. We have decided that we want to keep only Sprint and Long distance. For Age Group, we will continue to have Sprint, Standard and Long distance.

- Multisport Festival: The ITU Festival will take place from 2017 and the first edition will be in Penticton-Canada; it is a Multisport Festival including the World Championships in Duathlon, Triathlon Middle Distance, Aquathlon and Cross Triathlon. ETU decided to create, from 2018, the ETU Multisport Festival, with the same races than ITU. Yesterday, the ETU Board decided to allocate the first edition of this event to Ibiza-Spain.

- Triathlon Club European Championships: the inaugural edition, was scheduled in Nice-France, but due to very bad weather conditions over the night, the race couldn't take place.

The second 1st edition will take place in Banyoles – Spain on September 3rd. It will again be a Mixed relay, following ITU rules, with at least 1 female and 1 male athlete, from the club's nationality. The spirit of the competition is to have “real” Clubs competing for the European title. At this stage we have 19 clubs at the start list and 1 club on the waiting list. There is room for another 5 clubs. Please note as well that the bid process for the 2017 edition is still open so do not forget to apply. Note as well that starting 2017 ETU will have besides a club race for senior athletes also a race for junior athletes

- Yesterday the ETU Board decided on the 2017 European Championships on various sports and DJ is pleased to announce the following 2017 events: duathlon Soria-Spain, cross duathlon and cross triathlon Târgu Mures-Romania, Aquathlon Bratislava-Slovakia, winter triathlon Otepää-Estonia, Sprint Triathlon Düsseldorf-Germany and OD Triathlon in Kitzbühel-Austria. The Youth Festival location need be confirmed but will be most likely in Kupiskis-Lithuania.

There was 1 question from Johan Druwé (Belgium) regarding the fact that rule of having at least 1 male and 1 female athlete being from the nationality of the club is against the discrimination rule that can be found in the European and Luxembourg law. RENATO replies that this rule is not more

than a recommendation to all the NF and clubs as ETU is aware of this but wants to keep the spirit of the race meaning real clubs and not 'built' clubs with 4 athletes coming from 4 different countries. There were no further questions.

5. Marketing Commission (MC)

Sally Lockyer chair of the MC said the Commission welcomed a new member,, Mads Freund from Denmark. Mads has expertise in branding which is important on some work that we are planning to do over the next 6 months. Sally wants to talk about 4 issues. First one is the European Sport Championships followed by broadcast and television, branding and sponsorship for ETU. We have been representing ETU in the European Sport Championships which has 7 sports in 2018 in Glasgow and Berlin. Sally has been involved in the branding group, the communication group and something called "Ceremonies, Celebration and Shared Experiences" Working Group, which is all about cultural experiences in Glasgow. You, as NFs, will be receiving a branding in the near future so you all are allowed to use that Championship logos. Talking about broadcast strategy, one of the elements we want to work on is developing a broadcast strategy for ETU as we know the television rights are given to the domestic broadcaster and it is ETU's role to sell those television rights internationally. We had some mixed results over the last few years so our idea is to develop with a professional agency a broadcast strategy that will certainly look both at television rights but also at exposure for the sport at digital and social channels as well. If you see the pyramid at the left hand side you might imagine that the television rights is much for European Championships but we could be looking at digital platforms for both continental and club Championships. We are excited about different discussion we are about to have with discovery and EBU to maximize the coverage of our growing sport across Europe and the world. Looking at the branding of the ETU shown at the right hand side you can see the various different brand across all of our Championships. You can see a bit of an ETU logo, ITU logo and various different things made for different Championships. Sally thinks it is important ETU develops a new brand, a brand architecture that we can provide all the NFs were you have the ETU logo, event logo, the year, the city and we are able to provide you all with a set of assets that you are able to download and use for your various different events. So it's a service we want to provide to you but hopefully we are ready to deliver a new brand and a new brand architecture for the Presidents' Conference. Thank you to Mads for helping on that branding project. Next is sponsorship and commercial and try to raise revenue or increase are revenue as at the moment we only have 5.000€ from Nirvana. We think we are able to develop a structure of different partners, sponsors and suppliers. We've developed a set of assets we can now sale onto potential sponsors which delivers both branding, Media Exposure, access to various Expos and VIP Hospitality, our ETU Annual Awards and support Development Camps. We are currently under negotiation with Nirvana to increase our sponsorship deal and encouragely they are quit keen on development camps which would either be cash or could be valuing kind development camp travel. The other one we currently are talking to is a clothing apparel manufacturer . This gives an idea on what our potential is for structuring a sponsorships strategy and it's going to be part of the commission over the ext 6 months.

There were no questions.

To end the first session of the assembly Chris Kitchen was called to the stage to discuss anti-doping. Chris found it really appropriate Marisol and Renato raised the anti-doping issue. Chris summarized

the results of a survey on anti-doping were 18 NFs responded upon and 3 of those NFs did not have any anti-doping programme in place, which is of course a little bit of a concern and only 12 had ADAMS testing pool of athletes. In terms of out of competition testing results there was a huge variation from 621 to none and the number of athletes on the testing pool varied between 144 and none. Some of the statistics were given at the Presidents' Conference in January but Chris found it worth to reemphasising the results. 68% of the tests are blood and urine, 6% urine only and the rest being only blood tests. 83% of the out of competition tests are conducted by the National Anti-doping Agency, the remainder were primarily by the NOC Paid for by the Anti-Doping Agency or NOC with 12% of the respondents saying the National federation picked up the bill. On the in competition testing 35% of the respondents paid for the in competition with only 23% of the respondents reporting that the costs covered were covered by the Anti-Doping Agency and 12% by the NOC. In competition tests are usually not more than 1 per registered athlete. The cost of tests is also varied widely from Urine €150 to €400 (EPO), Blood €35 to €400 and to add also costs for profiling. No domestic testing lab for some using labs in other countries at additional cost. As there are very variable level of anti-doping programmes across the National Federations this is a huge risk for Triathlon in Europe and the global risk is even higher. There are some key drivers to push alongside of doing the right thing: increasing pressure to perform, a very demanding race series, athletes and coaches push the boundaries and the level of testing is insufficient to control this. We've been very lucky in triathlon as so far we had no real doping issues but we must not say that we have to do no more. Chris wants to propose the following as this is a very complicated area with multiple agencies as we have ETU, ITU, National Anti-Doping Agencies, National Sports Councils WADA and Olympic Councils (IOC, EOC and NOC). We as ETU alone cannot do a lot. We have to work in a proactive way that works with the higher hierarchy and to try to put pressure on the political higher hierarchy to have a joined up structure. But what's in our control is a proactive approach so we can be much more out there with anti-doping, we can have a much higher profile and leading the way in anti-doping programmes and we hope to get some of the money that we are talking about earlier for some of the proposals Chris is putting forward today. It is hugely important as sport has been in the spotlight in a negative way recently and as we are looking for sponsors as Sally said, the thing a sponsor does not want is something negative as doping so we have to show that we are doing the utmost to make sure we control it. We did look at Centralised Testing but it's going to be really difficult to organise actual testing but it still could be an option to have a Centralised Lab where ETU can send all in competition tests to and where NFs can buy additional tests. We are also looking to different ways for testing during our events. Complaints of events is that they additional costs on anti-doping tests but ETU will try to work around it by including it within the event fee costs so ETU will then negotiate with the National Governing bodies and work with the NFs and ETU will pay for the tests and in some occasions ETU may order additional tests. NFs are asked by Chris to help to get an anti-doping strategy and we are going to try to get information out there for you to help you do develop an anti-doping strategy using best practises from other NFs using a very strong anti-doping strategy and to get an overall testing pool of athletes that have been tested and have an athlete passport. Our annual survey from you send to ETU could therefore include in and out of competition testing details, how many and who targeted, details of the testing pool with a list of who is on the testing pool and requiring that all athletes on the ETU events must have an athlete passport. Developing NFs might use development funds and put anti-doping as part of their development programme. They could receive programme support and programme design only with an anti-doping structure in place. There should also be anti-doping education for both athletes and coaches.

This could be proactive education programmes, anti-doping seminars, brochures and documents. ETU will try to get these resources at the ETU website for you to download and use. The mantra is Proud to be Clean, Pure Sport and Frank Sinatra's I Did It My Way. We should be proud to be clean. It's not that we are punishing people but its' t' make everybody really proud to be clean.

Part II: 16.30-17.30

It was noted that Austria, Luxembourg and Liechtenstein left the Assembly which makes the total amount of voting members 32.

j. Proposals of resolution to the Annual General Assembly

ETU is proposing 2 resolutions presented by Ian Howard, ETU Executive Board member and President of the British Triathlon Federation. The resolutions, together the old AoA but as the new proposed AoA with the changes highlighted, were send to you on 26 April. There are 3 reasons for the changes that have being made. One specific reason is that we have to make changes to reflect Kathleen's position as a paid employee. The next reason is, the more general one, is to keep in line with best practise or good governance, as Marisol has been talking earlier about the importance of the ITU and ITU keeping in line with good governance and the last reason is that by looking at the old AoA there were a number of little things that needed tidying up. As Renato said earlier it's the whole Board that fully supports these proposals without any exception.

The proposal on the changes of the Secretary General (SG) is that he/she becomes or is a paid employee and as a paid employee it is inappropriate to be elected and if the SG is not anymore an elected position the SG should not have voting rights. In the AoA the SG has been taken out as one of the 4 elected table officers and a second vice-Presidents has been created instead. So the table officers in the future will consist of the President, the treasurer and two vice-Presidents of which at least one should be of the other gender and no more than one table officer may come from the same NF. The voting order, in case of election would be first President, followed by the treasurer and the election of the 2 vice-Presidents, who serves as a kind of balancing mechanism to make sure that you always have at least 1 person of the opposite gender. Suppose that the President and treasurer elected were both male you have to scroll down for one of the vice-Presidents position until you get to a female. This will ensure we will always have at least 1 of the other gender as a table officer.

Moving to Term limits, good governance in democratic organisations requires term limits. Everybody has a view and there are clearly pros and contras and there are a lot of contras but the pro are more important. One might still be up there to long and Ian gave to examples with Blatter from FIFA and Diack from the IAAF who bot served over 16 years. The fact is that the sports world is moving towards regulation supporting the introduction of trade limits because it reduces the risk of corruption, and introduces diversity, fresh ideas and new skills. In the UK good governance says you have to have term limits as a sporting Federation because if you don't the government will not give you your full funding. That's the way the world is going and we had long discussions and we consulted with the ITU members which finally got to the proposals we present now. The amendments in the AoA on term limits are as followed:

- An executive board member if re-elected may serve for three four year terms max.

- The President if re-elected may serve for four four year terms max including service as an Executive Board member
 - If a member of the Board misses a full term, he or she can "start service again" if elected thereafter
- Resolution 2 says that when we introduce the term limits all existing Board Members shall be deemed to have served for one full term at the date of the next Assembly at which Board elections are to take place in 2017.

Finally there are some other changes, nothing of great significands. A few new commissions have been created and some committees have been changed in commissions. The difference between a commission and a committee is that a committee is elected and all the rules about term limits and behaviours apply to committee members as they do to the Board. The commission is appointed by the Board and the membership can be changed at any time and it's much more flexible and dynamic than a committee. Those new commission include a Legal Committee and a Marketing Commission. There is also a change saying that not more than two committee members (one in the case of the Audit Committee) may come from the same NF and another one that is requiring committee members to stand down if they do not attend two consecutive meetings. Please note there are no changes made to Article 39 Discipline at this stage. This is in the process of being aligned to the ITU regulations, but the consultation is not yet complete.

There were questions, comments and remarks:

Aldo Lucarini, Italy, consider the rule of standing down if you are unable to join consecutive meetings a very severe rule and could be changed to a maximum of 3 per year as one might have a good reason to be unable to join as for example the ETU Development committee meets at least 1 time per month by skype. Ian replied by saying it's not concrete that therefore that person has to step down if there are good reasons why that person did not attend for 2 consecutive meetings. It's up to the chairman of the Committee or the Board to decide. Johan Druwé, Belgium and member of the ITU Constitution Committee, mention that the Committee proposed a change of the rule to the ITU Board that a committee could advice the Board to have a member staying at the committee even not have being part of the meetings

Marisol Casado, ITU President, agrees that we should move to term limits but would prefer to work together with ITU in order to decide what the term limits should contain. Marisol work the past 8 years was in line to give more power to the Continental Confederations by allowing the Confederation Presidents being part of the Board but then having the President only for 4 times 4 years while another one can be there forever does not look good. Therefore all Confederations and ITU should work in the same direction. Also it's very complicated to understand when someone will be in and out and the amount of terms should be the same for each position. ITU is working with IOC and the association of International Federations to have a genius approach. Ola Silvdahl, Sweden, therefore suggest to wait for ITU to take the first step on term limits, while Lochlann Walsh from Ireland suggest ETU to take the lead on this as Ireland already proposed to ITU to implement term limits back in Auckland in 2012. According to him it's not a problem for ETU to have different term limits than ITU. Ria Damgren Nilsson, Sweden, says we all agree that good governance is very important and fundamental for every organisation but the definition of good governance vary from country to country. How do we implement good governance. Is it term limits? One 1 hand it might prevent corruption and unethical work methods but there is so much more in good governance.

Such as the culture that we have among us and in us. Good governance is what we decide it is. As an organisation we set our goals and values as what we mean good governance is. Term limits does not equal good governance, does not solve corruption or unethical work methods. If we have a culture that's not build on trust, democracy, transparency we will end up having the same issues even do we change people. According to Ria we should create our own objectives for what we mean good governance is. We are lucky to be a young organisation and we can look to others and learn from them. One risk on term limits is that we disqualify good people and the possibility to build relations within the organisation and with other partners. ETU has shown in the past that we have an organisation that is healthy as we already moved leaders that were going in the wrong direction just a couple of years back. RDN therefore proposes to stay with the system as it is and not to add term limits today. Dominique Frizza, France, says France is in support of the resolution because it's a good way to have new faces who are bringing new ideas, proposals and discussions. Bernard Saint Jean, France, would like to say to Ria that in our minds it's not a question of good governance but a question of democracy by giving opportunities to other people. Bernard himself is already within the organization for 13 years and confess he's finding this too long. Wim Van Oijen, the Netherlands, said he listened very well to Marisol who did not claim she had anything against term limits and agrees with Lochlann to have ETU leading by starting with term limits at this stage. Ian confirms that ETU knew in advance that the Assembly would be divided on this subject and as being a democratic organization, if there are no further questions, to make the vote. Jose Hidalgo, Spain, is in support with Sweden as we are voting every 4 years for a new Board and Committee members and it's our obligation to elect the right people even if they served previous terms. Emil Stoynev, Bulgaria, says ETU has an history in which the organization was not always let that good but fought back and found a new democratic way with the elections in which we can see within the results managed ETU in a correct way and is therefore not in favor of term limits as it is punishing the people that have dedicated so much to ETU. ES therefore fully agree with Sweden and Spain. Arild Mjos Andersen, Norway, is on his 4th 2 year term as Norwegian President and is in favor of term limits within ETU. But as there are no elections in 2016 he is proposing to postpone the vote for this resolution till later this year at the ITU Congress. The European NFs in favor of term limits might consider putting a resolution together to ITU and then to have this same resolution again at the next ETU Annual general Assembly of 2017. Therefore let's vote first on whether or not to postpone the voting till later and then if the majority is in favor to have the vote now to do the voting anyway.

Renato propose to vote first for the SG position, the consequences of this decision for the AoA and all other small bit of changes regarding the AoA. After that the vote on having the vote for term limits at this stage or not as proposed by Arild will follow. Voting will be by raising your red or green card. All those in favor of changing the AoA in every respect posed except for term limits please raise your green card. The resolutions has passed anonymous.

Next vote is on whether we drop the part on term limits till the next Annual Assembly in 2017 pending the ITU dropping this issue at his Congress. Johan says that in case the term limits will postponed it should be ETU to prepare a resolution for the next ITU Congress. Marisol agrees with Johan and says in that case ITU will accelerate the discussion on term limits as they have a Board meeting in 2 weeks' time and the process could be finished by the Congress in Madrid. On the bases of an ITU commitment to have a resolution in Madrid in Madrid the proposal is to defer the ETU Board's proposal on term limits. So all those in favor to deferring please raise your green card. Those

who want to go ahead with the ETU Board proposal vote please raise your red card. Votes were 19 against 13 in favor of voting for the term limits proposal of the ETU Executive Board, with no abstention.

The vote now is wither in addition to the other changes that already have been accepted to introduce term limits with immediate effect. All those in favor of introducing term limits with immediate effect please raise your green card. All those against please raise your red card. The term limits have been accepted with 26 against 4 and with 2 abstentions.

k. Dates and venues of European Championships 2017

The opportunity has been given to the organisations of the next European Championships to present their event to the Assembly. Düsseldorf 2017 ETU Sprint Triathlon European Championships kicked off followed by Soria 2017 ETU Duathlon European Championships, Otepää 2017 ETU Winter Triathlon European Championships; Târgu Mures 2017 ETU Cross Triathlon and cross Duathlon European Championships and the Ibiza 2018 ETU Multisport Festival.

l. Date and Venue of the 2017 ETU Annual General Assembly

RENATO announced next year's AGA will most likely be in Kitzbühel (AUT) during the occasion of the European Championships but will be confirmed later.

m. Any Other Business

There was no other business.

Minutes were prepared by Kathleen Smet (ETU Secretary General) and edited by Renato Bertrandi (ETU President), Ian Howard and Chris Kitchen (ETU Executive Board Members)