



Annual Report

IFRRO World Congress and General Assembly 2025

27-30 October 2025

Grand Hyatt Singapore

Singapore

IFRRO World Congress and General Assembly 2025

Singapore

Annual Report

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1. Report of the IFRRO Board to the GA 2025

IFRRO Board Report 2025

This report covers the year 1 July 2024 – 30 June 2025.

1. Organisational Overview

1.1. Board Representation

In the period under review, the IFRRO Board was comprised of:

Presidency

President: Tracey Armstrong (CCC)

First Vice President: Samantha Holman (ICLA)

Second Vice President and Treasurer: Anders Kristian Rasch (COPYDAN Writing)

Directors

Sandra Chastanet (CFC), Javier Díaz de Olarte (CEDRO), Robert Staats (VG Wort), Flavia Alves Bravin (IPA), and Anke Schierholz (EVA)

Substitute Directors

Lazarus Serobe (DALRO), Weng Fai (Andrew) Fong (CLASS), Mark Majurey (STM) and Mogens Blicher Bjerregård (EFJ).

The Board met three times in the period under review: 30 September 2024 (in person), 24 February 2025 (online), and 19 May 2025 (in person).

Details of IFRRO's Board members can be found [here](#).

1.2. Membership

As of 30 June 2025, IFRRO has 160 members in 84 countries. There are 127 RRO Members, comprising of 59 Full RRO members, 24 Provisional RRO members, and 44 Creator RRO, Publisher RRO or Associate RRO Members. There are 33 Creator or Publisher Association Members.

In the period under review, the IFRRO Board of Directors approved and welcomed 10 new member organisations:

- **ADERO** (*Public Association for Reproduction Rights*) - accredited as a collective management organisation of copyright for literary works, scientific works, musical and audiovisual works in the Republic of Moldova, ADERO was declared as the collector of compensation for reprography for a period of three years starting from October 23, 2023.
Admitted as a Provisional RRO Member, October 2024.
- **SIIP** (*Chamber for the Protection of Copyright of Artists, Creators and Performers*) - a collective management entity based in Uzbekistan. According to its statutes it is 'a non-governmental non-profit organization established to represent and protect the rights and legitimate interests of its members'
Admitted as a Provisional RRO Member, October 2024
- **CEATL** (*Conseil Européen des Associations de Traducteurs Littéraire*) – an international non-profit association under Belgian law. Established in 1993, CEATL 'aims to promote the quality of translation of works of literature and cultural works published in those countries in which its member associations are based. To that end,

the association shall foster cooperation and facilitate the exchange of information between member associations in addition to dialogue with national and European authorities.'

Admitted as a Creator RRO, Publisher RRO or Associate RRO Member, October 2024

- **GAAPO** (*Global Alliance of Authors and Performers Organisations*) – a newly formed alliance based in Georgia, including representatives from Azerbaijan, Georgia, Moldova, Kazakhstan, and Uzbekistan.
Admitted as a Creator RRO, Publisher RRO or Associate RRO Member, October 2024
- **AD EDIT** (*Association of Sheet Music Publishers and Composers*) – officially approved a collective management entity for sheet music in Portugal on July 23, 2024, AD EDIT began its operations on September 1, 2024. Its mission is to ensure effective protection of the rights of composers and publishers and their works, especially concerning the unauthorized reproduction of sheet music
Admitted as a Provisional RRO Member, February 2025
- **BONO** (*Billedkunst Opphavsrett i Norge*) – the CMO for visual arts in Norway, approved in accordance with the Norwegian Law on collective management of copyright. Having been founded by NBK (The Association of Norwegian Visual Artists) and NK (The Norwegian Association for Arts and Crafts) in 1992, today, BONO represents over 150,000 Norwegian and foreign artists.
Admitted as Creator RRO, Publisher RRO or Associate RRO Member, February 2025
- **EPC** (*European Publishers Council*) – founded in 1991, EPC is a strategic forum comprising of CEOs and senior executives from leading news media and publishing companies across Europe. EPC does not carry out licensing activities in its own right, but is focused on supporting copyright frameworks that secure the rights of creators while enabling innovation and access.
Admitted as Creator or Publisher Association Member, February 2025
- **RROZ** (*Reprographic Rights Organisation of Zimbabwe*) – initially registered as the Book Publishers Association of Zimbabwe (BPAZ) in 2023, after engaging with other stakeholders, it assumed the name Reprographic Rights Organisation of Zimbabwe (RROZ) on the 12th of September 2024. RROZ's purpose is *'to exercise and enforce on behalf of copyright owners all their rights and remedies subsisting under and by virtue of the law relating to copyright in Zimbabwe and in all other territories throughout the world'*.
Admitted as a Provisional RRO Member, February 2025
- **BMDAV** (*Bureau Marocain du Droit D'Auteur et Droits Voisins*) – established in 1965 as the official body responsible for the collective management of copyright and related rights in Morocco, BMDAV has a long history of collective management activity particularly in the field of music. BMDAV took over management of reprography rights in 2023 and set up 'an operational process for collecting reprography rights in 2024.
Admitted as a Provisional RRO Member, February 2025
- **TANRRS** (*Tanzania Reproduction Rights Society*) has been mandated by literary rightsholders to negotiate, conclude licensing agreements, collect and distribute remuneration for copying for personal and educational uses. It was officially registered as a business on 11 July 2023 with its accreditation as a CMO taking effect from 1 July 2025.
Admitted as a Provisional RRO Member, May 2025

Terminations

Memberships of the following organisations were terminated in the period under review:

- Canadian Publishers' Council (CPC), Canada
- Union of Finnish Writers, Finland
- Georgian Copyright Association (GCA), Georgia

In 2024, fees collected by RROs amounted to approximately €1.5 billion. Following years of review by an IFRRO Member Fee working group, including analysis and advice from a third-party expert consultant who has previously advised other organizations such as CISAC on member fees, the IFRRO Board of Directors has approved a proposal to revise member fees. The proposal has been communicated to members and will be presented to the General Assembly for approval at the IWC in Singapore 2025.

Any fee change approved in Singapore by the IFRRO Membership will be effective 1 July 2026.

1.3. The Secretariat

The Secretariat offices are located at Rue du Prince Royal 85-87, 1050 Brussels, Belgium – the staff work under hybrid arrangements, combining work from the office and home.

As of 30 June 2025, the Secretariat was comprised of:

- *Anita Huss-Ekerhult*, CEO and Secretary General
- *Anthi Akritidou*, Head of Legal and EU Affairs
- *Sarah Quynh Tran*, Head of Regional Policy and Public Affairs
- *Antonios Baris*, Legal, Policy and Technology Counsellor
- *Veraliah Bueno*, Events and Communications Manager
- *Manuela Francesia*, Director of Finance and Operations

Further information about the Secretariat staff can be found [here](#).

Munkhdulam Naranbayasakh was the IFRRO accountant throughout the year, employed on a consultancy basis.

J.-B. RONSE DE CRAENE & C° BV, represented by *Jean-Benoît Ronse De Craene*, served as IFRRO's statutory auditor for the period under review.

IT services continued to be provided by TWIDO.

2. Implementation of IFRRO's Strategic Plan

A new FY 24-26 Strategic Plan was approved by the membership at the General Assembly in October 2024. It is available from the [IFRRO Members Zone](#).

In the year under review, IFRRO worked towards the execution of the FY 24-26 Strategic Plan with six key focus areas:

- Policy and Advocacy
- Communications
- Education and Enforcement
- Capacity Building
- Equity and Engagement

- Developing Resources for Members

This report provides an overview of IFRRO's activities in each of the key focus areas.

2.1. Policy and Advocacy

One of IFRRO's central roles is to advocate for copyright and collective management solutions nationally, regionally and internationally. When engaging in policy discussions, it works closely with a broad range of stakeholders including national and international organisations representing rightsholders as well as with RRO members.

(a) Artificial Intelligence

The development of Artificial Intelligence and its potential impacts on rightsholders and creative sectors remains a priority issue for the IFRRO community. Throughout the year under review, IFRRO undertook a broad suite of activities to support members and to advocate for their interests.

In addition to developing a series of resources including the AI Advocacy Toolkit and providing members with monthly updates on AI developments (see also Section 2.6A and [here](#)), these activities included:

July 2024

- 18 July IFRRO participated in the inaugural IP Roundtable as part of the Hong Kong International Book Fair 'AI, Copyright and Collective Licensing in the Asia-Pacific Region'.
- IFRRO presented at the *Conference on Copyright, Technology, and the Future of Creative Industries in South-East Asia (SEA)* 23-24 July 2024 discussing 'AI, Copyright, and the Publishing Industry'.

August 2024

- 9 August, IFRRO delivered a presentation on *Generative AI and Copyright Violations* as part of a sensitisation event hosted by CopyGhana, which formed part of the 21st Ghana Book Fair program.
- IFRRO was represented at the *18th International Seminar on Copyright and AI* as part of the Panama Book Fair (15-16 August), speaking on the topic of [Fundamental principles and strategies for the coexistence of copyright and generative artificial intelligence](#).

September 2024

- The IFRRO LAC meeting in Lima, Peru, on 5-6 September, featured discussions on AI and Latin America.
- Together with other IFRRO members, IFRRO was invited to speak at the *Stockholm National Library Conference on AI*, on 12-13 September.
- IFRRO was invited to participate in 2 major forums in the Peoples' Republic of China, including the *WIPO-NCAC international Forum on Copyright and Creative Industries* (Jingdezhen, 9-10 September) and the *CNIPA-WIPO 3rd Belt and Road Conference on Intellectual Property* (Beijing, 12 September). IFRRO delivered presentations on the opportunities and threat of AI, the role of ICIP in fostering traditional culture, and collective management best practices in the knowledge economy.
- Together with OAPI and CISAC, IFRRO co-organised a conference on *AI and Collective Management* in Senegal, 18-19 September.

October 2024

- *AI, Copyright and Collective Management* was the central theme at the IFRRO World Congress (Quebec). Keynote speakers Pina D'Agostino and Ysolde Gendreau focused on AI and copyright, while a fireside chat with ARIPO and OAPI Directors General centred on AI, copyright and sustainability in Africa. Several IFRRO committees, forums and working groups discussed AI, including the LIF which featured a panel discussion on recent AI test cases.
- IFRRO launched the [AI Advocacy Toolkit](#), developed in collaboration with Professor Eleonora Rosati, which provides guidance on managing legal risks associated with AI and emphasizes the role of licensing in balancing AI advancement with the protection of creators' rights.
- IFRRO participated in the *Initiative Urheberrecht Conference on Copyright*, held in Berlin. The event focused on the evolving intersection between copyright and generative AI, with particular focus given to the AI Act and the GPAI model Providers Code of Practice.
- As part of the 2nd *Philippines International Copyright Summit* 21-25 October, IFRRO was invited to deliver presentations on AI and digital disruption at two plenary sessions – one focused on possible impacts in the text/image sector, the other focused on implications for the visual arts community.

November 2024

- The WIPO, ARIPO, and IFRRO *Regional Conference on Copyright and Collective Management* was held in Harare from November 26-29, featuring sessions on AI. Following this, the IFRRO African Committee meeting on November 28-29 included a dedicated AI session which explored “*L'impact de l'IA générative sur la gestion collective des oeuvres textuelles et visuelles : implications et perspectives spécifiques au contexte africain*” publication by Professor Joseph Fometeu.
- IFRRO participated in the [ERA Annual Conference on European Copyright Law 2024](#) roundtable discussion on the future of copyright in the generative AI environment. The panel discussed the role of the AI Office, AI generated content and its eligibility for copyright protection, copyright infringements by generative AI and associated liability, remuneration of creators, and metadata infrastructure, interoperability and standards.

December 2024

- IFRRO met with representatives from the US Copyright Office, US Patents & Trademarks Office and Association of American Publishers to discuss copyright, collective management and AI.

January 2025

- IFRRO, in collaboration with Professor Eleonora Rosati, developed an *Addendum to the AI Advocacy Toolkit*. This addition addresses the communication to the public right and the making available to the public right.

February 2025

- On 11 February, IFRRO offered a webinar on *AI generated works and the question of copyright*, featuring Professor Irini Stamatoudi (Greece).

March 2025

- IFRRO participated in the international conference *Copyright in the Spotlight: 30 Years Hellenic Copyright Organization*, hosted by the Hellenic Copyright Organization. IFRRO contributed to a panel discussion on collective management, with a particular focus on licensing and highlighting AI related initiatives undertaken by its membership.
- At the IAF AGM (11-12 March, Paris) IFRRO gave an overview of its activities, including around AI, and joined a panel on “*Global Perspectives on AI Regulation and Copyright*”.
- On 19 March 2025, IFRRO was invited to speak at Ghana’s Kwame Nkrumah University of Science and Technology on copyright in the digital era, focusing on AI, text and data mining, licensing, and the evolving challenges of copyright in academic publishing.
- On 26 March, in collaboration with OAPI, IFRRO organised a webinar on *AI, Copyright, and Collective Management* that included a panel discussion featuring representatives from the author, publisher, and RRO community.

April 2025

- On 2 April, IFRRO offered a webinar on *AI & Rights Reservations* featuring Carlo Scollo Lavizzari.
- On 24-25 April, IFRRO participated in a panel discussion on *AI & Collective Management* at the Polish EU Presidency conference on “*The Impact of AI on copyright, media and creative sectors*”, held in EC1 Łódź (City of Culture).
- The Asia Pacific Committee Meeting (24-25 April, Delhi) featured several discussions on AI, including a session on *AI Advocacy* with presentations from ERRRA (UAE), HKRRLS (HK), CLNZ (NZ) and KOLAA (South Korea) along with a panel discussion on *Collective Management in the Age of AI* that explored licensing solutions offered by CCC (USA), CLA (UK), and JAC (Japan). Presentations can be found [here](#).
- IFRRO was invited to participate in an AI panel discussion at the *32nd Annual Fordham IP Conference*, exploring the role of licensing, the implications of the *LAION v Kneschke* case, and machine-readable opt-out mechanisms in protecting copyright-protected works.

May 2025

- The *IFRRO Mid-Year meetings* (Luxembourg) included several explorations of AI-related issues including a discussion of AI licensing solutions at the Legal Issues Forum (LIF) featuring CA, ALCS, FEP, and VG Bild Kunst representatives. AI discussions were also facilitated at the European Group and Visual Working Group meetings.
- As part of the *17th PDLN Conference* (Warsaw), IFRRO participated in an AI licensing panel, which was moderated by Angela Mills Wade (EPC) and featured contributions from James Bennett (CLA), Annelies Jansen (ProRata.ai), Lawyer Damian Flisak and Robert Hahn (The Guardian) (see [here](#)).

June 2025

- The 2025 Latin American and Caribbean Group meeting dedicated part of its programme to discuss regional AI developments, particularly in relation to Brazilian and Colombian legislative changes. Presentations by IFRRO members ABDR and CDR are available [here](#).
- At the African Committee in Rabat, Morocco discussions focused on recent developments related to artificial intelligence (AI), text and data mining (TDM), and associated licensing solutions, as well as the AfCFTA Protocol on Intellectual Property Rights.
- IFRRO prepared and published a [consultancy paper](#) for its members, providing them with arguments regarding the first CJEU referral on Copyright and AI.
- On 24 June, IFRRO offered a webinar on *AI & Collective Licensing* featuring Libby Baulch, CA (Australia), James Bennett, CLA (UK) and Toshimichi Ishijima, JAC (Japan)
- IFRRO was invited to give keynote presentations at the *International Symposium on Copyright Protection in the Digital Age* (Beijing, 23 June) jointly organised by IFRRO alongside the Copyright Society of China (CSC), the International Publishers Copyright Coalition of China (IPCC), and IFRRO member, the China Written Works Copyright Society (CWWCS), as well as the *International Seminar on Artificial Intelligence and Copyright Governance* (Wuhan, 25 June) jointly hosted by CWWCS and the Wuhan Tiancheng Guilong Culture Communication Company.

(b) WIPO

IFRRO and the World Intellectual Property Organisation (WIPO) have fostered a strong, long-term partnership, and continued to collaborate on several initiatives during the period under review. Amongst the joint initiatives are projects such as [WIPO for Creators / CLIP](#) which is currently being developed for visual material, the collaboration on WIPO Connect (WIPO's IT solution for CMOs) with 15 IFRRO members currently participating out of a total of 60 CMOs worldwide (see Section 2.3), and the joint WIPO-IFRRO reprography project in English- and French-speaking Africa, with 30 countries involved (see Section 2.4).

IFRRO is an officially accredited WIPO Observer organisation and regularly participates in WIPO meetings. The *65th Series of Meetings of the Assemblies of the Member States of WIPO* took place in Geneva, July 9 to 17, 2024. IFRRO took part in the meetings, which attracted a record number of senior-level participants from WIPO Member States and Observers.

From 7-11 April 2025, IFRRO participated in discussions at the *46th Session of WIPO's Standing Committee on Copyright and Related Rights (SCCR)*, represented by Tracey Armstrong (President), Samantha Holman (First Vice President), and Anita Huss-Ekerhult (CEO and Secretary General).

Plenary discussions focused on exceptions and limitations, copyright in the digital environment, Public Lending Right (PLR), Artists Resale Right (ARR), as well as Artificial Intelligence (AI) and Technical Standards. IFRRO presented five statements in support of robust copyright frameworks and licensing solutions offered by our members. IFRRO's statements presented at the SCCR meetings can be found [here](#).

The [Eleventh Session of the WIPO Conversation on Intellectual Property \(IP\) and Frontier Technologies](#), took place on 23-24 April 2025. Tracey Armstrong, IFRRO President and CEO

of CCC (USA), participated in the *"Infrastructure for Training Data"* panel, which discussed the various infrastructure dimensions of current policy discussions on the use of training data beyond text and data mining exceptions and opt-outs. In her [remarks](#), Tracey Armstrong, speaking largely from her position as CEO of CCC, emphasised that for AI systems to flourish, they need to be built on the best available content, adding that around the world, publishers, collecting societies, and creators make rights for such high-quality content available for these AI systems through licensing.

IFRRO has also continued its engagement with WIPO Committee of Development of Intellectual Property (CDIP) in relation to the *Pilot Project on Text and Data Mining (TDM) to Support Research and Innovation in Universities and Other Research-Oriented Institutions in Africa*. IFRRO delivered a [statement](#) during the WIPO CDIP meeting on 10 December 2024, underlining that IFRRO's members in the region are ready to cooperate and contribute to a successful outcome, clarifying that TDM licensing is already part of the licensing activities on the African continent. Ghana, Côte d'Ivoire and Egypt are the pilot countries involved in this project, and IFRRO's members CopyGhana and BURIDA have been involved in the respective meetings.

(c) UNESCO

IFRRO was granted Non-Governmental Organisation Status with UNESCO in April 2009 and granted consultative status in 2012. During the period under review, IFRRO undertook several initiatives to re-engage with UNESCO, aiming to foster closer collaboration between IFRRO and its members.

In early 2025, IFRRO actively engaged in UNESCO's MONDIACULT regional consultations for [Africa](#) and the [Asia Pacific](#), underscoring the importance of collective rights management in supporting cultural rights, education, and sustainable creative economies. IFRRO showcased its joint WIPO–IFRRO project, regional capacity-building programs in Asia, and addressed the opportunities and risks posed by digital transformation, including AI.

In January, IFRRO held a high-level online meeting with Mr. Toussaint Tiendrebeogo, UNESCO's Assistant Director-General for Culture, to discuss shared priorities under the 2005 Convention, including cultural rights, sustainable licensing frameworks, and digital policy developments.

In February, IFRRO's proposal for a side event at [MONDIACULT 2025](#) was accepted. Titled *The Future of Licensing and Curated Content for Education*, the event will convene authors, publishers, and collective management organisations to explore how licensing models can balance sustainability and accessibility, address regional challenges, and respond to the growing influence of AI on education and copyright.

IFRRO also contributed to UNESCO's report [The Book Industry in Africa](#), sharing insights from its WIPO–IFRRO reprography project to highlight the importance of strong publishing ecosystems. Additionally, IFRRO participated in UNESCO's consultation on implementing recommendations from the Reflection Group on cultural diversity in the digital environment, reinforcing its active role under the 2005 Convention.

On 3 June, 2025 IFRRO further strengthened its alignment with UNESCO's principles by signing the [Fair Culture Charter](#), endorsing its call for artistic freedom, fair remuneration, and sustainable cultural ecosystems in the digital age.

(d) European Union

Over the last year, the IFRRO Secretariat has remained in close contact with the European Institutions on a range of topics, including the implementation of the AI Act, the Copyright in the Digital Single Market (DSM) Directive and more. IFRRO also monitored closely and supported Members who asked for assistance in advocating for a balanced approach to the implementation of the copyright directives at the national level ([Czechia](#), [Finland](#), [Poland](#), [Portugal](#), [Romania](#), etc).

Regarding the AI Act, IFRRO actively participated in the drawing up of the Code of Practice for generative AI model providers, as mandated by the AI Act, from September 2024 to June 2025. IFRRO submitted comments during all rounds of consultations under the Code of Practice [in September [here](#) and [here](#), in November [here](#), in January [here](#) and in March [here](#)]. IFRRO contributed to parallel consultations, including the ones on the template of the detailed summary of the training content (in [January](#)), the GPAI Guidelines (in [May](#)) and the Cultural Compass (in [May](#)). Throughout the AI Act implementation package negotiations, IFRRO collaborated with sister organisations and sent several open letters to the European Commission and co-legislators (in [October](#), [February](#), [March](#), [April](#)). These letters voiced the concerns of the cultural and creative sector about the proposed text and the process. In May, during IFRRO's Mid-Year Meetings, the coalition launched "*Stay true to the (AI) Act – Stay true to the art*", a campaign urging the EU lawmakers to uphold the intent of the EU AI Act and safeguard human creativity, artistry, and cultural contributions (see [here](#)).

IFRRO attended the conference on "*The Impact of AI on copyright, media and creative sectors*", organised by the Polish Presidency of the Council from 24 to 25 April 2025 (see [here](#)). During the event, IFRRO CEO, Anita Huss-Ekerhult, took part in the copyright panel "[AI and Collective Management Organisations](#)" contributing insights on the role of CMOs in the evolving AI landscape.

Additionally, in the field of AI, IFRRO prepared and published a [consultancy paper](#) for its members, providing them with arguments regarding the first CJEU referral on Copyright and AI.

In February, IFRRO, in collaboration with the external consultant Sabine Richly, published a paper titled *Assessment of the Implications of the Reprobel v Copaco Belgium NV Judgment (C-230/23) for Reproduction Rights Organisations (RROs) in the EU* by [Sabine Richly](#).

Regarding private copying, IFRRO, in collaboration with sister organisations, published two joint statements (in [December](#) and in [February](#)) highlighting the value of the private copying system, following several attacks on it caused by tech companies.

Concerning the Press Publisher's right, as laid down in Article 15 of the DSM Directive, in November, IFRRO called on Google to drop plans to restrict content from European press publishers (see [here](#)), following the company's announcement to conduct an experiment. In March, after reviewing Google's findings, IFRRO published a follow-up letter challenging these results and reiterating concerns (see [here](#)).

(e) National Engagement

IFRRO supports members in responding to national issues of concern, including legislative reviews or other proposals that might impact negatively on the copyright industries and collective management sector. Some of the ways in which it does this by engaging with national governments through making submissions in response to consultations or by providing sector expertise at awareness-raising activities.

Some of the key responses during the period under review include:

- In collaboration with its Colombian member CDR, IFRRO submitted a formal letter to the Senate expressing serious concerns over the proposed TDM exception in Bill 293 of 2024, warning it risks undermining authors' rights, licensing markets, and international copyright standards if not accompanied by compensation mechanisms and robust safeguards (see [here](#)).
- IFRRO, together with HKRRLS, responded to Hong Kong's AI copyright consultation, urging the preservation of human-centric authorship, opposing an overly broad TDM exception, and advocating for transparency obligations to protect rightsholders and sustain licensing markets (see [here](#)).
- In response to the announcement from the Finnish government of its decision to halve the private copying compensation funded by the state budget, IFRRO – alongside other European and international associations representing collective management organisations across various creative sectors – [urged](#) the Finnish government to reassess this alarming decision.
- IFRRO joined key organisations representing authors, performers, publishers, and producers in opposing a proposed amendment in the Czech Chamber of Deputies that would reduce private copying compensation tariffs by 90%. IFRRO issued a strong [statement](#) urging Czech policymakers, including the Minister of Culture, to reject the amendment and protect fair remuneration mechanisms as upheld by both EU law and recent national court decisions.

During the year under review, IFRRO also provided advice or made submissions in relation to national legislative, policy, and regulatory issues in a range of other countries including:

- *Indonesia* (international tariff setting standards),
- *India* (international distribution practices as well as AI regulations),
- *Kazakhstan* (draft copyright/CMO law),
- *Malaysia* (CMO regulations),
- *Namibia* (education licensing and private copying levies),
- *Portugal* (proposed exception for sheet music),
- *Romania* (PLR),
- *Poland* (DSM Directive implementation),
- *South Africa* (legislative reforms),
- *South Korea* (international tariff setting/ distribution practices),
- *Uganda* (CMO regulations),
- *United Arab Emirates* (CMO governance and accreditation),
- *USA* (NISO Recommended Practice Guidelines),
- *Vietnam* (CMO regulations),
- *Zambia* (education licensing regulations)

IFRRO also undertakes a significant amount of work to assist members with awareness-raising events, fostering engagement with local stakeholders and licensees, and influencing policy settings. In the period under review, IFRRO attended, organised, or spoke at awareness raising activities and events with both national and international audiences.

Highlights include:

- *Bulgaria* – in May 2025, IFRRO was invited to speak at a roundtable jointly organized by CISAC and MUSICAUTOR, '*33 years later – the major discussion on private copying in Bulgaria*'. Discussions on private copying in Bulgaria have been ongoing for

33 years, with no tangible results – IFRRO highlighted the importance of compliance with international copyright treaties and the EU copyright *acquis*, and the importance of sustaining culture as a catalyst for the creative sector in Bulgaria.

- *Ghana* – in August 2024, IFRRO supported CopyGhana in a series of sensitisation workshops, aimed at raising awareness amongst local rightsholders, users, and regulators about international collective management and licensing practices. In March 2025, IFRRO participated in a workshop at the Kwame Nkrumah University of Science and Technology in Ghana, organised with WIPO, the Ghana Copyright Office, CopyGhana and the KNUST Law Faculty. IFRRO delivered sessions on copyright in the digital era, artificial intelligence, licensing, and the role of collective management organisations. This engagement underlined IFRRO’s support for CopyGhana and the promotion of effective copyright management in academia. In June 2025, IFRRO supported CopyGhana’s Stakeholder Engagement Forum in Accra, focused on “*Enabling Access, Enriching Culture, and Advancing Knowledge Through Collective Licensing.*” IFRRO contributed to the panel discussions alongside key national and international stakeholders.
- *India* – IFRRO participated in a series of bilateral meetings with government stakeholders in support of local member, IRRO, alongside the APC Meeting in Delhi April 2025. Over a series of discussions with the Sahitya Akademi of India (Ministry of Culture), the Department of School Education & Literacy (Ministry of Education), Department of Higher Education (Ministry of Education), and the Department for Promotion of Industry and Internal Trade (Ministry of Commerce & Industry) IFRRO highlighted the cultural and economic importance of fostering respect for copyright.
- *Malaysia* – in October 2024, IFRRO held bilateral meetings with Malaysian policymakers and highlighted the benefits of collective management and licensing solutions in an awareness-raising seminar hosted by the Malaysian Intellectual Property Office (MyIPO) in Kuala Lumpur.
- *Peru* – in September 2024 IFRRO, along with local publishers, met with representatives from [Indecopi](#), the Peruvian Copyright Office in September 2024 to help consolidate and authorise the functioning of SOPEDER Peru. IFRRO offered full support both to the local copyright holders and copyright office regarding copyright awareness and protection in the country, highlighting the contribution of collective management organisations to the national identity and cultural richness. In addition, IFRRO and its member organisations participated in an awareness meeting with publishers and local rightsholders at Peru Book Chamber.
- *United Arab Emirates* – IFRRO member ERRA is the first RRO to become established in the Middle East region. In support of ERRA’s licensing efforts, IFRRO participated in three key events during the period under review – *Sharjah International Book Fair* (Nov 2024), the *First International Reprographic Rights Conference in the UAE* (Feb 2025), and *Abu Dhabi Book Fair* (April 2025). Alongside each of these events, IFRRO also held bilateral meetings with policymakers, prospective licensees, and rightsholders to advocate for the establishment of licensing in the UAE.
- *Vietnam* – in support of its member, VIETRRO, IFRRO met with representatives of the Copyright Office of Vietnam during their August 2024 visit to Sydney, Australia; additionally, IFRRO engaged with COV representatives along with key rightsholders across a series of bilateral meetings in Hanoi, Vietnam in September 2024 to advocate for robust IP frameworks and collective management solutions.

2.2. Communications

To ensure that members’ evolving needs were identified in the period under review, IFRRO conducted a series of member surveys including a broad member survey (January 2025), post-event surveys (May 2024, October 2024, May 2025), as well as ad-hoc surveys throughout the year regarding online programming.

The insights garnered from the surveys were then used to curate programming to address identified needs – for example, results from the January 2025 survey indicated that members would welcome a new Forum addressing educational and commercial licensing challenges – see [report](#). At the May 2025 IFRRO Board meeting, the full board approved the establishment of a new Licensing Forum, to be launched at the October 2025 IWC (Singapore).

In the period under review, IFRRO offered an extensive programme of in-person meetings and online events to explore key areas of interest and to foster ongoing discussion and collaboration in the IFRRO community.

Highlights include:

(a) In-Person Meetings

IFRRO World Congress

The 2024 IFRRO World Congress (IWC) and General Assembly (GA) took place in Quebec, with the theme *Artificial Intelligence, Copyright and Collective Licensing*, 30 September - 3 October. The meeting, hosted by IFRRO Canadian member, Copibec, attracted over 160 attendees, including IFRRO members, keynote speakers, and special guests.

In addition to discussions on other legislative and policy updates, AI developments were explored during various meetings, particularly during the GA keynote session, where the following speeches were delivered:

- *Fireside Chat on AI and Sustainable Development* – UNESCO, ARIPO, OAPI and WIPO
- *AI and the importance of licensing* – Prof. Pina D'Agostino
- *Copyright and AI: More Questions than Answers?* – Prof. Ysolde Gendreau

The 2024 IFRRO World Congress was also an opportunity to celebrate IFRRO's 40th Anniversary – the program included a special session featuring presentations from distinguished guests, Tarja Koskinen-Olsson (former IFRRO Honorary President), John-Willy Rudolph (former Executive Director, Kopinor), and Joseph Alen (former President, CCC).

An overview of the event can be found [here](#).

IFRRO Mid-Year Meetings

The 2025 IFRRO Mid-Year Meetings were held in Luxembourg and were hosted by LUXORR. The meetings, which took place from 19 to 21 May, were attended by over 120 delegates from 62 member organisations.

The program included meetings of the European Group, technical working groups, fora, and a special session on CJEU copyright cases. Guest speakers included First Advocate General Maciej Szpunar (CJEU) and Prof. Dr. Eleonora Rosati (Stockholm University), Emmanuelle Du Chalard (Head of the Copyright Unit at the European Commission), Tom Theves (Senior Government Advisor at the Luxembourg Ministry of the Economy), Vincent Wellens (NautaDutilh), and IFRRO consultants Olav Stokkmo and Sabine Richly.

A short article about these meetings can be read [here](#).

Committees, Working Groups, and Fora

IFRRO has established several committees, WGs and fora to facilitate efficient information exchange on common challenges, opportunities, and best practices. Each group meets in person at least twice per year, and members are encouraged to share updates throughout the year as issues arise. Members are also encouraged to contribute to discussion agendas - as part of the preparations for IWC 2025, the Secretariat circulated an invitation to all members to propose topics of interest for discussion during the various Committees, Working Groups, and Fora sessions, reflecting the input previously received from members.

Details of the groups can be found [here](#) and include:

- Legal Issues Forum
- Regional Committees – European Group, African Committee, Asia Pacific Committee, Latin American & Caribbean Committee
- Newspapers & Periodicals Working Group
- Visual Working Group
- PLR Forum
- Equipment Levy Forum

In the period in review, all IFRRO's Regional Committees, Working Groups and Fora held in-person meetings, the details of which can be found below, under Section 3.

RRO Meetings

IFRRO also organised two RRO Meetings over the last year. The first was held in Quebec (October 2024) and featured a roundtable discussion of recent developments in AI licensing initiatives from CCC (USA), Copyright Agency (Australia), CLA (UK), DPCMO (Denmark) Tekst & Node (Denmark), and VG Wort (Germany). The first iteration of IFRRO's AI Toolkit was also presented at this meeting, along with an overview of recent initiatives to enhance IFRRO membership benefits.

The second Roundtable, in May 2025, focussed on current challenges, strategies and opportunities in education licensing and featured speakers from CFC (France), CLA (UK), and Kopiosto (Finland). The agenda also included an overview of the state of education licensing in Eastern Europe, with an exploration of some of the specific legal challenges faced by IFRRO members in the Eastern European region.

(b) Webinars

During the period under review, IFRRO continued to offer its webinar series designed to supplement in-person committee meetings and event programme, and to encourage continued topic-based discussion amongst the IFRRO community.

Webinars included:

- 3 July – *WIPO Arbitration and Mediation Center (ADR) Services*, featuring Oscar Suarez and Leandro Toscano, WIPO
- 4 September – *The economic importance of collective management*, featuring Dimiter Gantchev (WIPO)
- 23 October – *Latest Developments with the ISCC* featuring Sebastian Posth (Liccium) in conversation with Michael Healy (CCC)
- 11 February – *AI generated works and the question of copyright*, featuring Professor Irini Stamatoudi (Greece)
- 2 April – *AI & Rights Reservations* featuring Carlo Scollo Lavizzari

- 24 June – *AI & Collective Licensing* featuring Libby Baulch, CA (Australia), James Bennett, CLA (UK) and Toshimichi Ishijima, JAC (Japan)

(c) Senior Managers' Forum

In the period under review IFRRO continued to offer Senior Managers' Forum (SMF) sessions, which are intended as an informal meeting of IFRRO members' senior managers and staff, gathering to exchange experiences and expertise on specific operational issues.

The meetings are held online, with 3 core topics identified: *Data and Distributions*, *Commercial Licensing*, and *Advocacy & Stakeholder Engagement*.

The following SMF sessions were hosted online in the review period:

- 20 November – *Commercial Licensing*, led by Kurt van Damme (Reprobel).
- 19 March – *Advocacy and Stakeholder Engagement*, led by Will Crook (PLS) and Kate Rosser-Frost (DACS)
- 9 April – *Commercial Licensing*, led by Sarah Johnson/James Bennett (CLA), Tsjessie Spijkerman/ Hans van den Hout (Stichting Reprorecht), and Kurt van Damme (Reprobel)
- 8 May – *Data and Distributions*, led by Harry Boughton (CLA)

The SMF is strictly for IFRRO members only – further information can be found [here](#).

(d) Member Communications

IFRRO maintains several communication channels to help members stay abreast of key policy developments and be informed about IFRRO's work with decision-makers around the globe.

Given the strategic importance of global AI development and European policy issues during the year in review, IFRRO members were provided with detailed, curated email updates on key developments in both areas. Archives of our monthly 'AI Updates' can be found on the dedicated [AI section](#) of the IFRRO website, while archives of the monthly European Updates can be found [here](#).

In the period under review, IFRRO also continued its quarterly newsletter service to keep members informed of upcoming events, as well as key member support and capacity-building activities undertaken by the Secretariat. The newsletter is shared with both members and external stakeholders – all issues can be found [here](#). Additionally, IFRRO continued its Executive News newsletter, which alerts senior executives within the IFRRO community of key decisions after each meeting of the IFRRO Board of Directors. This communication is delivered directly to senior executives' mailboxes.

IFRRO also communicates with its members and stakeholders via online channels. Throughout the period under review, the frequency of news updates via the IFRRO website – including key Secretariat activities, member achievements, and global developments – was significantly increased. On social media, IFRRO continued to focus efforts on enhancing engagement on LinkedIn, using the platform to communicate Secretariat activities and highlight key issues relevant to the community. In the review period, there was a 30% increase in followers on the LinkedIn platform, as well as an overall improvement in audience reach and engagement. IFRRO continues to have a limited presence on YouTube.

(e) Engagement with author, publisher, and EU-rightsholder association members

IFRRO has regular meetings with international rightsholder associations (both author and publisher organisations) in membership of IFRRO to discuss key policy matters and organisational priorities and better understand issues on which topics we need to work together.

In the year under review, IFRRO continued to coordinate closely with our international and regional author and publisher association members on a range of topics, including AI. IFRRO held regular calls with the EU rightsholder organisations to discuss AI-related and coordinating their presence in the AI Act Code of Practice. IFRRO also organized regular hybrid meetings and calls with Brussels-based author and publisher associations in membership of IFRRO (EMMA/ENPA, EPC, FEP, STM, EFJ, EVA, EWC, CEATL) – the purpose is to discuss key EU developments and to further improve dialogue on key policy matters and priorities.

(f) Engagement with external Stakeholders

IFRRO continues to work closely with many external stakeholders, including from the creative industries, both to exchange views and defend common interests.

In addition to collaboration in relation to national developments in Finland and Chechia, highlighted above at 2(1)(e), during the period under review, IFRRO also worked closely with external stakeholders in relation to issues of regional or global importance including:

- Collaboration with WIPO, ARIPO, and OAPI on joint reprography projects in English and French-speaking Africa, focusing on collective management of reprography and private copying. Further information on these projects can be found below at Item 2.4a.
- UEMOA – partnered with UEMOA, WIPO and CISAC on a multi-pronged workplan to support the sustainable implementation of the UEMOA Directive on private copying across the relevant African countries.
- During the period under review, IFRRO, in close consultation and collaboration with our African members as well as IPA, IAF and AAP, contributed comments to the consultation on the AfCFTA Annex on Copyright through our members' participation in the official meetings. The submissions raised several concerns, including overly broad exceptions, problematic provisions on AI, and proposals for compulsory licensing. IFRRO continues to closely monitor the negotiations and engage with stakeholders to safeguard the interests of rightsholders.
- African Publishers' Network (APNET) – IFRRO continued its collaboration with APNET throughout the period under review, co-organising two webinars in September 2024 focused on enhancing the understanding and implementation of collective management across Africa. In addition, IFRRO co-sponsored the 3rd African Publishers Conference, hosted in Casablanca - in addition to topical presentations by UNESCO, WIPO, and the IPA, the conference also included a session on the recent APNET-IFRRO Survey on Copyright and Reproduction Rights Organisations (RROs) and a breakout session on the technical and legal process of forming RROs in Africa.
- Private Copying – ongoing collaboration with CISAC to support the development of useful resources and studies. In the period under review IFRRO continued to work with CISAC on its annual Global Private Copying Study, marking the first time that text/image repertoire has been included since the study's inception.
- CERLALC - during the period under review, IFRRO maintained a Memorandum of Understanding with CERLALC, the Regional Center for the Promotion of Books in Latin America and the Caribbean. In partnership with the National University of San Martín, CERLALC published a study on generative AI in the Ibero-American book sector entitled *"Navegando lo incierto: Usos y percepciones de la IA generativa en el sector"*

editorial iberoamericano". Based on a survey of over 2,000 publishing professionals – including several IFRRO members – the study's recommendations, which address multilateral dialogue, professional training, codes of good practice, and licensing-based remuneration models, align closely with IFRRO's advocacy. The full study can be accessed [here](#).

- Collective management resources – IFRRO has worked collaboratively with international federations including CISAC, IFPI, and SCAPR on the development of key sector resource documents including the Revised WIPO CMO Toolkit (see also below at Section 2.3a).

2.3. Education and Enforcement

The objective of IFRRO's work in this field is to both support our members and partners in reinforcing the importance of the remunerated use of text and image-based works, and to educate other stakeholders about the value and importance of the creative sector, copyright, and collective management.

(a) IFRRO Initiatives

- **Artificial Intelligence (AI)**

Given the importance and impact of AI on copyright and licensing and the broad relevance to the IFRRO membership, IFRRO has provided various resources over the period in review to keep members informed about key developments, as well as providing numerous fora for discussion.

In addition to the extensive activities, webinars, and resources referred to earlier under Section 2.1(a) and section 2.2 (c) in collaboration with Prof. Eleonora Rosati, IFRRO developed the [AI Advocacy Toolkit](#), which examines legal and policy issues surrounding AI from the perspective of copyright and related rights. The Toolkit focuses on a key issue: the potential liability arising from the doing of restricted acts during both the AI input/training and output generation phases. In February, IFRRO released Version 2 (available [here](#)), which introduced an addendum (Part 7) addressing the application of the rights of communication to the public and making available to the public in these phases. Building on this, IFRRO is now preparing two further addenda: Part 8, which explores, through an international and comparative lens, the relevance and potential applicability of exceptions (including those beyond text and data mining (TDM)) and fair use-style doctrines to AI training; and Part 9, which analyses rights reservation mechanisms with particular attention to ongoing regulatory, technical, and policy developments in this rapidly evolving area.

Additionally, IFRRO launched a dedicated public [AI webpage](#) to centralise and showcase its work on Artificial Intelligence. The page presents IFRRO's key policy messages, provides access to its position statement, and highlights licensing initiatives led by members. It is designed to serve as a resource hub for stakeholders, supporting greater visibility of IFRRO's advocacy and facilitating informed engagement with AI and copyright issues.

In parallel, IFRRO published the ["Responsible AI: Why Licensing Matters"](#) leaflet, marking a key milestone in its public communication efforts. Designed for policymakers, industry stakeholders, and the wider public, the leaflet underscores licensing as the most sustainable and inclusive approach to balancing AI-driven innovation with copyright protection. It is available on IFRRO's public AI webpage in both English and Spanish.

As part of these efforts, IFRRO also contributed to the international policy debate with an article in the *Columbia Journal of Law & the Arts* (Vol. 48, Issue 4). Authored by IFRRO's Chief

Executive & Secretary General, Anita Huss-Ekerhult, and Legal, Policy & Technology Counsellor, Antonios Baris, the piece, titled [“Pro-Copyright, Pro-AI: The Power of Collective Licensing,”](#) highlights how collective licensing offers a practical, future-proof solution.

Finally, IFRRO ran a targeted survey to assess members’ current and planned use of AI in internal operations. It aimed to gauge engagement levels, application areas, perceived benefits, and capacity-building needs. Results show that while many members are still in early exploration, a notable share have begun or are preparing for implementation. The results are available [here](#).

- **Content for Education**

During the period under review, IFRRO updated its website to include a section on licensing in the education sector. Drawing on material previously developed under the *EU Content for Education* campaign, the new section of the IFRRO website features an information guide on the history of collective licensing in the education sector, as well as material highlighting economic, cultural, and social benefits of education licensing. The material is publicly available and can be found [here](#).

- **Asia Pacific Regional Study**

In advocating for creative sectors and collective management in the Asia Pacific region, a recurring issue is the lack of comprehensive and recent data on the current and potential economic contribution of the publishing industry, the contribution of collective licensing, and the potential impact of AI. In the period under review, and with the assistance of the Kopinor-IFRRO Development Fund, IFRRO commissioned PA Partners (Sydney, Australia) to develop an *Asia Pacific Regional Study on the Economic Contribution of the Publishing Sector* – the final report is due to be published in October 2025.

(b) WIPO Initiatives

During the year, IFRRO contributed to several WIPO projects of relevance to the creative industries and the collective management sector, including:

- **WIPO Access Toolkit**

The WIPO Secretariat is still working on a WIPO Access Toolkit. After the experts have finalized the drafting process, which is anticipated later in 2025, an in-person meeting with all stakeholders involved, including IFRRO, IPA and IAF, will be scheduled.

- **WIPO Toolkit on Publishing**

The WIPO Publishing Toolkit is an element of a WIPO initiative to build the publishing industry in emerging economies, to build national book policies and a reading culture. Throughout the drafting process, various stakeholders, including EVA, EWC, IAF, IPA, STM and IFRRO, were consulted. IFRRO provided feedback with a particular focus on the sections addressing collective management. The final document, *Contracts in Publishing: A toolkit for authors and publishers*, was published in 2024 and is available [here](#). On November 13, 2024, the IFRRO CEO moderated a [webinar](#) presenting the publication, *Contracts in Publishing: A Toolkit for Authors and Publishers*. The webinar featured a discussion between Mr. John Degen, Chair of IAF, and Mr. Brian Wafawarowa, Chair of the Publishers Association of South Africa (PASA).

- **WIPO for Creators (CLIP)**

In late 2023, the World Intellectual Property Organization (WIPO) and the Music Rights Awareness Foundation (MRAF) launched a new online, free to use, platform, aiming at raising creators' awareness of IP rights, [CLIP – Creators Learn Intellectual Property](#). CLIP originally focused on music and included curated content from experienced musicians and mentors from all around the world. The existing content is now available in all UN languages.

In the period under review, it was announced that the visual arts sector would be the next area of focus – accordingly, a subcommittee for CLIP Visual Arts has been established, with Christian Zimmermann (DACS, representing IFRRO), Anke Schierholz (EVA), Janet Hicks (IAF) and the IFRRO Secretariat invited to be involved.

During the period under review, IFRRO also continued to be represented on the CLIP / WIPO for Creators Advisory Board, along with IFRRO members IPA and IAF.

- **WIPO Accessible Books Consortium (ABC)**

The Accessible Books Consortium is a WIPO led public private partnership, including organisations, that represents organisations that represent those with print disabilities, libraries, standards bodies and representatives of authors, publishers and collective management organisations (IPA, IAF and IFRRO). Through initiatives such as the global book service the ABC seeks to increase the number and availability of books worldwide in accessible formats - such as braille, audio, e-text, large print.

IFRRO is represented on the ABC Board by Samantha Holman (First Vice President). In the period under review, the ABC Board met four times - the focus of the ABC Board remains on building partnerships and delivering training and technical assistance. There has been ongoing progress with InDesign and the coming into force of the European Accessibility Act in June 2025. IFRRO looks forward to continuing the collaboration with Kevin Fitzgerald and Karine Pansa and extends thanks to Luke Alcott and Hugo Setzer for being effective collaborators on behalf of the sector.

- **WIPO CMO Toolkit (3rd Revision)**

In late 2023, WIPO's Copyright Management Division initiated their third review of the *WIPO Good Practice Toolkit for CMOs*. To inform the revisions, WIPO carried out extensive consultations with key stakeholders - IFRRO was invited to join a working group comprising of international federations and user groups. IFRRO provided comments throughout 2024; the CMO Toolkit consultations were finalized in early 2025, and the updated Toolkit is available [here](#).

The separate WIPO-ASEAN CMO Toolkit, to which IFRRO also contributed to throughout the process, is also available on the ASEAN website, [here](#).

(c) European Union

IFRRO continues to work closely with the European Commission's DG Trade, as copyright and intellectual property rights are an important element of the EU's bilateral trade discussions. During the period under review, IFRRO was invited to provide input into DG Trade's targeted consultations on the state of intellectual property protection and enforcement in third countries and connecting the unit with IFRRO members from different countries

In June 2025, IFRRO delivered a presentation at the European Commission's webinar *Understanding Copyright – Webinar for Teachers and Educational Institutions*. The

presentation *Collective Licensing: A Key to Lawfully Accessible Content for Educational Purposes*, focused on how collective licensing systems support legal access to educational materials. The webinar marked the launch of a broader initiative by the European Commission aimed at raising awareness about copyright and encouraging the exchange of best practices among participants (see [here](#)).

2.4. Capacity Building

During the year under review, IFRRO continued to actively engage in establishing RROs and to develop the emerging RROs in membership of IFRRO around the world.

In our capacity building work, we coordinate closely with our national and international members, national author and publisher groups, other creative sector organisations such as SCAPR, IFPI and CISAC, as well as with strategic partners such as WIPO. Issues of common interest, such as the implementation of private copying levies, regulation of the collective management sector and the international discussion on exceptions and limitations are the focus of this cooperation.

Funding for capacity building work is drawn from both the [IFRRO Development Fund](#) as well as from the IFRRO-KOPINOR Partnership, which was established in 2022 as a three-year agreement to enable IFRRO to reinforce and expand its capacity building work. The agreed guiding principle for the IFRRO-KOPINOR Partnership is that *'the projects will make a difference on the ground for authors and publishers and in a practical way will advance collective management.'*

While 2025 was to be the final year of the current agreement, during the period under review, Kopinor advised IFRRO of its intention to exercise the option of a 1-year extension, effectively bringing the partnership to 2026. IFRRO gratefully acknowledges Kopinor's ongoing support and commitment to the development of robust collective management frameworks around the globe.

(a) IFRRO Capacity Building Projects

In the period under review, IFRRO has approved Development Funding applications to support the activities of numerous organisations including: APNET, BURIDA, CopyGhana, CMRR, CWWCS, IPCC, KAZAK, MARC and OAPI.

Highlights from IFRRO's capacity building work over the past year are outlined below:

- **WIPO-IFRRO Joint Reprography Project (Francophone + Anglophone African CMOs)**

In the year under review, IFRRO successfully extended its strategic collaboration with WIPO, securing the continuation of a structured mentorship initiative aimed at strengthening Collective Management Organisations (CMOs) across Africa. This program, which supports both French- and English-speaking CMOs, focuses primarily on reprography and private copying. As part of an external review, the WIPO-IFRRO reprography project in Africa has been referred to as an example of a successful collaboration by the WIPO CDIP: [here](#) (CDIP/33/4, page 48/49).

As part of the Joint Reprography Projects, RROs from various African nations are benefiting from ongoing mentorship and advisory support. The initiative is led by project consultant Mr. Olav Stokkmo, with additional contributions from WIPO and the IFRRO Secretariat:

- **French-speaking countries:** Algeria (ONDA), Benin (BUBEDRA), Burkina Faso (BBDA), Cameroon (SOCILADRA), Côte d'Ivoire (BURIDA), Madagascar (OMDA), Mali (BUMDA), Morocco (BMDAV), Niger (BNDA), Senegal (SODAV), Togo (BUTODRA), and Tunisia (OTDAV).
- **English-speaking countries:** Botswana (COSBOTS), Eswatini (ESWACOS), Ghana (CopyGhana), Malawi (COSOMA), Mauritius (MASA), Nigeria (REPRONIG), South Africa (DALRO), Tanzania (TANRRS & COSOTA), Uganda (URRO), Zambia (ZARRSO), Zanzibar (COSOZA) and Zimbabwe (RROZ).
- **Observers:** Gabon (BUGADA), Cabo Verde (SOCA), Lesotho (LESCOSAA), Namibia (CMRR).

Notably, some participants in the project are not IFRRO members, reflecting a broader regional engagement beyond IFRRO's membership. This also presents a valuable opportunity for IFRRO to expand its network and welcome new members from the region, further strengthening collective management in Africa.

Throughout the period under review, the mentorship groups have convened multiple times through online meetings, with IFRRO providing guest speakers for seminars on specific topics including approaches to stakeholder engagement, rights and repertoire management, and methodology, facilitating at the same time continuous progress reviews and the refinement of their business strategies.

• **Asia Pacific Group Mentorship Program**

This group mentorship project was launched in 2023 with the aim of supporting or establishing nascent collective copyright licensing systems in the Asia Pacific region, with an initial focus on Vietnam, Malaysia, Indonesia, and the Philippines. In the period under review, FILCOLS (Philippines) withdrew from the program, while ERRRA (UAE) joined. The project consultant, Jim Alexander (former CEO, CA) works closely with each RRO member to make progress against agreed business plans, covering core areas of RRO operations including mandate acquisition, licence negotiations, as well as survey and distribution methodology.

In the period under review, the consultant – supported by the IFRRO Secretariat – met with project participants regularly online, and has also facilitated several in-country workshops and meetings with the relevant government ministers and/or Board of Directors. The program has yielded good results, with two relatively new RROs – MARC and ERRRA – successfully concluding licences with the private university sector; meanwhile VIETRRO was able to secure government support and is making good progress with the deployment of WIPO-Connect.

• **Caribbean Development Project**

IFRRO has five members in the Caribbean (ECCLA, BECLA, B-Copy, TTRRO and JAMCOPY), all of which are members of CARROSA. The CARROSA initiative, originally launched in 2016, was intended to integrate the operations of these five RROs to enable both regional and national licences to be negotiated.

The concept has been embraced at a policy level by national governments in the region and WIPO – in late 2023, developments were made on the policy front with Regional Regulations pertaining to the governance and operations of CMOs adopted by CARICOM member states in November 2023, potentially opening new paths to progress licensing in the region.

With this in mind, IFRRO launched a project to assess the current state of RRO licensing in the Caribbean, both at a national and regional level. In the period under review, Andrew Martin (formerly of ACCESS Canada) was engaged as project consultant to work with individual RROs in addition to developing a roadmap to support CARROSA to become operational as

an effective regional licensing hub. With the roadmap delivered and agreed upon by CARROSA members, the project was concluded during the review period.

- **Eastern Europe Development Project**

During the review period, IFRRO continued its project to support the development of sustainable licensing systems in the Balkans region – following the completion of a scoping study carried out in early 2024 to assess the current state and viability of existing RROs in the region, Luka Novak (SAZOR Chair and IFRRO European Group Vice-Chair) was engaged to provide strategic and practical support to participant RROs based on a tailored action plan. The aim of the project is to apply learnings from the scoping study to support the effective operations of each RRO and to achieve improved conditions for collective management of text/image works in the Balkans region.

Project participants during the review period included: ORIGINAL (Bosnia and Herzegovina), DZNAP & ZANA (Croatia), OSDEL (Greece), OFA & OPRCG (Montenegro), LITA (Slovakia), OORP (Serbia), BESAM, EGITIM YAYBIR, YAYBIR, & TBYM (Turkey) and OPERA SCRISA, VISARTA, & COPYRO (Romania).

In the period under review, the consultant met with project participants regularly online and has also facilitated several in-country meetings with the relevant government ministers and/or Board of Directors. Additionally, IFRRO organised an in-person workshop in Ljubljana on 21 March 2025 to bring together several project participants and the IFRRO European Group leadership to discuss key aspects of licensing.

- **Study to Support Collective Licensing in Latin America**

To better understand the challenges facing Latin American RROs, IFRRO commissioned a study led by consultant [Fernando Zapata López](#) to examine the current state of collective management in the region. Zapata and his team began working on the IFRRO project in the final quarter of 2024. A key step in the work was to organise and collect extensive input from across the region in the form of 269 survey responses from authors, publishers, collective management organisations (CMOs) and copyright offices in 19 countries, including countries where there are no CMO or IFRRO members. By comparing these responses with national copyright laws and international practices, the study has identified several persistent regulatory, operational, and technical obstacles. These include fragmented legal frameworks, limited awareness among rightsholders and a lack of trust in CMOs.

As well as exposing these significant shortcomings, the study's preliminary findings propose actionable solutions to the involved parts such as WIPO, CERNALC, IFRRO, authors, publishers, IPOs and national governments. In a recent study report, the author emphasises that greater coordination between policymakers, rightsholders and existing societies is essential for building a more coherent system of CMOs that can effectively represent and protect copyright. Important steps to ensure creators and publishers are fairly recognised and remunerated include strengthening legal frameworks, increasing transparency, and fostering trust between CMOs, rightsholders, and users.

A consolidated report on the study will soon be released, enabling IFRRO and other stakeholders to focus their efforts on strengthening copyright and the role of CMOs in the region.

- **India National Assistance Project**

While Indian RRO, IRRO, was founded 25 years ago it has struggled to establish itself as an effective licensing body. IRRO sought assistance in establishing appropriate internal

governance frameworks and guidance on operational RRO matters such as data collection/distributions and licence negotiations.

In the period under review, IFRRO engaged Kevin Fitzgerald (former CEO, CLA) to provide strategic guidance and practical support to IRRO.

(b) Projects with Other Organisations

- **Union Economique et Monétaire Ouest Africaine (UEMOA)**

Since 2019 in West Africa, CISAC, IFRRO and WIPO have supported a study and a Directive developed by UEMOA (the West African Economic and Monetary Union) to introduce private copying remuneration in their eight Member States. The UEMOA Private Copying Directive (adopted in September 2023) is intended to harmonise rules on private copying in the region, with the potential to increase revenues to rightsholders, including for text and image-based works. Remuneration applies to copies made for private use and is subject to mandatory collective management.

Effective implementation of the UEMOA Directive will require sustained and coordinated efforts to engage with and educate key stakeholders – in the period under review, IFRRO continued to collaborate with key stakeholders including UEMOA, CEDEAO, OIF, CISAC and WIPO to raise awareness about the effective implementation of the Directive.

2.5. Equity and Engagement

IFRRO works with members and partners to raise awareness of and promote the importance of a diverse, equitable, and inclusive creative sector, copyright community and CMO network. IFRRO's efforts on equity and engagement are aimed at raising awareness and promoting the importance of a diverse, equitable and inclusive CMO network, and working with stakeholders to build respect for diversity, throughout all workstreams.

During the period under review, IFRRO adhered to principles of diversity and inclusiveness with regard to IFRRO's governance structures, representation on IFRRO's Board and Committees, and throughout all capacity-building programs. IFRRO also continued its support for the visually impaired in the context of its work with the Accessible Book Consortium (ABC) and remains committed to focusing on furthering inclusiveness in the years to come.

2.6. Resources for Members

An important aspect of IFRRO's work is to develop resources and tools to assist our members to develop and build with their business, data and technology capacities.

(a) WIPO Connect

IFRRO continues to work with WIPO on the development of the WIPO Connect software package for text and images (see press release on WIPO and IFRRO's collaboration [here](#)). The project will strengthen collective management in the text and image sector and increase the confidence of authors and publishers that their rights are being managed efficiently and effectively by IFRRO members.

During the period under review, WIPO representatives gave demonstrations to IFRRO members at various forums including meetings of the WIPO-IFRRO Joint Reprography Project

(November 2024, June 2025), the IFRRO Asia Pacific Committee meeting (April 2025), and the IFRRO Latin American and Caribbean Committee meeting (June 2025).

Several IFRRO members are currently implementing WIPO-Connect, with additional members actively liaising with their governments to request the issuance official member state requests to have WIPO Connect implemented in their territories.

(b) Technical Standards

EDItEUR: IFRRO is a member of EDItEUR, which is responsible for several standards of interest to IFRRO members, including ONIX for RROs, and administers the ISNI International Agency. During the period for review, Michael Healy represented IFRRO on the Board of EDItEUR.

ISNI (International Standard Name Identifier): ISNI (the International Standard Name Identifier) is an ISO standard that identifies names of creators and organisations. IFRRO is a founding member of the ISNI International Agency and sits on its board (the current Chair Michael Healy is an IFRRO appointee) alongside other creator organisations such as CISAC.

The ISNI International Agency (ISNI-IA) currently coordinates the work of 75 ISNI member organizations: 42 of these are Registration Agencies and 33 are Founder or regular Members of ISNI. Together, their activities span a variety of creative domains worldwide, including libraries, book publishing, academic research, rights management and the music industry.

To cater for the varied requirements of ISNI users across these communities, ISNI maintains a number of consultation groups that communicate with ISNI-IA (and each other) and help prioritize any critical support or technical requirements that may arise. Three such groups are currently active, serving users in the Library, Book Publishing and Music domains. At the time of writing, and acknowledging the significant overlap in interests and personnel, the Music group is merging its efforts with those of the Party ID Working Group maintained by the music industry information body, DDEX.

To date, a total of 16.4 million ISNIs have been assigned. 14.4 million identify individuals (including some 2.9 million identifying researchers) while the remaining 2.0 million relate to creative organizations of various kinds. All ISNIs are formally requested via one or other of the ISNI RAGs and are generated from one central assignment system. A variety of technical routes are available to submit the necessary metadata, including a dedicated web interface, batch load facilities and an assignment API.

Alongside continuing technical enhancements to meet the growing requests of ISNI's user communities, ISNI expends significant efforts in terms of communication and outreach to promulgate the use of the standard. This encompasses a growing social media presence, press releases and announcements, webinars and presentations as well as the quarterly e-newsletter ISNI News.

And finally, the past year saw the publication of a briefing document, The Benefits of ISNI for Publishers. This is intended to be the first in a short series of "Benefits" documents that will be of use to practitioners and those considering ISNI adoption.

Selected highlights of the ISNI year:

- Book Industry Study Group (BISG) carries out a major project to advise on appropriate strategies to introduce ISNI into the US book industry.

- ISNI's geographic representation widens with (among others) new RAGs in Mexico (AIIMCC), Philippines (Intellectual Property Office of the Philippines, IPOPHL), Singapore (Caldecott Music Group)
- Universal Music Group (UMG) announces the go-live of its ISNI-related workflows
- Specialist in publishing metadata RR Bowker announces plans to launch a range of ISNI assignment and related services, initially in the US market
- German company MVB launches a public portal for ISNI assignment and related services, firstly in the German language and later also in English.
- In late 2024, WIPO also became an [ISNI Registration Agency](#) - through this agreement, WIPO will integrate the ISNI system into WIPO Connect, a comprehensive tool for collective management organisations (CMOs). WIPO Connect facilitates data sharing, licensing and identification services, streamlining operations across the global rights management ecosystem. The integration will allow WIPO-affiliated CMOs to assign ISNIs directly to their members, improving the visibility, accuracy and protection of intellectual property (IP) assets internationally. 15 IFRRO members are currently using WIPO Connect.

3. IFRRO Fora, Working Groups and Committees

IFRRO's members are actively engaged in the work of IFRRO through its Committees, Working Groups and Fora.

The Regional Committees bring together IFRRO members in a particular geographical region, to consider and discuss matters of importance in their region. The Regional Committees also work to support and nurture emerging RROs in their region.

The Working Groups enable the discussion of common issues and the development of licensing solutions by members with an interest in a particular type of copyright material, such as visual images or newspapers.

The Fora provide opportunities for members with an interest in a specific area of collective management to meet and explore solutions to technical issues and consider recent developments.

Agendas, papers and presentations from each meeting are available for members [here](#).

From time-to-time Task Forces are formed to take an in depth look at an area of interest or concern and report back to the Board and membership with recommendations and possible solutions. There are currently no task forces in place.

The work of the Committees, Working Groups and Fora over the period in review can be summarised as follows:

3.1. Regional Groups

- **African Committee (AC)**

There are 18 RRO members and 1 Publisher Association member (Publisher Association of South Africa, PASA) across 18 countries on the African continent.

In the period under review, Dora Makwinja (COSOMA) served as AC Chair while Ruth Simujayangombe (ZARRSO) served as Vice-Chair.

During the period under review, the African Committee held a total of 7 meetings. These included an in-person meeting in Quebec, Canada on 3 October 2024, 2 online national report sessions on 7 and 12 November 2024, an in-person meeting in Harare, Zimbabwe on 28 November 2024, 2 additional online national report sessions on 10 and 12 June 2025, and an in-person meeting in Rabat, Morocco on 26 June 2025.

The meeting in Rabat marked a milestone for regional cooperation, culminating in the formal signing of the historic Multiparty Agreement between African RROs. The Agreement was signed by CopyGhana (Ghana), COSBOTS (Botswana), COSOMA (Malawi), DALRO (South Africa), Repronig (Nigeria), SOCILADRA (Cameroon), URRO (Uganda), and (Zambia), and witnessed by BMDAV (Morocco). The Agreement remains open for signature, and several other RROs across the continent are expected to join in the coming months.

More information on the AC can be found [here](#).

- **Asia Pacific Committee (APC)**

There are 19 RROs in membership of IFRRO in 16 countries of the Asia Pacific region, including two new members admitted in 2025, KAZAK (Kazakhstan) and SIIP (Uzbekistan). There is also one Music RRO member, MCSC (China).

In the period under review, Andrew Fong, CEO of Singaporean RRO CLASS, served as APC Chair while Sharon Wong, Executive Director of HKRRLS (Hong Kong) served as Vice Chair.

The Committee held two meetings in the period under review – the first as part of the 2024 IWC (Quebec, Canada) which included updates about AI developments in South Korea and Japan, as well discussions on licensing developments in Japan and Malaysia, the implementation of the Artists' Resale Right in NZ, and common operational challenges.

A further in-person meeting was held 24-25 April 2025 – hosted by IRRO in Delhi, India.

In addition to two sessions dedicated to AI Advocacy and AI & Collective Licensing, the program included a Commercial Licensing Workshop, discussions on strategies to overcome challenges in the education licensing sector, along with an overview of some of the key policy discussions that have taken place in the Asia Pacific region.

More information on the APC can be found [here](#).

- **European Group (EG)**

The EG, for which Valtteri Niiranen (Kopioisto) is Chair and Luka Novak (SAZOR) and Javier Díaz de Olarte (CEDRO) are Vice-Chairs, met twice during the period under review: on 2 October 2024, in Quebec, Canada, as part of IFRRO's General Assembly week, and on 20 May 2025, in Luxembourg as part of IFRRO's Mid-Year meetings.

In addition to presentations on EU developments and exchanges on European organisations' lobbying efforts with EU institutions, as well as national reports, this year's discussions covered a range of key topics, including updates on the OECD's ongoing work on AI, capacity-building projects in Europe, challenges posed by the second-hand book market for authors and publishers, and a review of pending cases before the CJEU along with recent court decisions.

More information on the EG can be found [here](#).

- **Latin America and the Caribbean Committee (LAC)**

IFRRO has 13 RRO members in the region. As ECCLA is a sub-regional RRO for six Eastern Caribbean States, the 13 RROs in Latin America and the Caribbean cover 17 countries in total.

Ana María Cabanellas (Vice-President of CADRA) is the Chair of the committee, while *Magdalena Iraizoz* (CADRA's Executive Director) is the Vice-Chair.

During the revision period, the committee met in three occasions:

- 5 & 6 September in Lima (Peru), kindly hosted by local book publishers. The meeting brought together Latin American members only, and one of its main objectives was to support the Peruvian RRO initiative.
- 2 October 2024 in Quebec, during the 2024 IFRRO World Congress and General Assembly.
- 10 & 11 June in Rio de Janeiro, kindly hosted by IFRRO's Brazilian member ABDR.

More information on the LAC can be found [here](#).

3.2. Technical Groups

- **Equipment Levy Forum (ELF)**

The ELF is an informal forum open to all IFRRO members for the exchange of information amongst RROs administering Text and Image (TI) levies. It is chaired by George Zannos (OSDEL) with Aleksandra Burba, Copyright Polska as Vice-Chair.

During the period under review, the ELF met four times: on 3 October 2024 in Quebec during IFRRO's General Assembly week; online on 7 May 2025; on 21 May 2025 in Luxembourg during IFRRO's mid-year meetings; at a public event in Brussels on 30 June 2025; additionally, ELF members have communicated via informal exchanges.

Discussions included legal and policy developments such as CJEU cases C-230/23 (Reprobel), C-822/24, and C-496/24, national updates on levy systems, and coordinated advocacy in support of private copying remuneration. The forum also heard updates on the joint CISAC–IFRRO Global Private Copying Study and the progress of the 2025 ELF Study on Text and Image Copyright Levies, highlighting the importance of data-driven approaches and collective messaging to defend and strengthen levy regimes globally.

A key highlight was the [public launch of the 2025 ELF Study](#) in Brussels on 30 June 2025. Hosted at the Maison européenne des Auteurs et des Autrices, the event featured a presentation of the study's findings, followed by two expert panels. The first panel included representatives from VG Wort, OSDEL, CEDRO, and Literar-Mechana, while the second brought together stakeholders from the European Commission, CISAC, GESAC, EVA, and AEPO-ARTIS to discuss the future of copyright levies in a rapidly evolving digital landscape.

More information on the ELF can be found [here](#).

- **Legal Issues Forum (LIF)**

The LIF, for which Martin Kyst, Tekst & Node, has been the Chair and Josephine Johnston, Copyright Agency, Vice-Chair, is a forum open to all IFRRO members for the exchange of information on legal issues.

During the period under review, the LIF met on 2 October 2024 in Quebec, Canada, during IFRRO's General Assembly week, and again during IFRRO's mid-term meetings on 20 May 2025 in Luxembourg.

Alongside national updates, such as ongoing AI-related litigation and developments in Controlled Digital Lending and the NISO Consultation in the USA, and trends in the education sector in Canada, the discussions also touched on consultations in the field of AI and text and data mining (TDM). The LIF meetings featured notable guest speakers, including Professor Ysolde Gendreau (University of Montreal), who provided a historical perspective on Canada's copyright framework in celebration of the 100th anniversary of the Canadian Copyright Act in October, and Tom Theves, Senior Government Advisor at the Ministry of the Economy in Luxembourg, who outlined the Luxembourg government's current priorities and initiatives in intellectual property.

Additional topics addressed included the concept of originality as a cornerstone of copyright law, other fundamental principles of copyright, and AI licensing, explored during a dedicated panel discussion.

In both meetings, IFRRO presented the AI Advocacy Toolkit, focusing on the reproduction right and its relevance for AI training, along with an addendum addressing the CTPP/MATTP right.

More information on the LIF can be found [here](#).

- **Newspaper and Periodicals Working Group (NPWG)**

The NPWG, for which Sandra Chastanet, CFC, is Chair and Jessie Fung, NLA, is Vice-Chair, focuses on the development of business models regarding the licensing of newspapers and periodicals in the business sector, media monitoring as well as education, with a strong focus on licensing for digital uses and sustainability of digital media business models.

The NPWG meeting in October focused in particular on AI and recent developments in the US regarding the licensing of news publisher content for use in generative AI, presented by Regan Smith. This was followed by an interactive discussion among attendees. The meeting also featured updates from Denmark on the Press Publishers' Right (PPR) and AI, as well as from Greece on the implementation of the PPR.

During the May meeting, participants received updates on NLA business licensing models, recent AI-related developments in the UK, including the proposed opt-out regime and the Data (Use and Access) Bill, as well as on licensing platforms and the evolving implementation of the Press Publishers' Right (PPR).

More information on the NPWG can be found [here](#).

- **Public Lending Right Forum (IPF)**

The IPF is an informal forum open to all IFRRO members, which is aimed at facilitating information exchange and the discussion of technical issues encountered in the administration of the Public Lending Right. Kurt van Damme (Reprobel) stepped down from the role of IPF Chair on 21 May 2025. Arjen Polman (Stichting Leenrecht) served as Vice-Chair of the IPF for the entirety of the period under review.

The IPF met in-person twice in this period – firstly, on 3 October 2024 in Quebec, Canada during IFRRO's General Assembly week, and again during IFRRO's mid-term meetings on 21

May 2025 in Luxembourg. In addition to two national case studies on PLR schemes in Canada and Luxembourg, during the period under review the IPF discussed topics including the WIPO PLR Study, current surveys on the impact of e-lending on rightsholders, as well as national updates including ongoing challenges with Bookster in Romania.

During the period under review, IFRRO, executed the [PLR Ongoing Operational Plan](#) that developed in consultation with key stakeholders to build upon its existing work to support PLR administration around the globe. IFRRO engaged two part-time consultants, Sabine Richley and Olav Stokkmo to complete concrete projects including an extensive review of a proposed draft sample bilateral agreement for PLR, the completion of a comprehensive survey on the use of visual materials in works subject to PLR, and the development of new modelling calculations to support the adequate funding of PLR schemes around the globe.

More information on the IPF can be found [here](#) and IFRRO's further work on PLR can be found [here](#).

- **Visual Working Group (VWG)**

The VWG is chaired by Vincent van den Eijnde (Stichting Pictoright) with Christian Zimmerman (DACS) serving as Vice Chair. Its objective is to study and review issues involved in the reproduction of still images contained within books, journals and newspapers and to determine cooperation strategies and suggest solutions for the closer involvement of the visual creators in the field of RRO licensing.

The VWG met twice during the year, in October 2024 as part of the IWC program, and again in May 2025 of the IFRRO Mid-Year meetings. Topics discussed across both meetings included a case study of visual works management in Canada, the WIPO ARR Toolkit, challenges with the use of visual works in PLR schemes around the world, as well as opportunities and threats presented by AI and RRO AI licensing developments.

More information on the VWG can be found [here](#).

-END-

2. Statutory Auditor's Report on Financial Statements for the year ended 30 June 2025

FREE TRANSLATION OF UNQUALIFIED STATUTORY AUDITOR'S REPORT ORIGINALLY
EMITTED IN FRENCH

STATUTORY AUDITOR'S REPORT TO THE GENERAL MEETING OF MEMBERS OF THE
ASSOCIATION INTERNATIONALE FEDERATION OF REPRODUCTION RIGHTS ORGANISATIONS
(IFRRO) FOR THE YEAR ENDED 30 JUNE 2025

In the context of the statutory audit of the annual accounts of the association IFRRO (the Organisation), we hereby present our statutory auditor's report. It includes our opinion on the audit of the annual accounts as well as our report on the other legal and regulatory requirements. These reports form part of an integrated whole and are indivisible.

We have been appointed as statutory auditor by the general meeting of members of 3 October 2023, following the proposal by the board of directors. Our statutory auditor's mandate will expire on the date of the general meeting of members which will deliberate on the annual accounts closed on 30 June 2026. We have performed the statutory audit of the annual accounts of the organisation for seven consecutive years.

Report on the audit of the annual accounts

Unqualified opinion

We have audited the annual accounts of the Organisation, which comprise the balance sheet as at 30 June 2025, the profit and loss account for the year then ended and the notes to the annual accounts, characterised by a balance sheet total of € 2.276.079,51 and a profit and loss account showing a profit for the year of € 55.481,56.

In our opinion, the annual accounts give a true and fair view of the Organisation's net equity and financial position as at 30 June 2025, as well as of its results for the year then ended, in accordance with the financial reporting framework applicable in Belgium.

Basis for unqualified opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs) as applicable in Belgium. Our responsibilities under those standards are further described in the '*Statutory auditor's responsibilities for the audit of the annual accounts*' section in this report. We have complied with all the ethical requirements that are relevant to the audit of annual accounts in Belgium, including those concerning independence.

We have obtained from the board of directors and the officials of the Organisation the explanations and information necessary for performing our audit.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of the board of directors for the annual accounts

The board of directors is responsible for the preparation of annual accounts that give a true and fair view in accordance with the financial reporting framework applicable in Belgium, and for such internal control as the board of directors determines is necessary to enable the preparation of annual accounts that are free from material misstatement, whether due to fraud or error.

In preparing the annual accounts, the board of directors is responsible for assessing the Organisation's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the board of directors either intends to liquidate the Organisation or to cease operations, or has no realistic alternative but to do so.

Statutory auditor's responsibilities for the audit of the annual accounts

Our objectives are to obtain reasonable assurance about whether the annual accounts as a whole are free from material misstatement, whether due to fraud or error, and to issue a statutory auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these annual accounts.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the annual accounts, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organisation's internal control;
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the board of directors;
- Conclude on the appropriateness of the board of directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organisation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our statutory auditor's report to the related disclosures in the annual accounts or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our statutory auditor's report. However, future events or conditions may cause the Organisation to cease to continue as a going concern;
- Evaluate the overall presentation, structure and content of the annual accounts and whether the annual accounts represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the board of directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identified during our audit.

Report on other legal and regulatory requirements

Responsibilities of the board of directors

The board of directors is responsible for the compliance with the legal and regulatory requirements regarding bookkeeping, as well as for compliance with the Code of Companies and Associations.

Responsibilities of the statutory auditor

In the context of our mandate and in accordance with the Belgian standard (Revised in 2020) which is complementary to the International Standards on Auditing (ISAs) as applicable in Belgium, it is our responsibility to verify, in all material aspects, the Management report and the proper application of some legal obligations in accordance with the Code of Companies and Associations, as well as to report on these elements. In our opinion, after having performed specific procedures in relation to the

management report, the management report is consistent with the annual accounts for the same financial year, and it is prepared in accordance with the Code of companies and associations.

Statement related to independence

- Our audit firm and our network did not provide services which are incompatible with the statutory audit of annual accounts, and we remained independent of the Organisation throughout the course of our mandate.

Other statements

- Without prejudice to certain formal aspects of minor importance, the accounting records are maintained in accordance with the legal and regulatory requirements applicable in Belgium.
- We do not have to inform you of any transactions or decisions that have been made or taken in breach of the by-laws or of the Company Code.

Ninove, 26/08/2025
BV J-B RONSE DE CRAENE & C°, Bedrijfsrevisoren
Statutory auditor
Represented by

J-B RONSE DE CRAENE
Registered auditor

3. Financial Statements 2024-2025

Financial Statements 2024 - 2025

1. General

The IFRRO accountancy and bookkeeping system and procedures are set up to comply with Belgian legislation and regulations applicable to International Non-Profit Associations (AISBL).

2. Activity Report 2024 – 2025

2.1. BOOKKEEPING

Management of accounts is undertaken by IFRRO staff using the software WinBooks. An external consultant, contracted since FY 2016-2017, has been reviewing and combining monthly accounts and establishing year-end accounts through the financial year 2024-2025.

2.2. ACCOUNTANCY AND AUDITING PROCEDURES

During the Financial Year under review, the Board has received Monthly Management Accounts (MMA) for each meeting. The MMA is sent on a regular basis to the President and to the Treasurer.

The MMA report consists of tables on:

- (a) the Statement of Financial Position;
- (b) the Statement of Profit and Loss;
- (c) the trial balance of income and expenditures;
- (d) the balance of contributions, allocations and payments to and from the Development Fund;
- (e) the receivables aging balance; and
- (f) investments and depreciations.

2.3. REPORT OF THE STATUTORY AUDITOR ON FINANCIAL STATEMENTS 2024 – 2025

The Financial Statements 2024-2025 were audited in August 2025 by J-B Ronse de Craene and Company. The Auditor's report verifies that the accounting records are appropriately maintained, and that the accounts have been drawn up in accordance with the appropriate Belgian legal and regulatory requirements. It validates that IFRRO's internal organisation is appropriate in the context of internal control.

The Statement of Financial Position shows a balance of €2,276,080, which is €242,522 lower than last year's balance of €2,518,602. Details are shown in 3.1 (Assets) and 3.2 (Equity/Liabilities) further down. The year-end result on the operational accounts shows a surplus of €55,482. The Operational reserve has a balance of € 343,070, as of 30 June 2025.

During the financial year 2024-2025, €64,597 were allocated as contributions to the Development Fund, and the payments made towards the grants amounted to €350,516.

3. Statement of Financial Position as at 30 June 2025

3.1. Statement of Financial Position – ASSETS

Since last year, net assets have decreased by €242,522 to €2,276,080.

Assets include:

| | 30.06.25 | 30.06.24 |
|---|------------------|------------------|
| ASSETS* | 2,276,080 | 2,518,602 |
| Tangible Fixed Assets (Office equipment) | 6,910 | 7,409 |
| Receivables longer than one year (loans) | 68,117 | 59,018 |
| Receivables less than one year (Membership and events participation fees) | 73,630 | 130,156 |
| Saving accounts long-term (Bank) | 1,853,515 | 1,942,019 |
| Operational accounts (Bank) | 167,794 | 293,736 |
| Prepayments and accrued income | 106,114 | 86,264 |

*For details see the IFRRO “Statement of Financial Position 2024-2025”

Receivables longer than one year

The loan to LATREPRO amounts to €36,500. During the year €3,000 were repaid.

The loan to SEA Panama amounts to €19,518.

A new loan was registered to ZARRSO for an amount of €16,949. At the year end, €4,850 were repaid.

Receivables less than one year

Receivables have decreased by €56,526. The IFRRO Secretariat implemented the credit control strategy to recover overdue fees, which includes offering payment plans to facilitate the payment.

Term accounts longer than one year

The interest rate on term accounts continues to be very low.

During the financial year 2024-2025, several placements were made and renewed to secure better bank interests:

| Short-term placement | Amount | Interest rates |
|----------------------------|--------------|----------------|
| May 2024 – August 2024 | €1.2 million | 3.45% |
| September – November 2024 | €1.2 million | 3.25% |
| December 2024 – March 2025 | €1.2 million | 2.70% |
| March – ongoing FY 25-26 | €1.2 million | 2.17% |

Bank accounts

The savings and operational bank accounts include separate accounts for Operations and Development Fund. Surplus of working capital is transferred regularly from the operational account to the savings account.

3.2. Statement of Financial Position – EQUITY/LIABILITIES

Liabilities include:

| | 30.06.25 | 30.06.24 |
|--|------------------|------------------|
| EQUITY* | 2,276,080 | 2,518,602 |
| Surplus carried forward –Operational Reserve | 343,070 | 219,738 |
| Long term liabilities – Development Fund | 1,527,223 | 1,796,760 |
| Short term liabilities (max. one year) | 159,208 | 208,835 |
| Accrued Expenses and deferred income | 21,160 | 0 |
| Provisions towards tax charges, etc. | 0 | 0 |
| Reserve | 0 | 169,937 |
| Result, Provisional carried forward | 225,419 | 123,332 |

*For details see the IFRRO “Statement of Financial Position 2024-2025”

Operational Reserve

The operational reserve is the result of last year balance €219,738 plus last year-end result €123,332.

Long term liabilities

Long term liabilities consist of €1,527,223. In the financial year 2024-2025, €64,597 were allocated as contributions to the Development Fund and €350,516 were paid out in relation to approved projects.

In the financial year 2024-2025 the Enforcement Fund was merged with the Development Fund.

Reserve

The reserve fund which amounts to €169,934 will be transferred to the Operational reserve in the fiscal year 2025/2026.

Short term liabilities

Short term liabilities consist of:

| | 30.06.25 | 30.06.24 |
|---|----------------|----------------|
| LIABILITIES* | EUR | EUR |
| Other Liabilities (Portion of membership fees allocated towards the IFRRO Development Fund) | 64,597 | 0 |
| Salaries, social security, taxes, accruals | 108,636 | 101,146 |
| Suppliers (Payables) | 50,572 | 87,689 |
| Temporary transfer from EWC | 0 | 20,000 |
| TOTAL short-term liabilities | 159,208 | 208,835 |

*For details see the IFRRO “Statement of Financial Position 2024-2025”

3.3. INCOME AND EXPENDITURES

Summary trial balance

| | Budget 12 month | Actual 12 month | Variance |
|---------------------------------------|-----------------|-----------------|-----------|
| | 2024-2025 | 2024-2025 | |
| INCOME | | | |
| Membership fees | 1,291,931 € | 1,245,990 € | -45,591 € |
| Bank interests and other income | 42,000 € | 69,295 € | 27,295 € |
| | | | |
| Total income | 1,333,931 € | 1,315,285 € | -18,646 € |
| | | | |
| Allocation to DF for DW | -64,597 | -64,597 | 0 € |
| | | | |
| Total operational income | 1,269,334 € | 1,250,688 € | -18,646 € |
| | | | |
| Total operational expenditures | 1,272,850 € | 1,210,471 € | -62,379 € |
| | | | |
| TOTAL OPERATING RESULT/DEFICIT | -3,516 € | 40,217 € | |
| | | | |
| Events | | | |
| IWC | 0 | -9,859 | |
| Mid-year event | 0 | 25,124 | |
| | | | |
| SURPLUS/DEFICIT ON YEAR | | | |
| Operations | 40,217 € | | |
| Events | 15,264 € | | |
| TOTAL surplus (deficit) | 55,482 € | | |

The result of the financial year 2024-2025 shows a surplus of €55.482.

Income

The membership fees account in the income section shows a slight (4%) deficit against the budget, which is justified by the change of tier of some members after the approval of the budget.

In addition, during the year, as shown in the table in the Assets section, the Secretariat proceeded to make several short-term placements of the unused funds in a term account, which has given an income in terms of bank interests.

In 2024-2025, funds were allocated from the Operations account towards the Development Fund.

Expenditures

The account shows a positive variance in most of the items due to less expenditure than budgeted.

Personnel: there have been some changes in the IFRRO staff in the first part of the financial year, the staff in Belgium includes 5 full time employees.

Property Costs and Email and Web server show a negative variance mainly due to fixed maintenance and insurance contracts.

Office Supplies has a negative variance due to the purchase of small pieces of audio-visual equipment to enable and improve the meetings.

The variance in Financial Charges is due to bank charges for international payments and PayPal services.

The variance in Other operating costs and amounts written off is due to several irrecoverable debts written off.

Development Fund

In accordance with a Board decision, the Enforcement Fund was merged with the Development Fund.

The amount allocated towards the Development Fund in the financial year 2024-2025 is €64,597.

A total of €350,516 was paid out in the FY 2024-2025 in relation to approved grants.

The total amount available for new projects as at 30 June 2025 is €1,223,459.

Events

IWC: the account shows a negative variance of €9,859, which is justified by the fact that due to worldwide rising costs, the registration fees collected were not sufficient to cover the high costs related to organising the congress.

Moreover, some of the costs were based on variables which were not easily budgeted or foreseen in advance.

The limited deficit for the event reflected in the result is only due to two Development Fund allocations to cover overages in costs, without which the deficit would have been significant.

Mid-year event: the positive result of the event is due to the high number of participants in the meetings.

- END -

4. Statement of Financial Position

30 June 2025

| IFRRO STATEMENT OF FINANCIAL POSITION: 30 June 2025 | | | |
|---|----------|-----------------|-----------------|
| A. Situation of IFRRO Assets as per June 2025 | | | |
| Assets Categories | Accounts | Amounts | Amounts |
| ASSETS | Category | 07/2024-06/2025 | 07/2023-06/2024 |
| I. N/A | 20/28 | 6.910 | 7.409 |
| II. Non tangible fixed assets | 20 | | |
| III. Tangible fixed assets | 22/27 | 6.910 | 7.409 |
| B. Office Equipment | 23 | 0 | 0 |
| 231100 Computers | 23 | 14.315 | 14.315 |
| 231109 Depreciation reserve for computers | 23 | -14.315 | -14.315 |
| C. Furnitures, fixtures & cars | 24 | 6.910 | 7.409 |
| 240000 Other office equipment | 24 | 7.324 | 7.324 |
| 240009 Depreciation reserve of other office equip. | 24 | -6.658 | -6.170 |
| 240100 Furnitures | 24 | 11.598 | 11.599 |
| 240109 Depreciation reserve furniture | 24 | -11.599 | -11.599 |
| 240200 New computer equipment | 24 | 61.446 | 57.298 |
| 240209 Depreciation new computer equipment | 24 | -55.201 | -51.043 |
| D. Leased fixed assets | 24 | 0 | 0 |
| E. Other fixed assets | 25 | 0 | 0 |
| F. Fixed assets in progress | 26 | 0 | 0 |
| IV. Financial assets (ann. I, C et II) | 28 | 0 | 0 |
| CURRENT ASSETS | 29/58 | 2.269.170 | 2.511.193 |
| V. receivables over one year | 29 | 0 | 0 |
| A. Members | 290 | | |
| B. Others | 291 | | |
| VI. Inventory | 30 | | |
| A. Goods | 30/36 | | |
| B. Orders in progress | 37 | | |
| VII. Receivables less than one year | 40/41 | 141.747 | 189.174 |
| A. members | 40 | 73.630 | 130.156 |
| 400000-406000 Members | 40 | 73.630 | 130.156 |
| 407000 Debts at risk | 40 | 0 | 0 |
| 409000 Reduction with debts at risk | 40 | 0 | 0 |
| B. Other receivables | 41 | 68.117 | 59.018 |
| 413000 Precompte professionnel | 41 | | |
| 414000 Provision ONSS | 41 | | |
| 416000 Loans | 41 | 68.117 | 59.018 |
| 416100 Advance Social Security | 41 | | |
| 418000 Other loans | 41 | | |
| C. Payments from Development and Enforcement Funds | 41 | 0 | 0 |
| D. Payments re. Communication Policy Project | 41 | | |
| VIII. Saving accounts (ann. II) | 50/53 | 1.853.515 | 1.942.019 |
| 530001 ING terme 1 OP € | | 1.200.000 | 1.200.000 |
| 532001 GREEN BOOK EURO 310/62 | | | |
| 532002 GREEN BOOK DEV FUND 310/65 | | | |
| 532003 BUSINESS ACCOUNT DF | | | |
| 532004 BUSINESS ACCOUNT OPERATING | | 24 | 25 |
| 532009 BONUS ACC DF | | | |
| 532010 BONUS ACCOUNT OPEURO | | | |
| 532007 ING USD | | 18.867 | 61.442 |
| 532011 ING FLEXIBONUS ACCOUNT 6 | | 0 | 1 |
| 532012 ING ORANGE SAVINGS ACCOUNT | | 634.624 | 678.973 |
| 532013 ING SWISS FRANCS | | 0 | 773 |
| 532014 ING SINGAPOUR DOLLAR | | 0 | 805 |
| 532100 COMPTE EPARGNE BELFIUS | | 0 | 0 |
| IX. Bank account and cash at bank | 54/58 | 167.794 | 293.736 |
| 550100 CURRENT EURO 310/20 | | 0 | 0 |
| 550001 OPERATING EURO | | 167.794 | 272.357 |
| 550002 CURRENT DEV FUND 310/62 | | 0 | 475 |
| 550003 CORPORATE PLUS ACCOUNT AUD | | 0 | 20.904 |
| 551000 COMPTE A VUE BELFIUS | | 0 | 0 |
| 570000 Petty cash | | 0 | 0 |
| 570001 Petty cash dollars | | 0 | 0 |
| 570002 Petty cash rubles | | 0 | 0 |
| 570003 Petty cash MAD | | 0 | 0 |
| 580000 Internal transfer | | 0 | 0 |
| 580100 internal transfer DF | | 0 | 0 |
| 580999 internal transfer DF | | 0 | 0 |
| X. Prepayments and accrued income | 490/1 | 106.114 | 86.264 |
| 491000 Accrued Income (interest) | | 5.893 | 0 |
| 490000 Prepayments | | 100.221 | 86.264 |
| 490018 IWC Prepayment | | 0 | 0 |
| TOTAL ASSETS | 20/58 | 2.276.080 | 2.518.602 |

| B. Situation of IFRRO Liabilities and Equity as per June 2025 | | | |
|--|-----------------|------------------------|------------------------|
| Equity Categories | Category | Amounts | Amounts |
| EQUITY | Accounts | 07/2024-06/2025 | 07/2023-06/2024 |
| I. Capital (ann. III) | 10/15 | 568.489 | 513.007 |
| A. Paid capital | 10 | | |
| B. Capital to be paid | 101 | | |
| II. N/A | 11 | | |
| III. N/A | 12 | | |
| IV. Reserve | 13 | 0 | 169.937 |
| A. Legal reserve | 13 | | |
| B. FREE reserve | 130 | | |
| 1. For own needs | 131 | | |
| 2. Other | 1310 | | |
| C. Immunized reserve | 1311 | | |
| D. Available reserve | 132 | 0 | 169.937 |
| V. Surplus carried forward | 140 | 343.070 | 219.738 |
| 140000 Reserve towards communication activities | 140 | | |
| 140001 Operational reserve | 140 | 343.070 | 219.738 |
| 140002 Development Fund | 140 | | |
| Result, Provisional carried forward | 149 | 225.419 | 123.332 |
| VI. Capital Subsidies | 15 | | |
| PROVISIONS AND TAX | 16 | 0 | 0 |
| VII. A. Accruals for risk and charges (ann. IV) | 160/5 | 0 | 0 |
| 161100 Provisions for fiscal charges | 165 | 0 | 0 |
| 165000 Provisions risks and charges | 165 | | |
| B. Deferred taxes | 168 | | |
| LIABILITIES | 17/49 | 1.707.591 | 2.005.595 |
| VIII. Long term liabilities (ann. V) | 17 | 1.527.223 | 1.796.760 |
| A. Financial Liabilities | 170/4 | | |
| 1. N/A | 172/3 | | |
| 2. Other | 174/0 | | |
| B. Commercial Liabilities | 175 | | |
| C. N/A | 176 | | |
| D. Other Liabilities | 178/9 | 1.527.223 | 1.796.760 |
| 179800 Communication Policy Project | 178/9 | | |
| 179900 Development Fund Long term allocated | 178/9 | 1.672.714 | 1.768.608 |
| 179901 Development funds allocation of the year | 178/9 | 64.597 | 0 |
| 179902 Development Funds paid during year | 178/9 | -350.516 | -180.532 |
| 179903 Dev Funds KOPINOR allocation | 178/9 | 352.500 | 202.500 |
| 179904 Dev Fund KOPINOR to be allocated | 178/9 | -212.072 | -78.454 |
| 179920 Enforcement Funds Total | 178/9 | 0 | 84.638 |
| IX. Liabilities max. one year (ann. V) | 42/48 | 159.208 | 208.835 |
| A. Liabilities over one year but to be paid during the year | 42 | | |
| B. Commercial Liabilities | 43 | | |
| 1. Credits | 430/8 | | |
| 2. Other Liabilities | 439 | | |
| C. Payables | 44 | 50.572 | 87.689 |
| 1. Suppliers | | | |
| 440000 Suppliers | | 49.362 | 80.197 |
| 440040 Creditors | | | |
| 444000 Invoices to be received | | 1.210 | 7.492 |
| 2. Bills | 441 | | |
| D. Prepayments received | 46 | | |
| E. Taxes & Accruals | 45 | 108.636 | 101.146 |
| 1. Tax withholding | 450/3 | | |
| 453000 Tax withholding (salaries) | 450/3 | | |
| 2. Salaries & Social taxes | 454/9 | 108.636 | 101.146 |
| 454000 Social security taxes to be paid | 454/9 | 0 | 0 |
| 455000 Net Salaries | 454/9 | 0 | 10.555 |
| 456000 Holiday Bonus Accrual | 454/9 | 78.842 | 64.010 |
| 459000 Other Social debts | 454/9 | | |
| 459100 Social sec charges accrued 13th month | 454/9 | 8.427 | 7.518 |
| 459600 Accrued 13th month | 454/9 | 21.367 | 19.063 |
| F. Other Liabilities | 47/48 | 0 | 20.000 |
| 489000 EWC loan | | | 20.000 |
| 489801-05 Development Fund contributions | 47/48 | 0 | 0 |
| X. Accrued Expenses and deferred income | 492/3 | 21.160 | 0 |
| 492011 Provisions auditor | 492 | 0 | 0 |
| 493000 Deferred income | 493 | 21.160 | 0 |
| TOTAL LIABILITIES | 10/49 | 2.276.080 | 2.518.602 |

5. Annual Management Accounts 2024-2025

IFRRO aisbl (Brussels)

Trial balance for income and expenditure as at 30/06/2025 - SUMMARY

| INCOME | | | | | | |
|-------------------------|---------------------------------|--|---------------------------|---------------------------|-----------------|------------|
| | | | Budget 2024 - 2025 EUR | Actual 2024 - 2025 EUR | Variance EUR | Variance % |
| | | | 2023-2024 | | | |
| | Membership fees | | 1.291.931 | 1.245.990 | -45.941 | -4% |
| | Bank interests and other income | | 42.000 | 69.295 | 27.295 | 65% |
| | | | | | | |
| | Total income | | 1.333.931 | 1.315.285 | -18.646 | -1% |
| | | | | | | |
| | Allocation to DF for DW | | -64.597 | -64.597 | 0 | |
| | | | | | | |
| | Total operational income | | 1.269.334 | 1.250.688 | -18.646 | -1% |
| | | | | | | |
| EXPENDITURES | | | | | | |
| | Total operational expenditures | | 1.272.850 | 1.210.471 | -62.379 | -5% |
| | | | | | | |
| | TOTAL OPERATING RESULT/DEFICIT | | -3.516 | 40.217 | 43.733 | |
| EVENTS | | | | | | |
| | IWC | | 0 | -9.859 | -9.859 | |
| | Mid-year event | | 0 | 25.124 | 25.124 | |
| | Total events | | 0 | 15.264 | 15.264 | |
| SURPLUS/DEFICIT ON YEAR | | | | | | |
| | Operations | | | 40.217 | | |
| | Events | | | 15.264 | | |
| | TOTAL surplus (deficit) | | | 55.482 | | |
| | | | | | | |

IFRRO aisbl (Brussels); Trial balance for income and expenditure as at 30/06/2025

| | Budget 2024-2025 EUR | Actual 2024-2025 EUR | Variances EUR | Variances % |
|---|----------------------------|----------------------------|------------------|----------------|
| INCOME | | | | |
| Membership fees - RRO Members | 1.074.931 | 1.081.338,00 | 6.407,00 | 0,6% |
| Fees - Associate RRO Members | 168.000 | 109.987,00 | -58.013,00 | -34,5% |
| Fees - Provisional RRO Members | 15.000 | 20.999,00 | 5.999,00 | 40,0% |
| Fees - Creator and Publisher Association Members | 34.000 | 33.666,00 | -334,00 | -1,0% |
| Bank interests | 5.000 | 31.645,18 | 26.645,18 | 532,9% |
| Other Project or operational related Income | 37.000 | 37.650,00 | 650,00 | 1,8% |
| TOTAL NCOME | 1.333.931 | 1.315.285 | -18.646 | -1% |
| Allocated towards Development Fund for Development Work | -64.597 | -64.597 | 0 | 0,0% |
| TOTAL OPERATIONAL INCOME | 1.269.334 | 1.250.688 | -18.646 | -1% |
| EXPENDITURE | | | | |
| <i>Personal Costs</i> | 892.500 | 847.650 | -44.850,00 | -5,0% |
| Property cost - Rent/Maintenance | 49.100 | 51.126,56 | 2.026,56 | 4,1% |
| Telephone | 5.000 | 5.010,46 | 10,46 | 0,2% |
| Ifirro email and Web server maintenance | 20.000 | 27.011,49 | 7.011,49 | 35,1% |
| Office supplies/costs | 3.000 | 3.453,54 | 453,54 | 15,1% |
| Ifirro Internal meeting costs | 15.000 | 7.399,17 | -7.600,83 | -50,7% |
| Travel Costs | 50.000 | 36.806,84 | -13.193,16 | -26,4% |
| External Services and costs towards PLR activities | 184.250 | 142.012,46 | -42.237,54 | -22,9% |
| Ifirro Representation and Public Relation costs | 4.000 | 2.863,61 | -1.136,39 | -28,4% |
| Ifirro Publications | 4.000 | 779,00 | -3.221,00 | -80,5% |
| Ifirro Professional membership | 25.000 | 17.318,31 | -7.681,69 | -30,7% |
| Depreciation | 10.000 | 4.646,25 | -5.353,75 | -53,5% |
| Financial charges | 6.000 | 13.491,57 | 7.491,57 | 124,9% |
| Other operating costs and amounts written off | 5.000 | 50.901,58 | 45.901,58 | 918,0% |
| TOTAL OPERATING COSTS | 1.272.850 | 1.210.471 | -62.379 | -4,9% |
| OPERATING RESULT / DEFICIT INCLUDING DW | -3.516 | 40.217 | 43.733 | 1243,8% |
| EVENTS | | | | |
| IWC | | | | |
| IWC Income | 69.000 | 68.980,00 | -20,00 | 0,0% |
| IWC expenditure | 69.000 | 78.839,42 | 9.839,42 | 14,3% |
| IWC Total | 0 | -9.859,42 | -9.859,42 | |
| MID-YEAR | | | | |
| Mid-year income | 20.000 | 69.375,00 | 49.375,00 | 246,9% |
| Mid-year expenditure | 20.000 | 44.251 | 24.251,35 | 121,3% |
| MID-YEAR Total | 0 | 25.124 | 25.124 | |
| TOTAL EVENTS RESULT/DEFICIT | | 15.264,23 | 15.264,23 | |
| TOTAL RESULT/DEFICIT | -3.516 | 55.482 | | |

| DEVELOPMENT FUND | | | | | |
|--|---------------------------------------|---------------------------------------|--|---------------------------------|---|
| Activities approved for payment 2024-2025 | | | | | |
| | Amount approved over the years EUR | Amount paid during prior years EUR | Amount available at the start of the period EUR | Amount paid in 2024-2025 EUR | Amount available at closing date EUR |
| Amount available | 2.208.444 | 1.539.113,30 | 1.737.311 | 350.516 | 1.386.796 |
| Projects closed | 1.725.682 | 1.409.084,88 | 0,00 | -3.920,76 | -3.920,76 |
| South Africa Jan24 | 8.492 | 8.733,48 | -241,48 | 0,00 | -241,48 |
| GA Cocktail event 2023 | 5.670 | 5.665,61 | 4,39 | 0,00 | 4,39 |
| GA Travel funding 2023 | 22.500 | 17.662,39 | 4.837,61 | 0,00 | 4.837,61 |
| ZARRSO Jan 24 | 2.610 | 2.610,00 | 0,00 | 0,00 | 0,00 |
| WIPO-Arab Nations, Dubai, Nov23 | 977 | 977,45 | 0,00 | 0,00 | 0,00 |
| WIPO ASEAN Project, Singapore, Nov23 | 4.223 | 4.222,82 | -0,02 | 0,00 | -0,02 |
| AC Meeting_WIPO-IFRRO, Algeria, Oct23 | 12.966 | 12.965,35 | 0,65 | 0,00 | 0,65 |
| Directory 2024 | 6.821 | 2.728,44 | 4.092,66 | 5.290,46 | -1.197,80 |
| BURIDA, Abidjan, Feb 2024 | 12.800 | 12.391,24 | 408,76 | 0,00 | 408,76 |
| COSBOTS & APNET | 18.000 | 23.000,00 | -5.000,00 | -5.000,00 | 0,00 |
| WIPO DIP Conf GR and TK, May 2024 | 20.000 | 19.100,80 | 899,20 | 0,00 | 899,20 |
| APC Meeting 2024 | 12.905 | 11.111,50 | 1.793,13 | 0,00 | 1.793,13 |
| COPYGHANA | 16.452 | 5.808,12 | 10.644,19 | 0,00 | 10.644,19 |
| Contentforeducation domain hosting FEB2024 | 1.000 | 0,00 | 1.000,00 | 0,00 | 1.000,00 |
| KazAK Conference 14-15 May 2024 | 5.970 | 0,00 | 5.970,00 | 0,00 | 5.970,00 |
| DF Singapore travel June 24 | 1.700 | 917,85 | 782,15 | 460,69 | 321,46 |
| DF South Africa CSL Jan 2024 | 12.233 | 1.587,94 | 10.645,06 | 0,00 | 10.645,06 |
| CWWCS May 2024 | 16.800 | 0,00 | 16.800,00 | 2.743,98 | 14.056,02 |
| MARC May 2024 | 5.300 | 0,00 | 5.300,00 | 5.341,60 | -41,60 |
| VIETRRO May 2024 | 3.850 | 0,00 | 3.850,00 | 3.364,19 | 485,81 |
| AI Advocacy Toolkit | 24.000 | 0,00 | 24.000,00 | 20.000,00 | 4.000,00 |
| CISAC-IFRRO PC Study | 25.000 | 0,00 | 25.000,00 | 0,00 | 25.000,00 |
| CADRA DF Application June 2024 | 1.520 | 0,00 | 1.520,35 | 1.520,35 | 0,00 |
| Panama international seminar 2024 | 3.880 | 0,00 | 3.880,00 | 4.108,88 | -228,88 |
| LAC meeting September 2024 | 20.000 | 545,43 | 19.454,57 | 10.180,53 | 9.274,04 |
| Eastern Europe – EFJ | 10.000 | 0,00 | 10.000,00 | 5.000,00 | 5.000,00 |
| Yelwouiere Some APNET AFR June2024 | 1.113 | 0,00 | 1.113,00 | 0,00 | 1.113,00 |
| Activity Grant_PLR | 40.000 | 0,00 | 40.000,00 | 46.144,43 | -6.144,43 |
| KAZAK project July24 | 7.500 | 0,00 | 7.500,00 | 7.500,00 | 0,00 |
| Dakar regional event Sept 2024 | 7.000 | 0,00 | 7.000,00 | 5.105,20 | 1.894,80 |
| CMRR local awareness program Sept/Oct 2024 | 4.100 | 0,00 | 4.100,00 | 4.100,00 | 0,00 |
| Financial support IWC 2024 | 34.300 | 0,00 | 34.300,00 | 33.767,14 | 532,86 |
| IPOPHL | 1.425 | 0,00 | 1.425,00 | 277,61 | 1.147,39 |
| Design AI Advocacy Toolkit | 2.414 | 0,00 | 2.413,95 | 2.413,95 | 0,00 |
| Anita Huss Chile - Lesotho – UAE | 15.000 | 0,00 | 15.000,00 | 10.746,28 | 4.253,72 |
| Olav Stokmo – Marrakesh | 2.000 | 0,00 | 2.000,00 | 1.439,36 | 560,64 |
| Membership Fee Structure – Martin Vergne | 5.000 | 0,00 | 5.000,00 | 2.475,00 | 2.525,00 |
| AI Advocacy Toolkit – TDM | 12.440 | 0,00 | 12.440,00 | 12.664,14 | -224,14 |
| Harare event | 27.000 | 0,00 | 27.000,00 | 24.065,18 | 2.934,82 |
| Revision AI Advocacy Toolkit – Rosati | 10.000 | 0,00 | 10.000,00 | 10.000,00 | 0,00 |
| Marc Data Survey | 9.000 | 0,00 | 9.000,00 | 9.000,00 | 0,00 |
| IWC 2024 technical costs | 25.800 | 0,00 | 25.800,00 | 25.744,71 | 55,29 |
| African multiparty agreement | 3.000 | 0,00 | 3.000,00 | 3.000,00 | 0,00 |
| Western Balkan RRO mentoring | 3.100 | 0,00 | 3.100,00 | 1.354,24 | 1.745,76 |
| APNET | 20.000 | 0,00 | 20.000,00 | 20.000,00 | 0,00 |
| Secretariat travels to Athens, Paris, London | 5.141 | 0,00 | 5.141,00 | 5.032,72 | 108,28 |
| Directory 2025 | 9.100 | 0,00 | 9.100,00 | 2.421,57 | 6.678,43 |
| APC meeting India 2025 | 21.000 | 0,00 | 21.000,00 | 14.341,41 | 6.658,59 |
| LAC meeting June 2025 | 18.000 | 0,00 | 18.000,00 | 11.340,38 | 6.659,62 |
| PRC Activities CWWCS IPCC CSC CCC | 21.151 | 0,00 | 21.151,00 | 6.916,48 | 14.234,52 |
| BURIDA-WIPO-ANSTAT | 14.842 | 0,00 | 14.842,00 | 0,00 | 14.842,00 |
| AC meeting Rabat | 28.000 | 0,00 | 28.000,00 | 21.135,85 | 6.864,15 |
| AI toolkit V3 – Fordham | 16.500 | 0,00 | 16.500,00 | 16.155,28 | 344,72 |
| Financial support membership fees | 4.285 | 0,00 | 4.285,00 | 4.285,00 | 0,00 |
| Sub Total Grants | 2.369.563 | 1.539.113 | 513.852 | 350.516 | 159.416 |
| Available for new projects | | | 1.223.459 | | 1.223.459 |