



Mark Samuel

Presidential Programme



2026-2030

*Building the Future on a
Legacy of Strength*

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Dear National Federations and Friends,

It is with great excitement and humility that I introduce my vision for the future of our sport should I be elected as the next President of the Fédération Equestre Internationale (FEI).

I have not taken the decision to run for President lightly. Propelled by a lifetime of Equestrian experience, a career as a leading Canadian businessman, and motivated by the strong foundation on which our sport stands, I wish to build upon the extraordinary legacy created over the past three terms by outgoing President Ingmar De Vos. Having served three full terms as an FEI Board member myself, including seven years as FEI Vice President to Mr. Ingmar De Vos, I witnessed first-hand the visionary leadership he brought to the role. It was Ingmar, with his openness to ideas and independent thought, who created fertile ground for individuals, myself included, to come forward and to give our best in service to the organization. I thank him for his steadfast support and friendship, and I stand ready to build upon his legacy.

My intent is to continue steering the FEI in the direction it is already traveling with sound leadership, integrity, and fiscal responsibility at the core of my approach. In doing so, I will be hands-on in the role, maintaining a residence near FEI Headquarters and making myself available to listen to concerns from all corners of the equestrian community.

As a lifelong competitor, breeder, and owner, I have a deep understanding of the complexities of a sport whereby the horse is our partner. At a time when welfare is central to our sport, our greatest responsibility lies in making the horse our priority in all decision making. We must always remember to keep the horse and the sport itself at the heart of our organization.

Having enjoyed a successful business career at the helm of a multi-billion dollar company, I look forward to bringing a proven track record of performance, accountability, integrity, leadership, consensus-building, and experience to the role of FEI President.

I invite you, my friends and colleagues, to read on and discover my vision for the future of our sport.

My objective for the FEI

“To unleash the potential of the organization and the industry through transparency, engagement, respect, and focus.”

The FEI Strategy document was developed in 2024, ratified at the General Assembly later that year, and implemented for the period 2025-2029. I was FEI Vice President and FEI Group IV Chair at that time and participated in the development process. I was, and remain, very much in support of the document that was produced as it aligns closely with my own understanding of, and vision for, the organization. It is well considered, pragmatic, and inspiring.

The FEI is in a period of great strength. Internationally recognized for its integrity and good governance, it is held in high esteem by the Olympic and Paralympic family. It is financially secure and fiscally prudent, creative, agile, and resilient. Our President has guided us to an enviable position among global sports federations. In addition, we have a world-class Headquarters team led by our Secretary General, Sabrina Ibañez, and their commitment and passion is both special and rare. Of course there are also challenges facing the organization, and with that comes the opportunity for learning and for growth.

We are a leading sport organization internationally. We have many of the right people, structures, and systems in place already. Having said that, we cannot rest on our past achievements, and we must always remember to keep the horse and the sport itself at the heart of the organization. The opportunity to accelerate to the next level lies in our willingness to tap into all regions, member NFs, and stakeholders in the sport. We must engage in meaningful and respectful dialogue, supportive research, and make fully informed, evidence-based decisions using the best data available. We must hold ourselves accountable to be transparent and inclusive but also to be decision makers and leaders.

Having reflected upon the current FEI Strategy document as a framework, there are 12 areas of focus that I wish to prioritize for the organization:

1. Equine Welfare and Veterinary Leadership
2. Athlete Rights and Safety
3. Olympic and Paralympic Movement and Pathway
4. Ethics, Transparency, Consultation, and Communication
5. Financial Security and Fiscal Responsibility
6. Officials
7. Branded Series and FEI Commercial Strategy
8. Solidarity and Regional Equity
9. Representation and Pragmatic Decision-making
10. Cost Structure
11. Youth Development and Inclusion
12. FEI as a Service Organization

1 Equine Welfare and Veterinary Leadership

Horse welfare has been a major focus for our community, and rightfully so. We are in a sacred position of care, control, and absolute responsibility to our equine partners. The FEI recently developed its Equine Welfare Strategy containing 37 specific actions which must be diligently monitored and acted upon.

We must continue to educate our coaches, grooms, owners, and athletes about what is acceptable and to be clear about repercussions. As an organization, we must have clarity and harmonization within our rules and we must enforce them consistently, without fear or favor. We will empower the new FEI “Horse Condition Task Force” whose mandate is to “review current protocols, regulations, and sanctions across all disciplines and recommend a more harmonized regulatory framework before, during, and after competitions.”

We must also remember, however, the “other 23 hours” including the hours back home on the farm, and deliver the same high quality of care, safety, respect, and guardianship to our equine partners.

Our social license to compete and use the horse for sport is under constant scrutiny, both externally and from within our community as well. We must all be allies to the horse and advocates for its humane and ethical treatment. We must all do our part to deliver a “good life for horses.”

In addition, it is vitally important to celebrate our special connection with our equine partners. We must create and share the narratives of sport and recreation with horses to a wider population; share the incredible stories and love that we have for our partners; and demonstrate how, every day, we care for them, learn from them, and celebrate them.

As President, and as a breeder, owner, and former high performance athlete, I pledge to be an advocate for the horse and to work towards a universal understanding of our duties, a consistent enforcement of the rules, an improved global perception of our leadership and transparency in this area, and to foster a broader understanding of our unique bond with the horse.

Closely related to Equine Welfare is the absolute obligation to invest the necessary time, energy, and resources in our Veterinary Department. This includes research, medication control protocols, outbreak preparedness, and the safe, predictable movement of horses. We must support the development and ready availability of an African Horse Sickness vaccine, and we must ensure that many developing regions of the FEI can identify, develop, and retain the necessary domestic veterinary talent. Good veterinary care and a robust control environment are fundamental to our sustainability and our pledge to the welfare of the horse.

We must continue to invest in world-class research. We must continue to liaise with the World Organization for Animal Health (WOAH), national veterinarians, and other global authorities regarding quarantine and horse movement issues. We also must monitor trends within the sport environment itself to maintain a fair and equitable opportunity for all. Supporting and resourcing our Veterinary department and initiatives must be a priority for the FEI as it is a foundational piece to delivering a fair, healthy, and sustainable environment for all Stakeholders and most importantly, for our trusting and noble partner, the horse.

2 Athlete Rights and Safety

Equestrian sport is about passion, connection, dedication, achievement, and joy. It feeds the human spirit. There is no place in our community, or indeed the greater community, for harassment, abuse, bullying, or neglect. All individuals engaged in our sport have a right to safety and respect and to feel protected and supported regardless of age, sex, gender, religion, origin, disability, orientation, or any other grounds. Diversity and inclusion are not optional; they are fundamental to our welcoming and affirming community.

I have been a life-long advocate for social justice and for athlete rights. The FEI has had a Safeguarding Policy Against Harassment and Abuse since January of 2019 and has worked with the member NFs to assist in developing and implementing their own policies. Supporting this initiative will be a focus of mine and we will be proactive in providing educational materials to raise the standards globally.

Athlete safety is a related issue, and I applaud the work that the FEI has broadly undertaken to help support a safer experience for our athletes. Research into safety riding vests,

break-away cups, helmets, and frangible devices for Eventing, have all contributed to fostering both awareness and a safer environment.

As a former high performance athlete who has sat on several Athletes' Committees over the years, I have a strong interest in ensuring that the Athlete's voice is heard at every level of the FEI. Athlete organizations should be supported and consulted and athlete representatives on the FEI Discipline committees should be engaged and empowered. Athletes in general should be given timely, accurate information; be encouraged to engage in dialogue; and have their opinions heard within their own NFs. These voices should be included, supported, and respected at the Sports Forum, the General Assembly, the FEI Athletes committee and through the FEI's own discipline and ad-hoc committees.

We must also strive to understand and appreciate the aspirations and challenges of our developing world athletes and NFs and to bring that forward in our deliberations and recommendations. Awareness and sensitivity will serve the FEI well going forward.

3 Olympic and Paralympic Movement and Pathway

Participation in the Olympic and Paralympic Games is the ultimate goal for many aspiring athletes. The qualifying pathway to the Games, including regional and Continental Games, are also important developmental opportunities and goals for many. Involvement in the Games is an important source of prestige, visibility, and financial contribution. For many NFs, their National Olympic and Paralympic Committees would not support and sponsor their athletes

were it not for our inclusion in the Olympic and Paralympic programs. As such, preserving our place in the movement beyond LA 2028 and Brisbane 2032 is paramount.

Through a great deal of hard work, our place within the Olympic and Paralympic family is currently somewhat secure, but we cannot take that fact for granted. Recently, our formats have been adjusted to make them more dramatic and compelling, and it has allowed

for an expansion of the number of countries represented which supports the International Olympic Committee's (IOC) Universality objectives and the work of the International Paralympic Committee (IPC).

The IOC itself is an organization that is evolving. A new President, a new Olympic Charter, and numerous new amendments passed at the IOC's recent 146th Session all serve to centralize greater control within the IOC. As a leading International Federation, the FEI will need to be an active participant in the dialogue that is to follow. Seasoned board room and back room skills will be required.

Meanwhile, our social media metrics and performance in key markets have improved considerably, and we are internationally regarded for our good governance. In the area of gender equality, we are unparalleled. Our FEI leadership is highly connected to the IOC, IPC, World Anti-

Doping Agency (WADA), and the Association of Summer Olympic International Federations (ASOIF), and we must continue to partner with the IOC and IPC to understand their objectives and to deliver on their priorities.

As President, I will work to consolidate and to extend our position within the Olympic and Paralympic movement. I will also investigate opportunities to expand Para Equestrian representation within that pathway, including the potential inclusion of Para Dressage in the Parapan American Games. I will take counsel from our former President, and others, and I will remain highly aware of the trends and issues that could potentially impact us in the future so that we can anticipate and plan for them in the present.



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4 Ethics, Transparency, Consultation, and Communication

The FEI is in the enviable position of being well-regarded for its ethics and integrity. It is consistently recognized year after year as one of the best-governed Sports Federations in the world and we can be justifiably proud of that. In addition, our Equestrian Community Integrity Unit and Whistle Blower policy serve as internal checks on our performance in this area.

I have spent the past two years engaged in a “listening process” with our industry and am grateful that a large, diverse group of stakeholders chose to share their ideas and priorities. Interestingly, concerns were often raised about the FEI’s transparency, consultation, and communication. This relates to programs, policy and rule development, and a lack of authentic consultation with the relevant stakeholders, NFs, regions, and individuals. There is a general feeling that

either the consultation has been inadequate or that the feedback given is not fully respected and/or considered. Regardless of the reality of the situation, this is a widely held perception and as such, must be addressed.

As President, I will therefore lead a review of our stakeholder communication and involvement process. We will ensure that all relevant stakeholder groups, all geographic areas, and all Federations, both large and small, have an opportunity to be heard. We will review the timeliness of outreach and our methodology of engagement, recognition, and response, and we will communicate our observations and action plans in a timely and transparent manner. We will also revisit the form and utility of the FEI website as a central hub for information sharing.

5 Financial Security and Fiscal Responsibility

I have been a senior business executive for over 40 years, leading a privately held company of more than 5,000 employees with revenues exceeding \$5 billion. I am very familiar and comfortable with the financial management and reporting requirements of a large and diverse organization. I am also very familiar with the FEI financial statements, balance sheet, reserves and budgeting process from my many years of serving on the Board and Executive Board. As President, I will ensure that the FEI continues to hire good people, gives clear direction, and follows conservative principles. We will take a fiscally prudent and financially conservative approach, and we will maintain healthy financial reserves for future needs.

This area of focus should not be taken for granted as it was exactly these same prudent financial controls that allowed the FEI to run a balanced budget or surplus for much of the last 12 years. We weathered the extraordinary financial impacts of COVID-19 and the EHV-1 outbreak in mainland Europe and continued to fund the FEI Solidarity program while responding to the Ukraine Equestrian crisis. This is a strength of the FEI and must remain so.

6 Officials

Each of our stakeholder groups within the FEI are important. The athletes, grooms, breeders, owners, organizers, National Federations, MOU holders, business and sponsorship partners, fans, media, and service providers all make up a mutually supportive and interdependent web which keeps this industry healthy, relevant, and growing.

The Officials community consists of an incredibly hard-working and dedicated group of individuals. Many serve with little remuneration however, and we must therefore continue to work towards a harmonized approach to per diems. Officials are subjected to long days, exposure to the elements, and variable food and accommodations. They are often confronted by disgruntled stakeholders, and some have endured considerable duress in the past. Having said that, they are our gatekeepers in the field. We rely on their experience and judgement to ensure a fair, safe, consistent, and equitable field of play and, for the most part, they deliver.

Our challenge going forward is to determine how best to support Officials in their duties and, for many, in their careers. We must protect them from harassment, abuse, and coercion. We will educate and support our Officials so that they feel prepared and empowered to consistently make the right call, week in and week out, regardless of whom the athlete, groom, owner, or organizer is before them. We must create enhanced opportunities for them to officiate and to gain experience, so that they might maintain or advance their levels and improve their skill set. We also must foster a pathway into the vocation so that we can recruit, educate, and retain the next generation of excellent officials.

Given my work as Chair of the FEI Officials Working Group from 2016-2017, and again from 2024-2025, I feel that I have developed a sensitivity and appreciation for the challenges and opportunities facing our Officials community. It was an honor to have been asked to chair these committees on behalf of the FEI. While I am not an Official myself, that fact perhaps afforded me the perspective to take a fresh look at the role, its challenges, and its opportunities. We followed a very engaged process, surveying all FEI Officials worldwide. We considered the impact of our recommendations across all geographic regions and upon individuals from both large countries with a great deal of equestrian activity and those from smaller nations. Our findings were presented at the Sports Forum in 2017 and approved at the General Assembly later that same year. The second Officials Working Group allowed us the opportunity to examine what had worked well and what needed to be adjusted. Once again, our recommendations were unanimously approved by the Board.

A personal focus in the first two years of my Presidency, therefore, will be a deeper look at Officials, including the further implementation of rotation of officials in all disciplines and in expanding the travel funding and support for Officials seeking foreign experience. Developing and retaining Officials in each region of the FEI develops self-sufficiency and reduces operational costs. In time, these and other initiatives will lead to a more educated, empowered, and independent pool of Officials and the FEI will benefit from a safer, more consistent, and equitable field of play.

7 Branded Series and FEI Commercial Strategy

My family owned horses that competed in three consecutive Olympics (1968, 1972, and 1976). Our horse, Canadian Club, partnered with Jim Day, won the Pan American Games Individual Gold in 1967 and followed that up by helping Canada win its only Gold Medal at the 1968 Mexico Olympics – in the Nations Cup Jumping event. That result skyrocketed the profile of Jumping in Canada and led to an explosion of sponsorship, investment, and success for the sport. In 1976, our horses qualified to represent Canada in all three disciplines at the Montreal Olympics, by which time my siblings and I had all launched our own equestrian careers. I raise these fond recollections as foundational to my passion for the sport, and because it also speaks to my nostalgic loyalty to the Nations Cup event itself. For me, there is no higher honor than riding for one's country and that inspiration fueled my own trajectory onto the Canadian Show Jumping Team by the late 1990s and selection to the 2002 World Equestrian Games, 2003 Pan American Games, and (almost) the 2004 Athens Olympics with my beloved Selle Français mount, Darios. The Nations Cup remains a fundamental piece of international Jumping and must be respected and preserved.

There has been a proliferation of international Jumping events in recent years. A record number of 4* and 5* events, combined with several new private series and regional championships, has led to a broad and widely distributed selection of options and a huge influx of prize money. It has also led to a packed schedule, equine and organizational stress, a great deal of competition for athletes and sponsors, and unavoidable confusion within the fan and spectator market.

Within this environment, despite their vital importance, the traditional Nations Cup events

have struggled to gain attention or support from certain top riders. In the meantime, despite the explosion in the number of events offered, it remains very difficult for young, deserving athletes to find their way into the starting field of large and prestigious 4* and 5* events. The FEI must study its rules and calendar management further and examine how best to foster opportunities for deserving young riders. It is our collective responsibility to foster growth and sustainability and to remove barriers to development.

The FEI has been fortunate to have had the steadfast support and partnership with its top partner, Longines, for many years. Together we launched the Longines League of Nations series which continues to improve every year. Still, further growth and maturity is required before it fully manifests its stated intention to represent the pinnacle of our talent and sport. Perhaps it could benefit from additional competitive tension to perform, with consequences for fielding less than truly top teams. I believe that investigating a system of promotion and relegation could have merit in encouraging excellence as well as revisiting the rules to drive the consistent presentation of world-class teams at every leg. This is a dialogue worth having to ensure that the series continues to embody the spirit of excellence, as intended.

In the meantime, it is important to recognize that our current partnership term with Longines is soon coming to an end and that we are still within the renegotiation period. Nothing is ever certain in this world, so while we negotiate in good faith and optimism for a positive, mutually beneficial outcome of the negotiations, it behooves us to simultaneously plan for alternative directions and arrangements. We should also be willing to explore the FEI's longer-term role in delivering

branded series. Regardless, finalizing a positive, sustainable, and beneficial partnership arrangement will be action item number one in the new year.

Meanwhile, we face different challenges within the other disciplines. Our dressage riders compete with their top mounts far less often than the jumpers and often choose to avoid direct competition with fellow elite competitors outside of Championship events. Both they, and the Eventing discipline, have struggled at times to attract a top caliber sponsorship partner comparable to Longines and, for multiple years, the FEI itself has had to step forward with the core funding to permit the FEI Dressage World Cup Leagues to take place. We now have a new FEI Commercial,

Marketing, and Communications Executive Director however, and it will be his challenge and opportunity to diversify our Top Sport sponsorship base, among other priorities.

All of the FEI disciplines are dynamic, engaging, and beautiful and deserve to have long-term, sustainable partnerships and funding. Exploring the FEI's longer-term role in delivering branded series and finalizing positive partnership arrangements will be of high priority.



Starting Gate Communications

8 Solidarity and Regional Equity

It was an incredible honor to represent FEI Group IV as Chair for 12 years. I was unanimously elected to my first term and ran unopposed for the two subsequent terms. I am thankful for that trust and support.

In many ways, Group IV is a microcosm of the FEI. We have large, developed countries such as the United States and Canada who have sophisticated systems, infrastructure, officials, and organizers and routinely field Olympic teams in all disciplines. Conversely, we have nine other Federations who represent a diversity of size and opportunity. While some have sent individual athletes to the Olympics and Paralympics in the past, for others the aspirational development goal is set at achieving the Pan American Games Continental Championship, the Central American and Caribbean Games, or the FEI Challenge events. Most have less than five riding clubs and many face the threat of annual disruptive weather events, complicated quarantine issues, and funding restraints. Our Group has brought resiliency, hard-work, and innate optimism to combat these challenges and have fostered ways to genuinely and generously support each other. This is an approach that will serve the FEI well also. We must listen to each other, learn from one another, and embrace opportunities to support each other. It is this awareness, sensitivity, and determination that I bring to my candidacy as FEI President.

The FEI Solidarity Program is one of the most important initiatives within the FEI. Staffed by knowledgeable and dedicated individuals, this department helps National Federations to improve their systems, facilities, athletes, organizations, and coaches. The FEI Challenge events provide a necessary development step for these smaller nations and deliver an aspirational

goal for young athletes. Combined with the education and training programs available through the FEI Campus and the FEI's annual National Federations' Secretary Generals and Administrators course, nations are provided with both a developmental pathway and a boost towards self-sustainability and progress. Through my work on the Board of the Pan American Equestrian Confederation (PAEC) and as Chair of FEI Group IV, I have witnessed first-hand the transformative value of the Solidarity initiatives. Our PAEC Regional Development Officer has been a lightning rod for coordination and change, and this model should continue to be replicated worldwide. Not surprisingly, given the utilization and success of the FEI Solidarity program, I pledge to keep it fully funded and available to be responsive to the needs of our NFs during my tenure.

We should also focus on the FEI Solidarity program itself, particularly in the areas of National Federation education and support. The sport and governance environment is increasingly complex, and many small NFs struggle with time, resources, finances, and balancing priorities. Areas that deserve additional focus and tools include NF governance support, succession planning, volunteer and official recruitment, membership growth, coach development, digital tools and social media training, and revenue diversification. This is a fundamental issue of sustainability as a healthy NF environment is the bedrock to a healthy FEI. We are partners in each other's success.

9 Representation and Pragmatic Decision-making

In a fundamental shift to the governance of the FEI, former FEI President HRH Princess Haya brought in a new era of professionalism, modernization, and accountability. This established the solid organizational foundation upon which our current President was able to build. One of her democratic reforms was a switch to a system based on “one country, one vote” which empowered all member Federations to exercise their voice and to speak and act in the best interests of the FEI. Along with that opportunity, however, came the responsibility to be informed, engaged, and thoughtful with one’s actions. While some have critiqued this system, I believe it is the most inclusive, equitable, and democratic path forward and is well-suited to issues of

governance, structure, statutes, and elections. I continue to endorse the “one country, one vote” system.

In addition, however, it must also be recognized that there are high performance and Championship-level technical issues that do not impact the day-to-day or even aspirational goals of many of our Federations. While the FEI must focus on grass roots, organizational development, and solidarity level programs to support our developing NFs, we must also be willing to provide equal time and respect to Championship-level NFs on issues of Olympic/ Paralympic/Championship rules and criteria. It is important to engage in this dialogue further and we should not shy away from it.

10 Cost Structure

There is a broad consensus that equestrian sport at the FEI level has become increasingly expensive to pursue and is becoming a barrier to participation for some. While prize money has increased at the top end, so too have fees and the cost to train and purchase top horses. The costs to develop horses and riders at every level are becoming prohibitive. Meanwhile, the costs for organizers to deliver their competitions have also continued to increase and are mostly, but not completely, passed on to the competitor. This raises the issue of the sustainability of our sport and there is an opportunity for the FEI to continue to show leadership on this issue. I would therefore propose forming a working group to probe the issue of escalating costs for organizers, owners, and athletes to see whether there might be options to mitigate or at least slow down the momentum behind this issue.

Another issue that has surfaced is the disparity regionally when it comes to the

prize money outlay in local currency and the burden of organizational costs. The FEI has reviewed this in the past, but it may be worthy of reconsideration for many regions of the world. Similarly, for many developing regions of the world, the prize money levels mandated at certain star levels are stifling growth and development. While standards and specifications must be maintained globally, there is a responsibility to study whether regional variations to prize money at lower star events might be possible. At the same time, we must be sensitive to the ever-increasing requirements and cost burden placed on organizers in Europe and North America. This is not sustainable. Ours is an integrated sport and business environment and all voices should be heard. The cost effectiveness and sustainability of our sport, in all disciplines, in all our regions, is vitally important to our collective success.

11 Youth Development and Inclusion

Our Youth represent the future of our sport. They are our ambassadors and stars in the making. Youth athletes bridge the gap with a new generation of participation and fans. Social media is their second language, and they navigate easily through new technologies. Their voices bring a fresh perspective and energy to discussions and must be included at the annual FEI Sports Forum and other appropriate ad-hoc committees. Similarly, it is incumbent upon the FEI and its committees to seek ways to engage our young riders in our deliberations and decisions at the Discipline level.

We will therefore prioritize developmental opportunities for our Youth, both through education and through competition. FEI Campus provides a great opportunity to disseminate information and training resources, both cost-effectively and globally. It also provides an opportunity for inclusion and for monitoring progress. The advancement of Ponies, Children, Junior, Young Rider, Under 25, and Youth Para events have been helpful at the upper end of the sport while the FEI Challenges and Youth Olympic Games have reached an even broader market. Our

disciplines must continue to deliver a practical and cost-effective pathway to development.

Talented young riders face financial and other barriers to advancing their skills and in getting access to higher level competitions and their associated FEI points. We will examine how to reduce the barriers to entry and development for Youth and determine if there are ways to mitigate them. Similarly, we must make sure that the ranking points system is equitable, rewards the best riders, and recognizes the top horse/rider combinations. Finally, bursaries and scholarships are another avenue to be explored.

In the area of athlete development, we increasingly witness developing riders moving quickly up through the international levels across all disciplines. While encouraging on the one hand, it has also raised issues of safety at times, as some riders have struggled with the technicality and challenge, across the disciplines. As we safeguard the health and safety of our human athletes and remember our responsibility for the welfare of our equine athletes, it behooves us to explore a graduated system for advancement from one level to the next, regardless of age.

12 FEI as a Service Organization

Since its founding in 1921, the FEI has evolved with the times. It has grown far beyond its original membership of eight nations and now services the needs of 135 National Federations amidst an ever-changing economic and geopolitical backdrop. It has found success in being authentic, purposeful, visionary, prudent, and sustainable. It must “manage-up” to its stakeholders, partners, and the IOC/IPC while

also providing leadership, confidence, and direction to this unique and diverse industry.

Increasingly, the FEI has become a service organization to its membership and is accountable for timely, accurate, and helpful information and guidance. It also needs to be nimble in its response to world events and unexpected crises. I supported the recent restructuring of the FEI leadership team

which was long overdue and now provides greater clarity and accountability among team members. If elected, I look forward to working with the existing leadership team to deliver on the current strategic plan and to expand upon it. After more than 16 years of working together, I have come to understand their capabilities, commitment, and passion, and I believe that, in return, I am supported and respected for my style, preparedness, and contributions.

The FEI must also be a critical thinker in the areas of land access and climate change. Many of our NFs are experiencing the loss of training centers and open land for riding due to development. At the same time, climate change continues to be a complicating factor in competition organization with heat and humidity indexes reaching record highs around the world. Again, with the horse at the heart of data-driven decision-making, we must act in accordance with the challenges that come with these modern times. Enacting extreme

heat and water management protocols while rewarding sustainable event hosting and reducing our carbon footprint are all areas of high priority.

One key area of innovation at the FEI has been the digital transformation initiatives. Our marketing and video creations are unquestionably excellent, and the development of the Horse App and Digital Horse Passport (Equipass) will allow for greater efficiency and information sharing going forward. It may also develop into an additional sustainable revenue stream over time. The FEI must constantly be looking for such opportunities to remain current and relevant and to constantly improve our services delivery to stakeholders. In turn, we must be willing to embrace the power and opportunities represented by AI and to incorporate it, in a thoughtful and pragmatic way, into the delivery of our products, services and day-to-day activities. I have every confidence that we will.

In Closing

With the campaign period to determine the 14th President of the FEI now underway, I will make myself available to meet with NFs, FEI Groups, Regional Groups, members of the media, and other stakeholders. I also intend to attend this year's Central American and Caribbean Games in the Dominican Republic and the entirety of the World Championships in Aachen, Germany, this summer. These, among many other stops at various equestrian-related events, will allow opportunities for informal discussions.

My style is collaborative, inclusive, and respectful, and I always seek to make the most informed, supportable, and sustainable decisions possible. I am skilled at developing consensus, but I am also decisive and firm

when needed. Importantly, I have operated in many different political and social environments throughout my career without ever compromising on my values or integrity.

Our President, Ingmar De Vos, is to be commended for his leadership in driving the FEI to the position of success and esteem in which it finds itself today. Now is not the time to rest on our laurels, however. Continuing the status quo is insufficient. It is time for a new, yet proven, skill set and a new leadership perspective, in partnership with an experienced FEI Headquarters team, to drive the FEI forward into the future. What is needed is evolution, not revolution. I will bring that fresh perspective to the role and a willingness to re-examine what we focus on and how

we go about pursuing our double-edged responsibilities to both serve and to lead.

As a life-long horseman with a deep background in Thoroughbred racing, international Jumping and equestrian sport, as well as decades of business leadership, I bring a unique and pragmatic perspective to the governance of the Federation. I have decades of experience in equestrian governance at the local, national, and international levels, culminating in my seven years on the FEI Executive Board as FEI Vice President. I know how the Board functions and I know how to get things done. I also have an awareness of the needs of both large and small Federations and of Regional sensitivities, as demonstrated by my 12 years as Group IV Chair and my leadership on both the FEI Officials Working Group and FEI Endurance Task Force.

I pledge to always operate with enthusiasm, integrity, poise, and transparency as I work to unleash the full potential of our amazing organization. Finally, I do not intend to accept remuneration from the FEI for my service, other than permitted expense reimbursement. This sport has already given me so much joy,

fulfillment, friendship and adventure. It is an honor to offer my background, skill set, experience, and passion in service to the FEI in return.

In the end, I have every faith that our member NFs will select the right candidate to carry us forward into the next period of this historic journey. If chosen, I will work diligently to deliver upon the Strategic Plan, to build upon a brilliant legacy, to maintain the FEI as a leader among International Sports Federations, and to respect our commitments to each other, to the environment, to our communities and, most importantly, to our noble equine partners.

I am humbly asking for your support in December.



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