

I apply for the position of FEI President

Civility	☐ Ms ☒ Mr ☐ Dr
First Name/FAMILY NAME	Mark / Samuel
Year of Birth	1963
Nationality	Canadian
Languages spoken	English. Some French and German.
Endorsed by (NF)	CAN



Insert your photo

Kindly refer to Sections 4 and 6 of the [FEI President Role Description](#) and provide your references in the section below.

SECTION 4 "PREFERRED SKILLS AND EXPERIENCE"

I will address each of the preferred skills individually, but in summary, I humbly offer a lifetime of skills and experience in business, Equestrian Sport governance, volunteer organizations and as a former high performance show-jumping athlete that I feel will serve the FEI, its member Federations, and its future well.

A brief C/V.

Graduated AB Hons (Magna Cum Laude) from Harvard College in 1986.

40+ year career in my own fifth-generation family business, Samuel Son & Co., Limited, which is one of the largest metals manufacturing and distribution companies in North America. I have held many roles including as Chairman for 13 years, CEO, President, and Director of Strategic Planning. Peak revenues of over \$4 Billion and over 2,000 employees.

I have ridden since I was 6 years old and have always had a passion for the sport. I have won many National Championships over my career and was a Canadian Show-Jumping Team rider for a number of years, competing in North America and Europe. I was on the Canadian squad for the Jerez, Spain WEG in 2002 and the Santo Domingo, Dominican Republic Pan American Games in 2003. I bring the 'voice of the athlete' to the role and deliberations, in addition to my other background and skills.

I have volunteered within the Equestrian community my entire life, first at horse shows, then on the Ontario Equestrian Federation Board and Athlete's committee, then on the CEF, (now Equestrian Canada), Athlete committee, founder and President of the Ontario Hunter-Jumper Association, founder and Chair of Jump Canada, which was responsible for all aspects of the Discipline from grass-roots to podium, I was then and remain Canada's FEI representative for over 16 years, then I served as FEI Group IV Chair for 3 full terms, then FEI Executive Committee member and finally, was FEI Vice President for seven years.

I was Chair of the FEI Officials Working Group from 2016-2017 and again from 2024-2025. Board representative on the Endurance Temporary Task Force from 2018-2019. Member of the FEI COVID response committees and the FEI Presidential Remuneration Committee, twice. (The 2nd time as Chair).

Former member of the North American Riders Group (NARG); PAEC Board member for 12 years; Co-Founder of the Caribbean Equine Relief Fund; founder of The Jump Canada Youth Bursary program; and founder and currently Chair of the Jump Canada Hall of Fame. I am the recipient of numerous Volunteer of the Year awards and was the recipient of the Equestrian Canada Gold Medal Award, the National Federation's highest honour.

Co-owner of Sam-Son Farms, one of Canada's most prolific and successful Thoroughbred racing and breeding operations with dozens of National Champions, 7 Queen's Plate winners, 2 Breeders Cup winners and the producer of a two-time leading Thoroughbred Stallion in North America. (Smart Strike) Now breeding show-jumping horses in North America.

Experience in a vast number of other volunteer organizations, most notably, 19 years on the Board of Appleby College, one of the most prestigious schools in Canada, finishing as its Vice Chairman.

Detail:

4.1 As an athlete, I have always put the welfare of my horses first and have been rewarded with many successful and lengthy careers for my equine partners. I have trained with Canadian Olympic Show Jumping Team silver medallist, Mac Cone for over 40 years, demonstrating a shared integrity, vision, and commitment.

In my business and equestrian career my ethics and integrity have never been questioned. My company has been recognized as one of the Best Employers and Best Managed companies in Canada. I was Chairman and CEO of the publicly traded arm of my business, Samuel Manu-Tech Inc, for many years and followed the highest transparency and integrity standards.

I have founded two Equestrian organizations in Canada to better serve the industry and the horses involved. Both were run on fiscally prudent platforms and followed best governance practices. Both are still in existence today which speaks to their longevity, relevance, and financial solvency.

4.2 When I joined the family business our revenues were approximately \$600M and by the time I took over the leadership from my father we had just hit \$1B. I am proud to say that with the help of a strong team under my leadership we were able to grow our revenues to almost \$4B and our profitability along with it. We were originally solely a Canadian company and have grown our presence into USA, Mexico, China and Europe. More recent challenges such as COVID-19 and US tariffs, have required both a steady hand and a quickly adaptive vision and execution to be resolved. During my term at the helm, we expanded not only geographically but also diversified our product offerings and moved up the value chain.

4.3 It has been an honour to serve the FEI over the past 16+ years, most recently as FEI Group IV Chair for 12 uncontested years, FEI Board member, FEI Executive Committee member and as FEI Vice President for seven years under our visionary leader, Ingmar De Vos. I have been outspoken but thoughtful and measured in my contributions, always seeking a shared understanding and consensus based on informed decision making. I was a contributor to the creation of the current FEI Vision and Strategic Plan under Dr Francisco Lima and approved by the FEI Board and I am very supportive of its content. My intention would be to support and build upon the very strong foundation that has been established in that consultative process and document. My own statement of "Vision and Priorities" is submitted as part of my candidate package and subsequently, my Manifesto, will reflect that.

4.4 As referenced in 4.2 above, I have had to lead through many dynamic and unpredictable business environments. Sometimes the challenge was to maximize advantage and

profitability. Other times the challenge was to mitigate the damage caused by global events or arbitrary foreign or domestic government actions. By anticipating potential events, cultivating a strong leadership team, earning a loyal followership and being willing to take quick, nimble and informed actions, more often than not, we were rewarded with success. Within the Equestrian environment we have had to adapt to the needs of the Olympic movement, the growth of our sport globally, emerging markets, disparity as to access and opportunity, horse welfare and rider/owner/officials education and its impact on our social license to operate, international conflicts, emergence of new series and economic pressures, to name a few. Making inclusive, informed decisions that involve the input of all stakeholders has always, and will continue to be, key to delivering successful, supported outcomes.

4.5 I have always believed in informed, educated decisions but that is only possible when one is open to a range and disparity of sources and opinion. I am fortunate that my time within the FEI began under HRH Princess Haya who brought a modernization and professionalism to our sport. It then flourished under President De Vos, who welcomed critical thinking and insightful comment. That is a style that fits very well with my own. I believe that organizations should be transparent with their process and deliberations. That we should seek out the most current and useful data, and that we should engage all stakeholders in a thoughtful and respectful process. We might not always agree, but everyone should feel valued and heard. Similarly, I believe that all Board members, both in business and in the volunteer world, have both an opportunity and a duty to be heard. It is only through the diversity of offered opinions and experiences that we can make the best decisions. In my own time at the FEI, I believe that I have 'moved the needle' on a number of issues through my preparedness, my willingness to ask probing questions, my demonstrated respect for others, and my ability to build consensus. I believe that is why I have been asked to bring my skills and leadership forward on some very difficult assignments for the FEI including the Officials Working Groups and the Endurance Temporary Committee.

4.6 I have been fascinated by the Olympics my entire life. As a child, I watched as our family owned horse, Canadian Club, partnered with Jim Day, helped to secure Canada's only Gold Medal at the 1968 Olympics, in Show-Jumping. In 1972 we had another horse at the Olympics and in 1976 we had horses in all three Disciplines; Jumping, Dressage and Eventing! I come by my passion honestly and had my own Olympic dream to ride for Canada at the Athens Olympics fall devastatingly short when my horse went lame during the Olympic selection trials.

I have enjoyed getting to know various IOC and IPC members over the years and appreciated the opportunity to talk candidly about issues and topics of mutual interest. Paris 2024 was an absolute pinnacle where we show-cased our sport beautifully while also performing well on metrics important to the IOC. It was a personal milestone to have the honour of presenting the Individual Show-Jumping medals in Versailles on behalf of the FEI. Maintaining our place among the Olympic movement is paramount. Equally, having an accessible pathway for the developing world and allowing all athletes to dream and to train towards getting there is an important part of the universality principle.

4.7 I am very proud of the recognition that the FEI has gained internationally and specifically, within the International Sport Community, for its 'best-in-class' Governance. I applaud President De Vos, Secretary General Ibanez, their staff, and the FEI Board for their diligence in this area. Integrity is something that I believe strongly in and that I have demonstrated time and again in my business, equestrian, volunteer, and personal life. Indeed, as one of my parting gestures as a FEI Board member, as my final term was expiring in 2024, I suggested that the FEI should re-examine and re-issue its rules and procedures for future FEI

Presidential elections to ensure transparency, equity, inclusion, and integrity. I thank Dr Francisco Lima of the FEI for his efforts in this regard.

4.8 As a Canadian I learned both French and English at school though my native language is English. My proof-reading and editing skills are legendary! I still retain my basics in French and look forward to practicing and improving in Lausanne should I have the honour to be elected. Having studied two years of German in my youth, I have some ability in that language also.

SECTION 6 "DESIRABLE PROFILE"

6.1 I believe that this is covered off in some detail in Section 4 above.

I have served the FEI for over 16 years, in many different, and increasingly senior capacities. I have attended every General Assembly and Sports Forum during that span, except for two, due to COVID. After a few years as Canada's representative to the FEI, I was elected unanimously to become Group IV Chair and was subsequently unanimously re-elected to two more full terms. During those 12 years I was also a diligent Board member of the Americas' Continental Group, PAEC, and recently was invited to return to chair a committee formed to revise their Statutes. (They were approved unanimously earlier this year.)

On the FEI Bureau and then FEI Board, I served under HRH Princess Haya and then President De Vos. I was invited to join the Executive committee by the President and served my final 7 years as Vice President before ending my third and final term in 2024 and stepping down to become FEI Honorary Vice President and Group IV Deputy Chair. Throughout the years, I have been asked to chair, guide or participate in a number of transformative FEI committees. I rarely if ever missed a Board or Executive Committee meeting online or in-person and have developed an excellent rapport with my peers on the Board and with the amazing staff at FEI Headquarters. I feel that I understand and embody the culture of excellence, commitment, and passion that the FEI has cultivated and trust that I would enjoy warm and committed support into the future.

6.2 While I do not hold a Finance degree I have had four decades of experience in Business and in the non-profit sector and have been responsible for the financial performance and reporting of many of the organizations with which I have been involved.

My company, Samuel Son & Co, Limited, had revenues approaching \$4B during my tenure as Chairman and CEO and was consistently very profitable. I also was Chairman and CEO of Samuel Manu-Tech Inc (SMT), which traded publicly on the Toronto Stock Exchange, and I was responsible for the Quarterly reporting to the Shareholders and analysts. I also presided over the process to privatize it in 2010.

Every volunteer organization that I have been involved with has been run in a fiscally prudent manner. For example, during my tenure as Chair of the Jump Canada Board for many years, the organization ran a surplus every year and established protected reserve funds for future use.

As an FEI Board member, I have always been active in probing the financial and investment assumptions of the organization and have enjoyed an excellent relationship with the last two CFOs. As stated earlier, I have always believed in transparency and informed decision making and have made a point to invite the FEI CFO/Finance Director to present to my Group IV members annually on the FEI Financial Statements and charges so that they might be increasingly knowledgeable and empowered.

6.3 I feel that my CV highlights in Section 4 capture much of this information.

I was a Board member and eventual Chairman of my own business, Samuel, Son & Co., Limited. I am still a board member having served for almost 30 years in total. I believe in running an inclusive, well-informed board, as well as empowering Directors to contribute and to challenge the status quo. I brought in outside consultants, on occasion as prudent, for their expertise and independent perspective and thereby improved our own decision making. I presided over my own succession as Chair in order to prioritize my commitments to Group IV, the FEI Board and to my Executive Committee duties. My successor was well-chosen and still serves as Chairman.

I was a Board member and eventual Chairman of Samuel Manu-Tech Inc and gained vast knowledge of operating in a public company environment with international investors.

I was a Board member and/or Chair of many other organizations or volunteer committees and served 19 years on the board of a leading educational institution (Appleby College), finishing my service as Vice Chair.

6.4 As a strategic and critical thinker, I have guided numerous organizations through both opportunities and turbulent times. I believe my calm demeanor, preparedness, respect for and empowerment of others, and my insistence on inclusive, informed decision making, has produced good outcomes. Whether guiding a multi-billion dollar organization through growth and portfolio renewal, or racing to create a 501C3 volunteer-run charity (the Caribbean Equine Relief Fund) to combat the devastation to the Caribbean Equestrian community following two Category 5 hurricanes, the same general principles have applied. Change is inevitable and dislocating events seem to be occurring increasingly frequently so foresight, planning and calm, timely and diligent execution is required.

6.5 I have been fortunate to travel extensively around the world for my business, our sport and out of a thirst for knowledge and I have shared my passion for travel with my partner and four children. I have, so far, had the honour of visiting 65 countries around the world and I look forward to the opportunities for future education and experience. Travel is a great educator and assists in breaking down assumptions and ignorance. There is no substitute for experiencing the world's cultures and customs first hand in developing shared understandings. I have an innate respect for all peoples, cultures and religions. Indeed, my own spiritual background is one of respect and seeking knowledge and common ground. I am an advocate and ally in the journey towards social justice and equality for all people. I am a supporter of the Special Olympics movement and have always been respectful, inclusive and empowering to the differently abled among us. I also am a pragmatist, with a measured approach and a calm demeanor. I have navigated many political environments, sensitivities and divergent priorities in the past. I believe in building mutual respect and understanding and have a track record of producing cohesive teams and consensus.

- ! xx ☐ I confirm that the information given in this Form is accurate and complete;
- xx ☐ I confirm having carefully read the contents of the job specification, in particular but not limited to, the position constraints.