

Date: 27 April 2010

MOTIVATION LETTER

I am honoured to be nominated by my National Federation as a candidate for the position of the President of the FEI.

At the age of 54 I am pursuing a new phase in my professional life. I have decided to stand down from my role as CEO of one of the world's biggest family-run international business, with the aim of now dedicating by contribution to corporate, sport and cultural organisations – using the experience and skills I have acquired during 30 years as a business executive.

I firmly believe that the FEI is in urgent need of clear direction on, amongst others, three pressing issues:

- to develop the equestrian sport into a truly global sport, by growing its activities across new continents. Our sport deserves to be enjoyed by many more and yet needs to remain relevant in a world in which the balance of power is shifting to new continents. I believe our established sport has to play an active role in close cooperation with these new regions – demonstrating itself to be an organisation that is not exclusive but inclusive for all.
- the professionalism achieved by key stakeholders including riders, owners, sponsors and organisers requires a professional framework, within which there is no room for error, thus embracing the major interests of all parties involved. I feel well positioned to shape this vision and govern the execution, given my experience as the CEO of a major multi-national business, within which I led and shaped changed practices to drive rapid growth and development.
- manage more effectively the welfare of animals in all levels of competition and society. Fighting over this issue by different factions can only serve to hurt the image and reputation of this, one of the oldest and most noble sports. I believe that a common policy should be developed by all parties concerned – providing a legal framework that will ensure public perception and sports ethics are embraced to eliminate present vulnerability in our sport.

The FEI, as a professional organisation for the good of our sport, should be leading efforts to understand the needs of all parties concerned within the FEI and beyond. The FEI should have a guiding position and never be surprised by developments. I feel strongly that there needs to be a coherent global organisation, catering to the different needs of all national federations, that has to be strengthened in the years to come. Internal differences will only weaken our overall position. A more democratic, inclusive governance will bring our organisation to a modern level.

I am aware of the many responsibilities that the function of President of the FEI demands. I would uphold transparency and accountability of this public office and demonstrate progress during any holding of office. I would pursue good governance in the belief that we need to meet the needs of a modern sport in a modern world - one that demands democracy and transparency.

If elected, I would ensure that all interests involved are taken into account before decisions are made but where swift decisions are necessary, for the benefit of the FEI, then these can be delivered also. I

believe that the FEI needs to function as a team, clearly defining roles and responsibilities for all, to which those in office should adhere to and also be accountable.

I believe there is a strong fundamental bond that holds the international equestrian community together, namely the love for the horse. We share the endless joy of harmoniously working with our horses. Competing against others who have shared the same lengthy development and yet who need to protect the very welfare of the animals in their control, creates a unique bond that we all understand.

If it would please the General Assembly to choose me as a candidate, I will give my very best efforts and every means at my disposal to fulfill the ambitions of the global equestrian community. I would consider it to be my duty and privilege to be considered.

Henk Th.E.M. Rottinghuis