



EUROPEAN EQUESTRIAN FEDERATION

ANNUAL REPORT 2025/26

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SPORTS FEDERATION



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SVENSKA
RIDSORTFÖRBUNDET



TURKISH EQUESTRIAN
FEDERATION



UKRAINIAN EQUESTRIAN
FEDERATION

EEF ASSOCIATE MEMBERS

IDOC International Dressage Officials Club
IDRC International Dressage Riders Club
IDTC International Dressage Trainers Club
IEOA Equestrian Organisers

IGEQ International Group for Equestrian
Qualifications
IJOC International Jumping Officials Club
JOC Jumping Owners Club
IJRC International Jumping Riders Club

EEF BOARD OF DIRECTORS



QUENTIN SIMONET
PRESIDENT



SIMONE PERILLO
1ST VICE-PRESIDENT



PETAR CHOLAKOV
2ND VICE-PRESIDENT



KLAUS ROESER
ATHLETES REPRESENTATIVE



SISSY MAX-THEURER
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EEF ORGANISATION



TEODOR SHEYTANOV
SECRETARY GENERAL



**SHANNON BRUCHARD-
GIBBONS**
MANAGER COMMUNICATION



LUZ BELLA LENDINEZ MARTINEZ
SPORT DEVELOPMENT OFFICER



CAMILLE BREJON
SPORT EVENT LIAISON MANAGER



KATERINA LIBERI
SUSTAINABILITY MANAGER



CARINA MAYER
UNTIL 31.03.2026



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PRESIDENT'S EDITORIAL



President's Editorial

*Dear Presidents and Secretaries General
from EEF Member National Federations,*

Dear EEF MoU signatory bodies,

Dear Delegates,

It is a great honour to introduce this Annual Report 2025–2026, which marks the completion of my first full year as President of the European Equestrian Federation, following my election at the Extraordinary General Assembly in May 2025. What began as a transition requiring extra attention and adjustment from all of us has, over the past twelve months, grown into a period of real institutional progress — one that has allowed us to deepen our dialogue with National Federations, consolidate the EEF's governance, and build new momentum around our collective ambition to promote equestrianism united across Europe.

This year has confirmed that evolution is ongoing. While further improvement is always needed, I am pleased to report that several structural steps taken this year — most notably the strengthening of our Working Group framework — represent tangible progress on the commitments I made twelve months ago.

Responsibility and commitment

Over the past reporting period, the EEF Board, staff and Working Groups have continued to show strong dedication to the priorities raised by National Federations. Our Technical Working Groups have remained closely engaged with the sport

The EU Committee maintained close monitoring of the European legislative agenda, including the future animal transport, the EU strategy for livestock, and the re-integration of equine statistics into European data collection from 2030.

As part of this commitment to evidence-based advoca-

cacy, the EEF also co-funded a major statistical study run by the European Horse Network, "The European Equine Sector: Statistical Study", recognising the urgent need for reliable and up-to-date data on the size and value of our sector to strengthen its visibility and recognition among European policymakers, as the last coordinated study of this kind dates back to 2010. The EEF is represented on the study's steering committee, and I look forward to sharing its first results with you as they become available.

In parallel, and continuing the work initiated before my election, the EEF Board and Secretary General have pursued the reinforcement of internal procedures and oversight mechanisms to further strengthen good governance and financial accountability. This work has now produced concrete outcomes, which I am pleased to present in more detail below.

Strengthening our Working Groups

One of the most significant governance developments this year has been the Board's approval of the revised EEF Working Groups — Internal Regulations, which sets out a clearer framework for the role, appointment, composition and accountability of our committees and working groups. This document reaffirms that our Working Groups are essential advisory bodies to the Board, bringing technical expertise, diversity and a European perspective to our decision-making, while the Board retains responsibility for strategic direction and implementation.

As part of this reinforced framework, two new working groups were established this year to address areas where the EEF needed stronger dedicated oversight: the Audit and Compliance Working Group and the Legal and Governance Working Group.

The Audit and Compliance Working Group, chaired by our Treasurer and Board Member Klaus Roeser, with



PRESIDENT'S EDITORIAL

representatives from Belgium, the Netherlands and Poland, held its first full working period this year. In a short space of time, it undertook a thorough review of our budgeting, expense approval and audit processes, and delivered what I consider one of the most important governance recommendations of the year: a proposal to align the EEF's financial year with the calendar year, through a transitional period from July 2026 to December 2027, followed by a regular calendar-year cycle from 2028 onwards. I want to thank Klaus and his colleagues for the rigour and independence they have brought to this work, and I look forward to the General Assembly's consideration of their recommendations.

The Legal and Governance Working Group was established in parallel, with a mandate to provide legal advice to the Board, the Secretary General and our other Working Groups, to support the interpretation of our Statutes and internal regulations, and to help the EEF manage legal risk across its growing range of partnerships, contracts and events. As this group begins its work, it will play an increasingly important role in ensuring that the EEF's rapid development is matched by sound legal foundations.

Alongside these two new groups, this year also marked the significant delivery of our Strategy Working Group, chaired by Jim Eyre, composed of experts from Bulgaria, France, Great Britain, Ireland, Israel, Norway, Romania, Sweden and Switzerland, which has spent the past half year developing the EEF Strategy 2027–2030 in close consultation with the Board, National Federations and wider stakeholders. Having delivered its final draft for approval, the Working Group's initial mandate has now come to a close — a natural and welcome outcome, marking the successful completion of the task it was set. I present this strategy, and the process behind it, in more detail in the section below.

Together with our other Working Groups — Development, Sustainability, Commercial and Communication, and our Technical committees — these bodies reflect a Federation that is professionalising its governance while remaining true to the collegial, expertise-driven spirit that has always defined our Working Groups.

The EEF Strategy 2027–2030

One of the most important pieces of work delivered by the EEF this year has been our new Strategy for 2027–2030, prepared by the Strategy Working Group under the chairmanship of Jim Eyre, in close consultation with the Board, National Federations and wider stakeholders. Grounded in a dedicated survey of the National Federations and the EEF Board members, it sets out a shared vision — a united and thriving European equestrian community, where federations are stronger together than apart, where the horse is valued in society, and where Europe leads in shaping the future of equestrian sport — and a mission to strengthen European equestrianism through a strong European voice, empowered member federations, excellent horsemanship and sustainable sport.

The strategy is built around five pillars for 2027–2030: to LEAD with a strong European voice, DEVELOP stronger National Federations, PROMOTE an attractive European sport, CHAMPION the horse and its value to society, and BUILD a resilient EEF — underpinned by five principles applying across all of them: value for our members, governance and integrity, economic viability, sustainability, and strong partnerships. Its Final Draft will be presented to the General Assembly in Dublin on 22 September 2026 for endorsement, and I want to thank Jim Eyre and the entire Strategy Working Group for the rigour, consultation and care they have brought to this essential piece of work.

Thanks to our staff, Board and National Federations

None of the progress described in this report would have been possible without the people who make the EEF what it is. I want to thank our staff, whose professionalism and dedication carry our day-to-day activities forward often behind the scenes; my colleagues on the Board, who give their time and expertise alongside their own professional and personal responsibilities; and, above all, our National Federations, whose engagement, feedback and trust remain the foundation on which everything the EEF does is built. It is this collective effort, more than any single initiative, that has



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defined the past year and that will carry us through the years ahead.

Last but not least, I want to thank the FEI for its continued cooperation and support throughout the year, and all of our partners, whose trust and investment in the EEF and in European equestrian sport make so much of what is described in this report possible.

Governance coherence

By leading the EEF in close cooperation with the Board, and advised and supported by our Working Groups, we continue to raise our standards and build a sustainable structure for the future. The Board carries responsibility for implementing the EEF strategy and ensuring vision, balance and representativity, while the Working Groups contribute technical expertise and broaden the diversity of perspectives from across Europe. Together, they complement one another, combining inclusiveness and coherence so that our governance can make well-informed choices — choices that may not always coincide with every national position, but which we strive to shape into solutions that best serve the collective good of our Federation of Federations.

Engagement for the collective

Later this year, the renewal of several of our Working Groups, alongside the 2026 EEF elections, will once again offer National Federations the opportunity to engage and to reinforce the ambitious and positive perspectives we hold for the future of our Federation. I warmly encourage you to put forward candidates — for the Board, and for our Working Groups, including the newly established Audit and Compliance and Legal and Governance groups, where fresh expertise will be especially valuable.

The Longines EEF Series

Few initiatives illustrate the EEF's mission as clearly as the Longines EEF Series. Season after season, the Series has become the primary development pathway for team show jumping in Europe — a platform where established nations and emerging federations compete side by side, where young riders and promising horses take their first steps in senior team sport, and where Organising Com-

mittees, National Federations and riders build the shared sporting culture that unites our continent. Its continued growth this year is, in my view, one of the clearest demonstrations of what the EEF can achieve when the Federation, its members and its partners work together.

None of this would be possible without the extraordinary collaboration of Longines, our title sponsor. This year, we were proud to secure a new five-year sponsorship agreement with Longines — a renewed and expanded commitment that reflects the strength of a partnership built over many seasons, and one for which I want to express our deepest and most sincere gratitude. Longines' continued belief in the Series gives it the stability, prestige and visibility that our Organising Committees and National Federations rely on, and it remains the cornerstone of everything the Series has achieved.

This year also marked the arrival of two new partners whose contribution I want to specifically highlight. Harcour joined the Series as Official Apparel Supplier, bringing its expertise and international reputation to support the presentation of our events, while DHL came on board as Official Logistics Partner, reinforcing the operational backbone that allows the Series to run smoothly across eleven host nations in a single season. These new collaborations are far more than commercial agreements: they are a sign of the growing recognition the Longines EEF Series commands among leading international brands, and they materially strengthen our capacity to deliver a professional, reliable and world-class circuit for our Organising Committees, teams and riders. I want to thank Harcour and DHL for the confidence they have placed in the EEF, and I look forward to building on both partnerships in the seasons ahead.

The 2026 season also confirmed the scale and reach the Series has now achieved. Ten events hosted in Germany, Belgium, Italy, Denmark, France, Greece, Norway, Hungary, the Netherlands and Slovakia — led into the season Final in Switzerland. In total, 33 nations took part in the 2026 season, including 25 EEF Member Federations and 8 nations from beyond Europe, underlining the Series' growing international appeal. Across the season, National Federations fielded 110 EEF teams,

PRESIDENT'S EDITORIAL

generating 459 individual entries, of which 98 — close to one in five — were under the age of 25, a strong signal of the Series' role in developing the next generation of European show jumping talent. Riders combined for 63 double-clear rounds over the season, including 14 by U25 combinations. On top of the sport itself, our host venues welcomed large crowds and strong broadcast exposure, with tens of thousands of visitors at flagship legs, live streaming at every event, and more than 2,000 VIP hospitality seats offered to our partners and stakeholders across the season.

These figures speak for themselves: the Longines EEF Series is no longer simply a competition circuit, but a genuine engine for the development of our sport across Europe, and a showcase of European show jumping to the rest of the world. I want to thank our Organising Committees, our National Federations, the EEF Jumping Working Group, chaired by Henrik Ankarcrona, and our Sport Event Liaison Manager, Camille Brejon, for another outstanding season, after the successful initial cycle under Alcor Consulting management.

FEI European Championships and the Sport Event Liaison Manager

Alongside the Longines EEF Series, the EEF's engagement with the FEI European Championships has continued to grow this year. While continental championships remain under the authority of the FEI, the EEF has taken an increasingly active role in the bidding, monitoring and promotion processes surrounding these events — a reflection of our ambition to support a strong and coherent European championship pathway for our National Federations, organisers and athletes. Following an introductory meeting at FEI Headquarters and regular exchanges throughout the year to build a shared understanding of the current operating model, our Working Groups carried out a careful review of the bids received for the FEI European Championships 2028 and submitted formal recommendations to the FEI — an important step in ensuring that European perspectives are heard early in the selection of future hosts.

Last year, I spoke of our intention to strengthen the

EEF's management with a full-time employee dedicated to the Longines EEF Series and the FEI European Championships. I am pleased to report that this commitment has now been delivered, with the appointment of the EEF's Sport Event Liaison Manager — a position co-funded by the FEI. This appointment reflects a shared ambition between the EEF and the FEI to build a stronger operational bridge between our organisations, particularly around European Championship bidding, event delivery, and coordination with Organising Committees and National Federations.

Development and Sporting highlights

Our Development Working Group, through the EEF NextGen platform, delivered three online knowledge-sharing sessions between March and June 2026, bringing together sixty participations from National Federations on themes ranging from grassroots recruitment to education and horse welfare. I want to thank Tore Sannum, Chair of the Development Working Group, and Luz Bella Lendinez, EEF Sport Development Officer, for the energy they have brought to this initiative, which continues to prove its value as a platform for National Federations to learn from one another.

This year also saw the launch of our Sustainability Working Group in April 2026, which moved quickly from establishing its role to preparing a realistic Action Plan and launching "Sustainability in Action — Share Your NF Story", a concrete first step in supporting National Federations to share and be recognised for their sustainability efforts. This complements the ongoing work of Katerina Liberi, EEF Sustainability Manager, in embedding sustainable practice across our events and Series.

The collaboration between the EEF and the FEI continues to move forward, most visibly through our engagement on the FEI European Championships 2028 bidding process, where our Working Groups issued formal recommendations.



PRESIDENT'S EDITORIAL

Looking ahead together

This Annual Report reflects the progress we have achieved together this year and underlines the importance of your continued involvement to go further. Building trust and unity remains essential to the continuous development of equestrian activities across Europe — not only by reinforcing the environment in which our sport can grow, but also by identifying and sharing the opportunities successfully explored by colleagues in other Federations.

At the same time, the EEF remains committed to strengthening its communication, first and foremost with member NFs, an effort actively supported by Shannon Bruchard-Gibbons, EEF Communication Manager. As we look toward the 2026 EEF elections, my responsibility, together with the Board, remains to continue shaping the EEF's internal framework — including the governance foundations laid this year through our Working Groups — so that the Federation remains strong, stable and ready to serve its members, regardless of who is elected to lead it in the future.

Conclusion

As I conclude this introduction to the EEF Annual Report 2025–2026, I would like to thank all those who have contributed to the EEF's progress this year: the Board, our Secretary General Teodor Sheytanov, the Chairs and members of our Working Groups — old and new — and the EEF staff, whose dedication continues to carry our Federation's activities forward.

Beyond these individual acknowledgements, I extend my gratitude to all of you: Presidents, Secretary Generals and our National Federations, for the trust and commitment you continue to place in the EEF. The progress captured in this report demonstrates the strength of our collective when dialogue, responsibility and ambition guide our actions. With your continued engagement, I am confident that the EEF will remain a strong, credible and forward-looking Federation — capable of uniting our community around our shared values while delivering, for you and with you, concrete benefits for our horses and our youth.

It is in this spirit that I invite you to discover the achievements and perspectives highlighted in this Annual Report.

*Sincerely,
Quentin Simonet, EEF President*

LONGINES
EEF SERIES





NEW 5 YEARS MILESTONE

The 2026 season marked another milestone for the Longines EEF Series, confirming its position as Europe's premier development pathway for national team show jumping. Following the transparent and inclusive bidding process launched at the close of the previous season — in which 14 National Federations submitted bids to host Regional Qualifiers and the Final for the 2026–2030 cycle — the EEF concluded new Host Agreements with Organising Committees for terms of three plus two years, securing a stable and ambitious foundation for the Series through the end of the decade.

This renewed foundation was crowned in December 2025 by the announcement of a new five-year sponsorship agreement with Longines, extending a collaboration that has underpinned the Series, and the EEF more broadly, since 2015. Longines continues as Title Partner and Official Timekeeper of the Series, as well as Official Partner and Official Watch of the EEF, ensuring the ongoing delivery of the trusted timekeeping and data-handling services essential to athletes, National Federations and Organisers alike.

The season also welcomed two new commercial partners to the Series. Harcour joined as Official Apparel Supplier, and DHL came on board as Official Logistics Partner — new collaborations that reinforce the professionalism and operational capacity behind the Series and reflect the growing recognition the Longines EEF Series now commands among leading international brands.

On the field of play, the season confirmed the Series' growing scale and international reach. Ten events across Europe led into the Final in Avenches, Switzerland, gathering 33 participating nations — 25 from within the EEF and 8 from further afield, including Australia, Brazil, Japan, Mexico, Qatar, the United Arab Emirates and the United States — underlining the Series' appeal well beyond Europe's borders. National Federations fielded 110 EEF teams over the season, generating 459 individual entries, of which close to one in five came from riders under the age of 25, a clear sign of the Series' continued role in developing the next generation of European show jumping talent.

THE NEXT GENERATION: BUILDING EUROPE'S FUTURE THROUGH THE LONGINES EEF SERIES

“The Series has made me more confident going to bigger shows since it has made me more experienced, so you trust your own ability and system more,” said the Swedish rider.

It also allows you to get to know the seniors at a young age which makes it very comfortable to go to senior competitions. You know that you have very competent colleagues to get advice from when you might need it.”

Josefin Torell,
22-year-old, SWE

“I feel really lucky to be able to compete on the Longines EEF Series circuit. Wearing the French jacket is always something special to me. It gives me a lot of experience to grow and be more competitive when I hope to step up to the next level,” said Eden.

“I really enjoyed working with and being part of the senior team because they have all the experience and the maturity to support you even when you have a bad round. They helped me in the warm-ups and during the course walks. They were really kind to me, because they knew I had less experience than them and that's what I enjoyed the most.”

Eden Leprevost Blin-LeBreton
22-year-old, FRA



SEASON 2026 FACTS AND FIGURES*

459 STARTS

63 DOUBLE
CLEAR

33 NFS
COMPETED

25 EEF NFS
COMPETED

98 U25
ENTRIES

14 U25
DOUBLE CLEAR

700 000 EUR
PRIZE MONEY

10 EVENTS

*for 8 Regional Qualifiers and 2 Semi-finals in 2026. Longines EEF Series Final is not included

LONGINES EEF SERIES 2026

The overall management of the Longines EEF Series and coordination with the FEI for the European Championships were overseen by Camille Brejon, who was appointed Sport Event Liaison Manager in October 2025. The position was co-financed by the FEI.

Objectives and Priorities

Main objectives for the reporting year

- Secure the Future — finalise new Host Agreements with updated terms, creating a strong framework for future editions.
- Strengthen Event Coordination — onboard the Sport Event Liaison Manager; enhance coordination between the EEF, Organising Committees, National Federations and teams; provide comprehensive support to Organising Committees throughout the event lifecycle; develop documentation, procedures and project management tools to ensure consistency and efficient event delivery; establish reporting processes and build a historical record to support continuous improvement.
- Deliver Sporting Excellence — maintain high jumping sport standards across all events and

ensure consistent quality and operational excellence throughout the season.

- Strengthen Strategic Partnerships — reinforce relationships with Longines, Organising Committees, National Federations and key stakeholders, and expand networking opportunities to create new partnerships.
- Increase Brand Value and Visibility — further strengthen the Series identity and brand, and continue positioning the Series as a European product with global reach.
- Drive Sustainable Growth — continue developing and enhancing the Series and build solid foundations to support long-term growth.

In summary, the year's priorities were to: secure new Host Agreements for long-term partnerships; strengthen event coordination and stakeholder support through the onboarding of the SELM; deliver consistent world-class show jumping standards; reinforce partnerships with stakeholders engaged in the LES, particularly Longines; expand networking opportunities and develop new partnerships; strengthen the Series identity and global visibility; and continue the sustainable growth and evolution of the Series.

Main Activities and Meetings

Meetings held

- With Organising Committees, to establish clear processes ahead of the season.
- With stakeholders, to progress the operational delivery of the Statement of Work and assess milestones as needed.
- With the Jumping Working Group, to continue developing the sport in Europe by drawing on the collective expertise of the group and discussing all matters related to the jumping discipline.

Key topics discussed

- The future of show jumping in Europe.
- FEI European Championships bids for 2028.
- LES rules.
- Operational delivery of the Longines EEF Series.

Major activities and initiatives undertaken

- Working Groups: recommendations for the FEI European Championships 2028, and continued willingness to discuss other topics related to jumping.
- Organising Committees: general coordination, establishment of procedures, and reinforced collaboration involving Chefs d'Équipe.
- Stakeholders: regular meetings to track progress and to assess and improve processes

LONGINES EEF SERIES 2026

Achievements and Outcomes

Key accomplishments

- A new sponsorship agreement was secured with title sponsor Longines for five years, with increased sponsorship.
- New Host Agreements were concluded with Organising Committees for terms of three plus two years.
- New contracts were signed with key stakeholders producing the Series (media, logistics, merchandise).
- Sport: a higher number of teams participated in the Series, with strong interest from Chefs d'Équipe in the competition.
- Visibility: figures show growth in the Series' community and increasing attractiveness.

Recommendations and proposals

To continue to develop a single ecosystem with Organising Committees, in which they can benefit from EEF assets to bring the Series forward to other shows rather than being seen as stand-alone events. Bringing Organising Committees together will also encourage them to act as a community, sharing ideas and good practice.

Priorities for the Next Year

Planned activities and objectives

- Sport - Plan the 2027 calendar and submit it to the EEF Jumping Working Group. - Propose a strategic procedure for managing team entries for the year ahead. - Review the LES rules early enough to submit them for application in the 2028 season.
- Partnerships - Debrief on the 2026 season to establish goals for 2027 and create opportunities with stakeholders.
- Series - Continue to develop and maintain the same high standards throughout the season's events. - Organise a workshop with Organisers.

Areas requiring support or guidance

- Brainstorming on the global growth of the LES.
- Building a strong community among Organising Committees.

Summary and Key Recommendations

The season demonstrated strong, sustainable growth, reinforcing the educational concept of the Series. Key achievements included securing Organisers, title sponsors, and strategic partnerships for a period of five years.





FEI EUROPEAN CHAMPIONSHIPS

Objectives and Priorities

Main objectives for the reporting year

- Further develop collaboration with the FEI on the FEI European Championships in the near future.
- Introduce discussion on this collaboration.
- Provide EEF recommendations on bids submitted to the FEI.



Achievements and Outcomes

Key accomplishments

- The EEF presented its recommendations on the bids received for the FEI European Championships 2028.

Priorities for the Next Year

Planned activities and objectives

- Establish a plan with key milestones and meet regularly to initiate follow-up.

Main Activities and Meetings

Meetings held

- Introductory meeting at FEI headquarters.
- Ongoing exchanges, with input provided by the EEF.

Key topics discussed

- Gaining a comprehensive understanding of the current operating model, taking into account the views of the different responsible persons involved (Executive Director Sport & Games, Discipline Directors, Legal team).
- The EEF's initiatives as part of the joint project.
- FEI European Championships bids for 2028.
- Major activities and initiatives undertaken
- Presentation of the first phase of the operational plan, which was reviewed and amended.
- The EEF Working Groups issued recommendations on the bids received for the FEI European Championships 2028.

Areas requiring support or guidance

- Guidance on structure, strategy, and action planning to achieve objectives and ensure alignment with EEF strategy.

Summary and Key Recommendations

- Given the limited time and availability during this first period, progress started relatively slowly. However, it provides a solid base on which to build a more organised and effective long-term approach.

SPORT DEVELOPMENT

Chair: Tore Sannum (NOR)

- Sandra Ruuda (SWE)
EEF Board member
- Dimitar Angelchev (BUL)
- Florian Moschowitz (FRA)
- Karolina Madry (POL)
- Marcus Lundholm (SWE)

EEF Representatives:

- Luz Bella Lendinez Martinez -
EEF Sport Development Officer

The EEF's development activities are coordinated and further developed by Luz Bella Lendinez Martinez, EEF Sport Development Officer. Her position is financed by FEI Solidarity.

Partnership with FEI Solidarity

Throughout the 2025-2026 period, the EEF has continued to strengthen its cooperation with FEI Solidarity.

This collaboration has been central to the delivery of the EEF Academy courses, which are co-funded by FEI Solidarity, as well as to the design and implementation of the Workshop for Balkan National Head Coaches, structured in close cooperation with Jean-Philippe Camboulives, Director of FEI Solidarity.

The EEF has maintained regular communication with the FEI Solidarity team, exchanging updates on ongoing projects across Europe and continuing its proactive outreach to National Federations, raising awareness of application deadlines, guiding them through the FEI Solidarity Catalogue, and informing them about the FEI World Challenge.

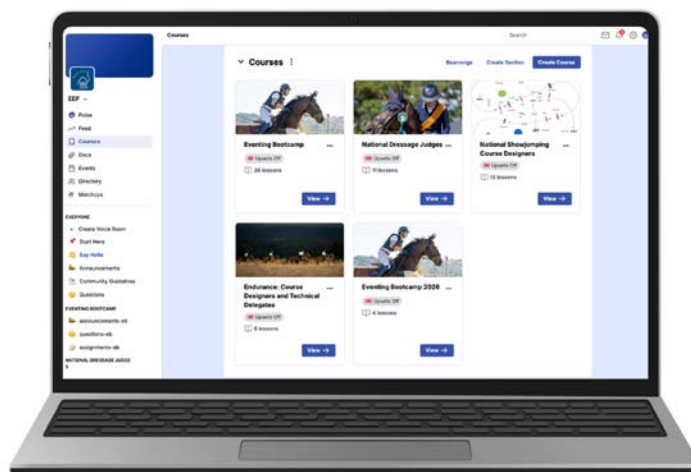
EEF ACADEMY

The EEF Academy continued to grow in 2025-2026, with the goal of supporting National Federations in strengthening officials' education, improving consistency and confidence in officiating, reinforcing welfare priorities through correct decision making, and identifying talented officials to continue their pathway to the international level.

The Academy targets national-level officials nominated by their NFs, with active judging experience at national level and sufficient English to follow the content.

All courses follow a common structure:

- NFs nominate candidates, who enroll on the online platform



- Participants complete and attend the online modules
- An online evaluation identifies the best-performing candidates, who are invited to an in-person seminar
- A final evaluation tests the skills acquired, with results submitted to their NFs

EEF Academy: Jumping Course designers

Co-funded by FEI Solidarity, this new course for Jumping Course Designers was delivered in the first half of 2026 by three tutors:

- Grégory Bodo (FRA)
- Dr. Stéphane Montavon (SUI)
- Peter Schumacher (GER)

The syllabus was designed to give national course designers a comprehensive understanding of course design, from the role and responsibilities, to the technical detail of distances, obstacles and time allowed.

The course consisted of seven online sessions delivered between April and June 2026:

- Course Designer Principles
- The vision of the horse, analysed in terms of colours, contrasts, sharpness and position of the head
- Distances & combinations profiles
- Course Design for different levels

- Obstacles and their construction
- Course analysis
- Review and final test

Participation figures:

- 64 candidates from 13 National Federations were initially put forward
- 43 of them (67%) from 13 NFs enrolled on the platform
- 25 participants (58%) from 10 NFs completed the exam
- 17 participants (68%) from 8 NFs passed successfully and are invited to the in-person course

The assessment and selection for the practical phase took place at the beginning of July, with candidates completing an online questionnaire and submitting two Masterplans, which were evaluated along with their previously submitted coursework.

The in-person course will take place at from the 7th to the 9th of September.

EEF Academy: Endurance Officials

Also co-funded by FEI Solidarity, this course for Endurance Technical Delegates and Course Designers is currently being delivered in 2026 by an FEI Level 4 Endurance Technical Delegate:

- François Kerboul (FRA)

The syllabus covers the full scope of the Technical Delegate's and Course Designer's responsibilities, from preliminary analysis and course design through to venue layout, biosecurity and emergency planning.

The online course consisted of eight online sessions delivered between July and September 2026:

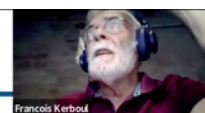
- Introduction and general overview: the role and duties of the Technical Delegate
- Preparing before the competition
- Working in the field
- Organising the loops I
- Organising the loops II
- The site
- Miscellaneous I
- Miscellaneous II

Participation figures:

- 50 candidates from 10 National Federations were put forward by their NFs
- 31 of them (62%), from 8 NFs, enrolled on the platform

The online sessions will be followed by an online assessment, after which the selected participants will be invited to attend the in-person workshop.

Weather survey



10 years at the end of September in South of Sardegna.

Date	High Temp	Low Temp	Rain	Max Wind	Humidity 07:20	Humidity 14:00
2023	29,0	15,0	0,00	22,00	72%	45%
2022	26,0	20,0	0,00	28,00	100%	69%
2021	30,0	25,0	0,00	28,00	94%	70%
2020	22,0	16,0	0,00	50,00	52%	33%
2019	29,0	20,0	0,00	37,00	83%	35%
2018	26,0	15,0	0,00	28,00	68%	42%
2017	27,0	18,0	0,00	26,00	88%	44%
2016	27,0	17,0	0,00	17,00	94%	42%
2015	26,0	15,0	0,00	24,00	82%	57%
2014	27,0	14,0	0,00	19,00	94%	30%
Average	26,9	17,5	0,00	27,9	82,7%	46,7%

EEF Academy: Dressage Judges

Following the success of the 2024 edition, the course for National Dressage Judges was delivered in Autumn 2025 by three FEI Level 4 judges:

- Katrina Wüst (GER)
- Hans Christian Matthiesen (DEN)
- Maarten van der Heijden (NED)

The curriculum was designed to set a standard for the education of dressage judges at national level: after the course, participants are expected to have enhanced their knowledge and skills up to Small Tour level.

The course consisted of six lessons delivered between September and November: Scale of Training, Junior Classes I, Junior Classes II, Prix St Georges / Young Riders I, Prix St Georges / Young Riders II, Equestrian Culture and Social Media.

Throughout the online phase, participants actively practiced marking from video material, supported by the FEI Dressage Judging Manual and the Black Horse One platform.

Participation figures:

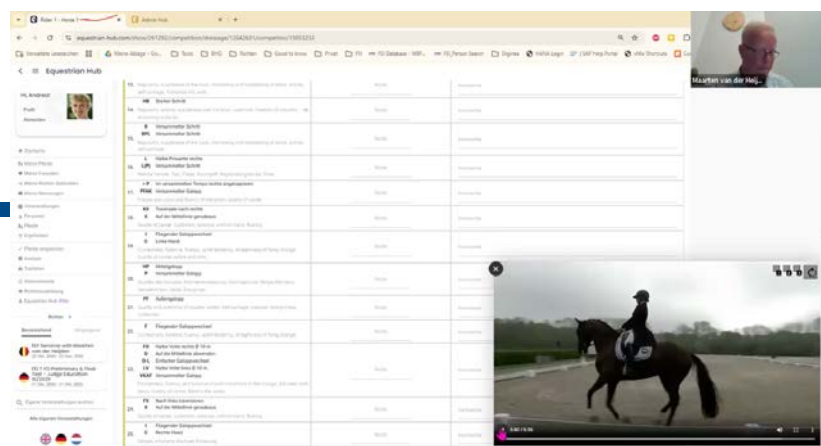
- 268 candidates were initially put forward by their National Federations
- 178 of them (66%) enrolled on the platform, representing 22 different NFs
- 87 participants (49%) completed the evaluation test
- 52 participants from 14 NFs (60%) passed the evaluation successfully and are invited to the in-person course

The assessment and selection for the practical phase took place between the end of November and mid-December, with candidates judging five tests at Small Tour level on the Black Horse One platform.

The in-person course was initially planned to take place during the Spanish Dressage Championships in Barcelona in June. However, a week before the competition, a case of strangles forced the event to be cancelled; it was reassigned to a new organizer for the same dates, but due to the time constraints it was not possible for the new organizer to accommodate the course.

The in-person course will now take place during the Aachen Youngstars competition in December 2026, and three additional preparatory lessons with the tutors will be scheduled over the coming months to keep the selected candidates engaged for the practical phase.

Special thanks to Elizabeth-Max Theurer for her generous financial and logistical support of the programme.



EEF Academy: Eventing Officials

Building on the eventing officials course delivered in 2024–2025, a dedicated course for National Eventing Course Designers was launched in 2026, delivered by:

- Marcin Konarski (POL)

The syllabus focuses on cross-country course design, from the underlying philosophy and general guidelines for different levels through to the technical detail of individual fence types and their evaluation.

The course consisted of three online sessions delivered between May and July 2026:

- Introduction and presentation of the participants; the philosophy of cross-country course design; how to start designing a cross-country course; and general guidelines for different levels

- Dimensions and how to measure; the horse's perspective and possible perception; criteria for evaluating difficulty and risk; frangible devices; water jumps; steps and drops; and hedges
- Use of groundlines; ditches; spread fences; narrow and angled fences; bending lines; flagging and numbering; and cross-country case studies

Participation figures:

- 21 candidates from 9 National Federations were put forward by their NFs
- 17 of them (81%), from 7 NFs, enrolled on the platform

The online sessions will be followed by an online assessment, after which the selected participants will be invited to attend the in-person workshop, which will take place in Strzegom, Poland.



WORKSHOP FOR BALKAN NATIONAL HEAD COACHES

This initiative was carried out with the aim of supporting the development and growth of equestrian sport in the Balkan region. The origin of the project goes back to 2025, when a meeting held in Croatia revealed a demand from the region's federations for an initiative of this kind.

Following that meeting, the EEF prepared and submitted an application for the workshop, which was approved by FEI Solidarity.

Developed in cooperation with Jean-Philippe Camboulives, Director of FEI Solidarity, the program aimed to strengthen the technical expertise and team management capacity of National Head Coaches from the Balkan countries, and to support their preparation for the Balkan Equestrian Championships, combining joint and discipline-specific sessions.

The workshop took place in Sofia, Bulgaria, from the 22nd to the 24th of June 2026, bringing together 15 participants from 6 National Federations across the Endurance, Showjumping and Dressage disciplines, including coaches, national head coaches and support staff.

Over the three days, the program combined joint sessions with discipline-specific ones, delivered by an experienced line-up of tutors:

- Allan Leon (Endurance)
- Henrik Ankarcrona (Jumping)
- Luz Bella Lendinez Martinez
- Raphaël Saleh (Dressage)
- Teodor Sheytanov
- Dr. Ursula Barth

The feedback was very positive: the workshop achieved an overall average of 4.78 out of 5 from the participants.

“It was an amazing workshop, very well organized and presented. The three days were very useful and full of great knowledge.”

Beyond the immediate results, this kind of initiative is relevant because it invests in the multipliers of the sport. A national head coach shapes the daily work of dozens of coaches and riders, and their approach to planning, welfare and clean sport sets the standard for an entire federation. Therefore, every improvement made at this level cascades through the whole national system.

For federations, where access to international-level expertise is often a barrier to growth, bringing the region together in one room also builds a network of professionals facing the same realities, who can exchange long after the workshop ends.

The fact that participants left asking their federations to pursue and apply for more courses of this kind is the clearest sign that the initiative is meeting a regional need.



ENDURANCE NATIONS CUP

Following the 2025 efforts, during which the rules and competition format were drafted in close coordination with the FEI Endurance Department, this year the rules were submitted and approved by the FEI Board.

Back in February, the concept was presented at the FEI Endurance Forum in Perugia by EEF President Quentin Simonet, receiving positive feedback from National Federations and relevant stakeholders.

On the operational side, a dedicated platform to manage the series and the teams has been developed and tested, confirming the format and ranking functionality.

With the sporting and technical foundations now in place, the focus has shifted to securing the commercial backing needed to launch: a presentation deck has been created, and the EEF is actively meeting with sponsoring leads so that the series can become a reality.



This project reflects our ongoing commitment to developing new international opportunities for athletes and contributing to the growth of equestrian sport across Europe.



EEF NextGen has been established as a European knowledge-sharing platform where National Federations present development initiatives and exchange experiences on implementation, with the aim of strengthening the development of equestrian sport across Europe. The platform is built on the principle that successful ideas should be shared, further developed, and adapted to national circumstances.

Between March and June 2026, three online sessions were held, with a total of 60 participations from National Federations:

- Session 1 — Ride2Gether, FERD Riding School Cup & Generali Open de France (33 participants)
- Session 2 — Sugar Cup & Dressage Symposium (11 participants)
- Session 3 — Horses as Athletes & FEI Solidarity Catalogue (16 participants)

Each online session follows a practical format: two short case presentations (covering the problem, the solution, how it works, the resources required, and lessons learned) followed by a short Q&A.

All sessions were recorded and published. Upon completion of each session, the presentations and resources facilitated by the speakers were sent out, together with a feedback form, to all participants and EEF members.

Over time, these materials are forming an EEF library of transferable projects and blueprints.

Ride2Gether, FERD Riding School Cup (NOR) & Generali Open de France (FRA)

Number of participants: 33

The Norwegian Equestrian Federation presented Ride2Gether and the FERD Riding School Cup, demonstrating how the creation of new, collaborative formats can not only increase the number of grassroots participants, but also reduce their abandonment.

The French Equestrian Federation presented the Generali Open de France, illustrating how a major national event can become a driving force for both sporting development and increased participation through a strong emphasis on grassroots sport accessibility.

Sugar Cup (SWE) & Dressage Symposium (ESP)

Number of participants: 11

A club from Sweden presented the Sugar Cup, a competition concept designed to promote learning, enjoyment and confidence in the cross-country phase, rather than results alone.

Spain presented the Dressage Symposium, demonstrating how to satisfy the demand for educational activities through masterclasses and panel discussions with hybrid broadcasting. The session also offered a good example of a successful collaboration of the NF with an external company aligned with their priorities and mission.



Horses as Athletes (ITA) & FEI Solidarity Catalogue (EEF)

Number of participants: 16

The Italian presentation on the Horse Athlete introduced the new legislation granting sport horses a distinct legal status. It represented an important contribution to the ongoing discussion on horse welfare and social licence.

The second presentation introduced the FEI Solidarity Catalogue, providing an overview of FEI programs and funding opportunities for National Federations, together with the application process and key eligibility criteria.

The Development Working Group considers EEF NextGen to have become a valuable platform for knowledge exchange among National Federations. By showcasing practical and successful initiatives, the programme enables federations to learn from one another and adapt proven solutions to their own national environments.

This year's programme demonstrated that European equestrian sport increasingly prioritises:

- Recruitment and grassroots development
- Education and capacity building
- Digital knowledge sharing
- Horse welfare and the sport's social licence
- Strategic organisational development
- Greater use of FEI development programmes and funding opportunities

The Working Group recommends that the EEF continue to develop the NextGen programme as a permanent forum for collaboration and exchange among its member federations. The experience gained over the past year confirms that sharing successful initiatives accelerates development, strengthens cooperation, and builds competence across Europe.

During the reporting period, the Working Group held its sessions online with the full group, and a physical meeting is planned for autumn 2026.

The Working Group extends its thanks to all presenters, National Federations, and participants who contributed to this year's programme. Their commitment, willingness to share experiences, and dedication to the development of the sport are essential to ensuring a strong and sustainable future for equestrian sport across Europe — for the benefit of both horses and people. Thanks are also due to Luz Bella Lendinez for her work as secretary and coordinator of the Working Group.

REGIONAL CHAMPIONSHIPS



BALKAN CHAMPIONSHIPS

Four championships were held during this reporting period.

Jumping — Belgrade, Serbia (3–7 September 2025)

The Balkan Showjumping Championship returned to Serbia for the first time since 1983, hosted at the Sports Center Kovilovo. Around 200 horse and athlete combinations took part from Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Greece, North Macedonia, Romania, Slovenia, Türkiye and host nation Serbia, competing across five categories (Children, Juniors, Young Riders, Ladies and Seniors) with a Balkan Cup for ponies also organised.

Türkiye dominated the team competitions, winning the Children, Young Riders, Ladies and Seniors titles, while Bulgaria took the Juniors team title and Romania the Juniors individual. Croatia celebrated a standout moment with a victory in the Seniors individual.

Participants described the event as a “mini European championship”, and its return to Belgrade after more than four decades marked a significant milestone for the region.



Dressage — Tsaratsovo, Bulgaria (11–14 September 2025)

The Frigopan Horse Riding Centre hosted four days of competition, with athletes from Bulgaria, Croatia, Greece, Romania, Türkiye and Slovenia competing for individual and team titles across six categories, alongside the inaugural Balkan Pony Cup and CDI Young Horse classes.

The new Pony Cup and Young Horse divisions were widely seen as the most significant development of the edition, opening a clear pathway for the region's youngest riders and horses.

REGIONAL CHAMPIONSHIPS



Endurance — Barban, Croatia (10–12 October 2025)

The championships brought together 49 riders from Bosnia and Herzegovina, Bulgaria, Greece, Slovenia, Türkiye and Croatia over a 107-kilometre course, in what was the largest equestrian event ever held in Istria.

Croatia took senior team gold, junior individual gold and senior individual bronze, while Bulgaria won the junior team title. Beyond the sport, the event offered younger riders valuable international experience and gave officials a platform to develop their expertise together, strengthening consistency in officiating across the region.

Driving — Kovačica, Serbia (30 April–3 May 2026)

Held at the Anči Stud Farm, the championship saw drivers compete across dressage, marathon and cones under FEI rules. Serbia won both the individual title, through Milan Đurđević, and the team title (its fifth Balkan Championship in the discipline) ahead of Croatia and Romania.

A total of 14 athletes competed across intermediate and advanced levels.

Across all four disciplines, the championships continue to prove their value as a driver of participation and growth in the region.



REGIONAL CHAMPIONSHIPS

NORDIC-BALTIC CHAMPIONSHIPS

By the start of 2026, the revision of the NBECH rules had been finalised, approved and published by the FEI, and interest from Poland in joining the championships is currently being monitored.

Ahead of the event, the EEF held a meeting with the Chefs d'Équipe and the Communication Officers of the participating federations, with the aim of increasing the reach and visibility of the championships.

The 2026 Nordic-Baltic Equestrian Championships took place in Strömsholm, Sweden, concluding at the beginning of July after nine days of competition.

Riders from Denmark, Estonia, Finland, Norway

and Sweden competed in Dressage, Para Dressage and Jumping. Denmark and Sweden emerged as the dominant nations. Denmark excelled in dressage and in the individual jumping competitions, taking the Senior dressage team title as well as the Junior and Young Rider divisions, while Sweden proved strongest in Para Dressage and in the jumping team events, claiming four of the six available jumping team titles along with the Pony I and U25 dressage team titles.

Estonia, Finland and Norway also celebrated notable successes (including Estonia's historic bronze medal in the Young Rider jumping championship) underlining the growth of equestrian sport across the region.

The 2026 edition once again demonstrated the role regional championships play in developing athletes and horses while fostering sporting cooperation.



EQUESTRIAN YOUNG LEADERS EUROPE (EYLE)

The Equestrian Young Leaders Europe (EYLE) program is a multi-year, EU-funded leadership development initiative designed to equip young equestrians with the skills and values needed to become active, responsible leaders within their equestrian communities.

Delivered through riding schools, it was piloted first in Bulgaria, Hungary and Norway, and then extended to Greece, the Czech Republic and Ukraine.

The program reached a major milestone this year: the final report was submitted to and approved by the European Education and Culture Executive Agency (EACEA), marking the successful completion of all contractual reporting requirements.

Independent evaluation

The Open University was appointed to evaluate the program, and delivered its final study report in September 2025 (see Appendix). The study was designed as a pragmatic controlled trial comparing EYLE participants with young people from riding schools that did not run the program.

Satisfaction was very high across all groups, participants scored the program 3.7 out of 4, with 98% saying they would return, while 84% of parents and 84% of coaches were very satisfied.

Attendance was high, and missed sessions were almost always due to circumstances rather than lack of motivation.

The quantitative analysis did not detect measurable increases in social competence, leadership skills, self-esteem or self-efficacy relative to the control group, although greater attendance was associated with greater improvement in leadership skills. The authors set out some important caveats but concluded that EYLE is a valuable program for children and young adults.



ERASMUS+

Erasmus+ is the EU's programme for education, training, youth and sport, and one of the largest funding instruments available to organisations in these fields.

The sport strand focuses on grassroots sport, supporting the professional development of coaches and other staff, as well as cooperation between organisations across Europe.

Despite the scale of these opportunities, uptake among equestrian organisations remains limited. To address this, a practical Erasmus+ guide was developed in Q1 together with the support of the EOC EU Office, and a testimonial meeting was recorded with

Ewa Obrycka (Fundacja Końskie Zdrowie, POL) on her experience with the Key Action 1 grant.

Both were shared with National Federations via email and newsletter, clarifying project options and important deadlines.

The outreach focused in particular on Key Action 1: Mobility of staff in the field of sport, which is by some distance the most accessible entry point for a National Federation taking its first steps with EU funding.

EOC PARTNERSHIP

The European Olympic Committees (EOC) is the umbrella organization representing the National Olympic Committees and other major sport organisations in the EU.

It plays a central role in shaping the European sport landscape, especially in its collaboration with the European Union and other institutional stakeholders.

The strong support of the EOC EU Office continued throughout the year, including valuable feedback and guidance for the final EYLE submission.

In June 2026, the EEF took part in the EOC EU Office Annual Partners' Meeting in Brussels (4–5 June).

The meeting opened on 4 June with an event organized by the European Committee of the Regions (CoR) and the EOC EU Office, titled "The Enabling Role of Sport to Achieve EU Objectives and Future Support via the Multiannual Financial Framework 2028–2034."



The event brought together more than 70 participants, including National Olympic Committees and Federations, alongside representatives of the European institutions and stakeholders from the sport ecosystem.

It took place in the context of the ongoing discussions on the EU's next long-term budget, with the aim of exploring how sport can contribute to achieving EU objectives, and how that contribution could be supported under the next MFF through specific funding lines and programs.

ADVOCACY FOR THE MFF 2028-2034

The EEF continued its advocacy work to ensure sport is appropriately represented in the next Multiannual Financial Framework of the EU (2028–2034), building on the joint statement signed in 2025 calling on Members of the European Parliament to earmark 5% of the Erasmus+ budget for sport, recognize sport as a strategic tool for youth development, social inclusion and the green transition, and create a dedicated EU Sport Strategy backed by long-term investment.

European Commission consultation on the future of sport in Europe

On 26 March 2026, the EEF took part in the European Commission’s consultation meeting with European and international sport federations on “A Strategic Vision for Sport in Europe: Reinforcing the European Sport Model”, opened by Giorgio Guazzugli Marini, Head of the Sport Unit at DG EAC.

The consultation forms part of the preparation of a Commission Communication, to be presented at the end of 2026, which aims to reaffirm and promote a values-based model of sport.

The European Sport Model has come under pressure in recent years from increased commercialisation and globalisation, a decreasing number of volunteers, and insufficient athletes’ rights and representation in decision-making.

The roundtable exchange focused on three areas:

- *Governance in sport*: how the EU can concretely support democratic, transparent, accountable, inclusive and financially sustainable governance structures while respecting the autonomy of sporting organisations, including steps to enhance the representation, dual education and wellbeing of athletes, young talents, women and para-athletes
- *Solidarity and financial redistribution*: how to reinforce the mechanisms that ensure revenues generated at elite level benefit grassroots sport and maintain competitive balance across federations, clubs and regions, and how public seed funding can be leveraged alongside private investment
- *Sport in and for society*: how to strengthen sport’s contribution to public health, education, community cohesion and social inclusion, how to make volunteering more attractive and sustainable, and how clubs and federations can diversify their missions beyond competition towards sport for all, health, participation, inclusion and skills development

The session closed with a discussion on future cooperation and continued dialogue between the Commission and sport federations, which will continue during autumn.

These themes map closely onto the realities of equestrian sport, where the balance between elite competition and a broad grassroots base, and the reliance on volunteers, are daily concerns.

FIELD VISIT: GENERALI OPEN DE FRANCE

The EEF was invited by the French Equestrian Federation to attend the Generali Open de France in Lamotte-Beuvron, France, from 19 to 21 July 2026 (see Appendix for the full attendance report).

The Generali Open de France is the French Equestrian Federation's national championship for Club level, held at the Parc Équestre Fédéral since 1994. It runs across all disciplines and levels and hosts the Mondial des Clubs, an international friendly competition for teams from National Federations worldwide.

The event drives growth at the grassroots level and gives meaning to the whole season through regional qualifiers.

Four structural choices stood out:

- A sport project for everyone. The event targets riders outside the established pyramid pathways, those who cannot afford their own horse, or who take up riding later in life. On school horses, transport costs can be shared, making participation immediately more accessible and sustainable for families with limited resources.
- Community and love for the game. Riders were not asked to specialise early and were given room to enjoy the sport across a wide range of disciplines.
- Many levels, many winners. Every level has a full stand and the same prize-giving ceremony.
- A goal each season. Riders gather points at regional qualifiers throughout the year, with several clubs selling the pathway as a single yearly package.

The overall lesson is that an event does not have to be big to follow the blueprint that makes it work.



COMMUNICATION & COMMERCIAL

Nayla Stoessel (SUI) - Chair

- Simone Perilo (ITA)
- Shannon Bruchard-Gibbons (EEF)
- Teodor Sheytanov (EEF)

To support this work, the EEF draws on a network of external contributors, including freelance journalists who cover the Longines EEF Series and produce competition reports throughout the season. ClipMyHorse.TV continues as the Series' official digital content partner, delivering coverage on competition days.

Introduction and Overview

The EEF's communications strategy is coordinated internally and delivered through a mix of in-house leadership and external expertise. At the centre of this structure is Communications Manager Shannon Bruchard-Gibbons, who has held the role since January 2025 on a part-time basis, with responsibility for the organisation's overall strategic communications direction and digital platforms.

This combination of dedicated internal leadership and specialised external support allows the department to maintain a consistent, professional standard across all communications output.

The Communications Department remains a central pillar of the EEF's strategic structure, supporting our mission through enhanced visibility and stakeholder engagement. Building on the strong foundations of 2025, we have delivered a further year of digital growth, brand storytelling and strategic partnership development, continuing to strengthen the voice of the EEF across the European equestrian community and beyond, whilst working in collaboration with our 40 Member National Federations.

COMMUNICATIONS • 2026

2026 Communications — Results at a Glance

A year of audience growth, stronger engagement and a more professional digital voice — with 7 / 7 strategic objectives delivered

28,000

EEF WEBSITE ACTIVE USERS

+ strong growth

11,724

LES WEBSITE ACTIVE USERS

+36%

4M+

LES INSTAGRAM VIDEO VIEWS

season total

11,916

LES INSTAGRAM FOLLOWERS

+42%

≈6,000

EEF LINKEDIN FOLLOWERS

+73.5%

€2.576M

LES CROSS-MEDIA VALUE

+32%

40

MEMBER NATIONAL FEDERATIONS

European network

7 / 7

STRATEGIC OBJECTIVES

delivered

THE COMMUNICATIONS STORY IN ONE LINE

Audience up • engagement up • media value up • 7 / 7 strategic objectives delivered

The 2026 strategy was anchored by the same three objectives that guided us in 2025: growing audience reach, deepening engagement, and enhancing our professional voice. The results presented here cover the monitoring period from July 2025 to July 2026. Delivering on this produced strong, and in places record-breaking, results across every key platform:

- *Growing Audience Reach* — EEF website active users rose to 28,000 and LES website users to 11,724 (+36%), LinkedIn followers grew 73.5% to almost 6,000, and Instagram video views for the Longines EEF Series passed 4 million across the season.
- *Deepening Engagement* — Facebook engagement grew across both EEF and LES pages, email click-throughs rose nearly 18% year-on-year, and our independent IRIS media evaluation confirmed a 32% increase in cross-media value for the Series, reaching €2.576M.

- *Enhancing Professional Voice* — the successful integration of Harcour as Official Apparel Supplier, the launch of near real-time Pendular AI video content, and stronger third-party promotion through National Federations and partners further established the EEF as an authoritative voice in European equestrian sport.

Measured against the 2026 Communications Strategy and Promotion Plan, we exceeded our strategic objectives for the year. The pages that follow bring this performance to life: our support for Member National Federations, our digital channel growth, a summary of the independent IRIS media evaluation of the Longines EEF Series 2025 season, and a look ahead to 2027.

Supporting Member National Federations

A key priority throughout the year was strengthening the visibility of our Member National Federations. Through regular features on our digital platforms and the monthly EEF Round-Up newsletter, and coverage of regional championships, we showcased innovation, best practice and collaboration from across Europe, aligned with our strategic priorities of governance, education, safeguarding, sustainability and horse welfare.

This consistent approach increased awareness of the work being done by National Federations and encouraged the sharing of knowledge and practical solutions across the network — reinforcing the EEF's role as a federation of federations and setting a benchmark for how a continental federation can support and elevate its members through strategic communications.

Strategic Partnerships

Our partnership with ClipMyHorse.TV, official production and digital content partner for the Longines EEF Series, again delivered high-quality livestream production and social-first highlight videos across all qualifiers, semi-finals and the Final, accounting for 86% of all broadcast hours this season and remaining central to the video-led growth we saw across Instagram.

2026 also brought the successful integration of Harcour as the Series' new Official Apparel Supplier, a key target of the 2026 strategy. Our video-first content programme with Harcour, including the "Grooms podium" Reels series and coverage of the new merchandise launch, became the best-performing post of the entire collaboration with almost 70,000 views, adding a new commercial and storytelling dimension to the Series and extending its reach into apparel and lifestyle audiences.

Alongside these partnerships, our small network of freelance equestrian journalists continued to write competition reports for the Series, preserving the authentic voice of the sport and extending our reach beyond EEF-owned channels.

DIGITAL CHANNELS

Websites

Both the EEF and Longines EEF Series websites had a strong year. EEF active users rose to 28,000, with the same number of new users, generating 64,000 page views — growth led by organic search and direct traffic, with rising activity from as far afield as Singapore, China and the United States, alongside our core European markets, a clear sign of the EEF’s international visibility.

The most visited content continued to reflect our core activities. The homepage remained the strongest performer with 12,000 views, followed by the Longines EEF Series, Nordic Baltic Championships, Balkan Championships, and the News pages. Overall, the analytics confirm strong growth in website traffic and user acquisition, and reinforce the EEF website’s role as a central hub for European equestrian sport.

The LES website saw active users climb 36% to 11,724, with visitors spending an average of nearly two and a half minutes per session. The Series continued to show strong international appeal, led by strong traffic out of France, Switzerland, Germany and the United States.

The Series’ multi-channel strategy again produced a well-balanced spread of traffic sources, with referral traffic generating the highest number of sessions at 7,637 (40% of total, up 53% year-on-year).

28,000

EEF Website
Active Users

11,724

LES Website
Active Users
(+36%)

64,000

EEF Website
Page Views

COMMUNICATIONS • 2026

Digital Audience Growth

The strongest gains came from LinkedIn, Instagram and the Longines EEF Series.

EEF LinkedIn followers

≈ 6,000

+73.5%

LES Instagram followers

11,916

+42%

LES website active users

11,724

+36%

EEF website active users

28,000

Key audience hub

73.5% LinkedIn growth • 42% Instagram growth • 36% LES website growth

200,942 LinkedIn impressions • 3,500+ newsletter subscribers • 31 editions

EEF Digital Channels — Traffic & Reach

Website performance strengthened the EEF's role as a central hub for European equestrian sport.

28,000

EEF ACTIVE USERS

same number of new users

64,000

EEF PAGE VIEWS

international visibility

11,724

LES ACTIVE USERS

+36% year-on-year

7,637

REFERRAL SESSIONS

40% of LES total

A balanced multi-channel strategy

Referral traffic led the Longines EEF Series website, generating 7,637 sessions —

40% of total, up 53% year-on-year.

Core markets remained strong while traffic also grew from Singapore, China and the United States.

DIGITAL RESULT: MORE USERS • MORE TRAFFIC • MORE INTERNATIONAL VISIBILITY

Longines EEF Series & Pendular AI

The Series remained our flagship communications project, with a full digital programme of website news, social storytelling, photography, video and media relations around every regional qualifier, semi-final and the Final. The launch of Pendular AI was a real step forward, delivering broadcast-quality video clips in near real time from the live stream, including ready-to-use footage of individual athletes in both horizontal and vertical formats.

This gave National Federations access to content of their athletes almost immediately, making it easier for them to share competition moments on their own digital platforms while the action was still happening. It also drove strong sharing and collaboration across federations, riders and stakeholders, extending the Series' reach beyond our own channels.

Beyond enhancing our own channels, the Pendular content created additional value for National Federations encouraging widespread sharing by federations, riders and stakeholders, significantly amplifying the visibility of the Longines EEF Series and its commercial partners beyond our own audience.

Initial testing indicated that the platform contributed to continued digital growth. Its implementation also came at a particularly opportune moment, with the EEF's channels already reaching more than 1.7 million views on competition days on Instagram and generating over 42,000 engagements. The technology helped build on this strong existing reach, creating further opportunities to engage fans and promote European equestrian sport.

1.7M+

People Reached,
Single Competition
Day

42,000+

Engagements,
Single Competition
Day

DIGITAL PERFORMANCE



Instagram (LES)

Instagram remained the Series' flagship platform for engagement, with followers growing to approximately 12,000, an increase of almost 42% from the same period last year and video views passing 4 million for the season so far, alongside more than 115,000 interactions. Competition day statistics show an audience reach over 1.7 million, generating more than 42,000 engagements.

A particular highlight of the season was the exceptional performance of Instagram video content produced with Official Supplier Harcour. The "Grooms podium" Reels series, filmed at each regional qualifier and semi-final, gave the partnership a strong and consistent presence throughout the season, with individual posts regularly reaching five figures in views.



Our audience remains predominantly female with women making up 70.2% of followers against 29.8% men. The core audience sits within the 25–44 age bracket. Geographically, the audience is well spread across major equestrian markets, with strong followings in the US, Italy, France and Germany.

11,916

LES Instagram
Followers (+42%)

4M+

Instagram Views
This Season

115,000+

Instagram
Interactions

COMMUNICATIONS • 2026

Longines EEF Series — Instagram Growth

The Series' flagship social platform delivered record-level reach, views and interaction.

SEASON PERFORMANCE

4M+

Instagram video views

11,916

followers • +42%

115,000+

Instagram interactions

1.7M+

people reached • single competition day

COMPETITION-DAY IMPACT

1.7M+

people reached on a single competition day

42,000+

engagements on a single competition day

~70,000

views for the best-performing Harcour collaboration post

A FLAGSHIP CHANNEL: 4M+ VIEWS • 115K+ INTERACTIONS • 1.7M+ REACHED IN ONE DAY

DIGITAL PERFORMANCE



Facebook (EEF & LES)

The EEF Corporate Facebook page continued its upward trajectory this season growing 11% to over 3,100 followers, with engagement up 26% to 6,773 interactions, over half of it from beyond our existing audience, emphasising a healthy sign of organic reach.

Content performance shows a clear shift toward short-form video reels. Demographic data confirms the page reaches a mature, decision-making audience across Europe with the 35–44 age bracket. Geographically,

followers are concentrated across Greece, Romania, the United Kingdom, France and Portugal.

The Longines EEF Series page grew even faster, up 67.7% to 323 followers, with engagement up 21.3% to 4,040 interactions. Reels have significantly boosted both pages, driving most of our new follower growth. Demographically, the page reached a broad, mature European audience, with the 45–54 age group forming the largest segment. The Series achieved strong pan-European market penetration across Italy, Greece, Belgium, Slovakia, the Netherlands and Hungary.



LinkedIn

LinkedIn remained our strongest B2B platform and essential channel for stakeholder outreach and professional engagement. The EEF LinkedIn page grew 73.5% to almost 6,000 followers, all organically, generating over 200,000 impressions across the year.

The “EEF Monthly Round Up” newsletter continued to build in this momentum and now reaches over 3,500 subscribers on LinkedIn across 31 editions. Over the past year the newsletter generated more than 7,200 impressions and over 14,000 article views, with subscribers led by senior industry roles, including founders, owners and CEOs, reinforcing the EEF’s authority in the equestrian community.

+73.5%

LinkedIn Growth
— Enhanced
Stakeholder
Engagement

≈6,000

LinkedIn Followers
(+73.5%)

200,942

LinkedIn
Impressions

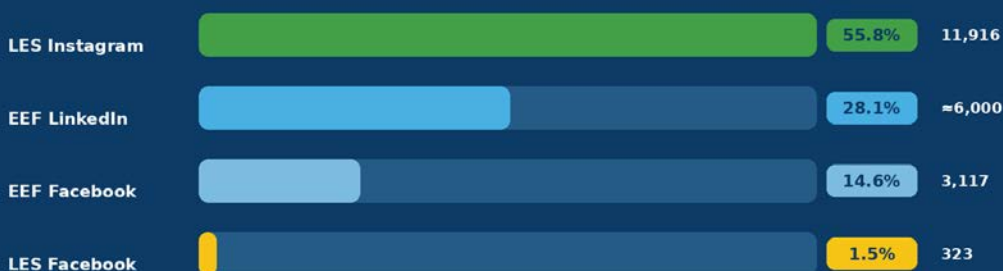
3,500+

Newsletter
Subscribers, 31
Editions

COMMUNICATIONS • 2026

Social Audience Mix

A clear view of the four principal EEF / LES social audiences — ranked by follower base.



21,356 combined followers shown • Instagram is the largest audience; LinkedIn is the fastest-growing

DIGITAL PERFORMANCE

Email Marketing

Complementing social media, email marketing continued to serve as a highly effective channel throughout the 2025–2026 reporting period, with messages distributed up 9.6% year-on-year to nearly 50,000, delivered at an excellent 99.3% rate. Click-throughs rose almost 18% to 672, and our subscriber base grew by over 300 new contacts, a clear sign of growing interest in our calls to action and email’s continued value as a trusted channel for keeping stakeholders informed and engaged.

COMMUNICATIONS • 2026

Email Marketing — Stronger Reach, Stronger Response

A trusted stakeholder channel with higher volume, excellent delivery and stronger click-through performance.

49,962

MESSAGES DISTRIBUTED

+9.6%

99.3%

DELIVERY RATE

excellent delivery

672

CLICK-THROUGHS

+18%

305+

NEW SUBSCRIBERS

new contacts

+9.6%

MESSAGE VOLUME

year-on-year

THE RESPONSE STORY

Click-throughs rose almost 18% to 672 while delivery held at an excellent 99.3%.

Subscriber growth of 300+ new contacts shows continued demand for EEF updates.

EMAIL RESULT: HIGH REACH • HIGH DELIVERY • STRONGER ACTION



DIGITAL PERFORMANCE

Sports Development

Supporting the EEF's Sports Development programme remained a key communications priority throughout the year. Working closely with the Sports Development team, we delivered consistent coverage across the EEF website, monthly Round-Up newsletters and social media channels, ensuring educational initiatives, National Federation development projects and governance activities reached the widest possible audience.

Initiatives including the NextGen Webinar Series, EEF Academy workshops, Working Group activities and practical resources were promoted through engaging, accessible content, helping to drive participation, increase awareness and encourage knowledge sharing across the EEF network.

By giving greater visibility to these programmes, we reinforced the EEF's commitment to developing the sport at every level and positioned the EEF as a leading source of expertise and support for its Member National Federations.

Sustainability

Sustainability remained firmly at the heart of our communications this year. Through dedicated campaigns, feature articles, newsletter coverage and digital storytelling, we highlighted both our own sustainability initiatives and the positive work being done by National Federations across Europe.

The Sustainability in Action campaign showcased innovative projects, encouraged the exchange of best practice and demonstrated how federations are embedding environmental and social responsibility into their daily operations.

By telling these stories and amplifying the impact of local initiatives, we strengthened engagement with sustainability, reinforced the EEF's strategic vision and encouraged collaboration towards a more sustainable future for equestrian sport.

DIGITAL PERFORMANCE



Longines EEF Series — Independent Media Evaluation

As part of our commitment to data-driven communications, we commission an independent annual media evaluation of the Longines EEF Series through IRIS. The most recent evaluation, covering the 2025 season, confirmed strong growth across every key indicator: cross-media value rose 32% to €2.576M, total reach grew 7% to 48.5 million, and content items were up 25% to 2,065. Social media was the standout driver, contributing nearly €1 million in value on the back of a 149% rise in engagement, while television and streaming coverage, led by our partnership with ClipMyHorse.TV, grew 9% to €0.873M, and online coverage reached 29 million people through 683 articles, most of it mainstream press well beyond our core equestrian audience.

Germany, the UK, France and Switzerland were the Series' strongest markets, and title sponsor Longines achieved an excellent return, with over 120,000 brand mentions and an advertising equivalent value of €1.185M. This IRIS evaluation gives us an independently verified benchmark for the Series, and the 2025 results confirm it as a premier, and fast-growing, equestrian sporting property.

The independent IRIS media evaluation will be processed at the completion of the 2026 season, providing an external benchmark for assessing our 2026 performance.

€2.576M

Cross-Media Value
(+32%)

48.50M

Total Reach
(+7%)

2,065

Content Items
(+25%)

COMMUNICATIONS • 2026

Longines EEF Series — Independent Media Evaluation

2025 season IRIS benchmark versus the previous season — independently verified growth across every key indicator.

METRIC	PREVIOUS	2025	CHANGE
Cross-media value	€1.959M	€2.576M	+32%
Total reach	45M	48.50M	+7%
Media contacts	124M	131.83M	+7%
Content items	1,657	2,065	+25%

SOCIAL MEDIA STANDOUT

Nearly €1M in media value from social • engagement up 149% on 2024

DIGITAL PERFORMANCE

Looking Ahead: Positioning for 2027 and Beyond

The growth achieved across our digital platforms in 2026 provides the EEF with a strong foundation for the year ahead. There is clear opportunity to deepen stakeholder engagement through LinkedIn, extend the reach of the Longines EEF Series through its growing Instagram audience, and build further on the momentum created by partnerships such as Harcour and Pendular AI.

With a robust communications infrastructure, an increasingly data-led content strategy and independent IRIS media evaluation providing an objective measure of performance, we are well positioned to make informed decisions and refine our approach in 2027. These insights will continue to shape content optimisation, audience development and partnership opportunities, ensuring our communications remain targeted, measurable and aligned with our strategic priorities, while delivering meaningful value to the European equestrian community and our 40 Member National Federations.

COMMUNICATIONS • 2026

2026 Communications Strategy — 7 / 7 Strategic Objectives Delivered

Six targets were exceeded. One new 2026 objective was successfully delivered — with no negative comparison implied.

Increase visibility & reach

TARGET EXCEEDED

Strengthen Longines integration

TARGET EXCEEDED

Integrate Harcour

SUCCESSFULLY DELIVERED

Enhance third-party promotion

TARGET EXCEEDED

Grow LinkedIn engagement

TARGET EXCEEDED

Grow Facebook engagement

TARGET EXCEEDED

Grow website traffic

TARGET EXCEEDED

Harcour was a new 2026 objective, so no 2025 comparison applies.

SUSTAINABILITY

Chair: Tomasz Polgrabski (POL)

- Alan Andabaka (CRO)
EEF Board member
- Katerina Liberi (GRE)
- Catrine Hermansen (SWE)
- Elenora De Giorgio (ITA)
- Mike Bray (IRL)
- Jukka Koivisto (FIN)

EEF Staff

- Katerina Liberi
EEF Sustainability Manager

preparatory actions for 2027 onwards.

The **main objectives** were to:

- Support the implementation of the EEF Sustainability Strategy through practical actions.
- Prepare a realistic Action Plan proposal for the EEF Board.
- Support National Federations through best-practice sharing, visibility and guidance.
- Promote a broad sustainability approach covering environment, horse welfare, human welfare, safety and community engagement.

Main Activities and Meetings

Meetings held

The Working Group held the following meetings:

- 2 April 2026 — Kick-off meeting and presentation of the EEF Sustainability Strategy.
- 13 May 2026 — Discussion of the first Action Plan proposal.
- 10 June 2026 — Review of EEF sustainability work to date and preparation of the first implementation action.
- 23 June 2026 — Scheduled meeting to continue implementation of the approved Action Plan; discussion of the Sustainability Awards.

Objectives and Priorities

The Sustainability Working Group started its work in April 2026. During the first three months, the Group in cooperation with EEF Sustainability manager Katerina Liberi, established its role, reviewed existing EEF sustainability work, and identified practical priorities for 2026 and

Key topics discussed

The main topics discussed were:

- The role and objectives of the Working Group.
- The EEF Sustainability Strategy and its link with the future of equestrian sport.
- Existing EEF sustainability tools, resources and event reporting work.
- Priorities for 2026 and preparatory actions for 2027 onwards.
- National Federation visibility and recognition, as the first action to be implemented.
- Future actions, including stakeholder engagement, an online conference, awards, external tools and monitoring.

Achievements and Outcomes

Key accomplishments

The main accomplishments were:

- A shared understanding of the EEF Sustainability Strategy was developed.
- Existing EEF sustainability work, tools and resources were reviewed.
- A focused Action Plan proposal was prepared for the EEF Board.
- Priority actions for 2026 and preparatory actions for 2027 onwards were identified.



SUSTAINABILITY

Recommendations, proposals, or deliverables produced

The main deliverables produced were:

- The Sustainability Working Group Action Plan proposal.
- The first implementation package for National Federation visibility and recognition, including the concept, submission form, review process and proposed communication channels, under the title “Sustainability in Action — Share Your NF Story.”

Priorities for the Next Year

Planned activities and objectives

The priorities for the next year are to:

- Launch and promote “Sustainability in Action — Share Your NF Story” to National Federations.
- Collect, review and communicate selected National Federation examples.
- Continue stakeholder engagement with National Federation Sustainability Responsible persons.
- Prepare the Sustainability Online Conference.
- Develop the Basic Sustainability Plan for Endurance Events with relevant experts.
- Prepare the framework for future Sustainability Awards.

- Identify useful external sustainability tools and potential partners.
- Further define EEF monitoring and reporting priorities.

Areas requiring support or guidance

Board support or guidance may be required on:

- Communication with National Federations.
- Identification of experts, partners or external tools.
- Resources for the Sustainability Online Conference and future awards process.

Summary and Key Recommendations

Brief concluding remarks and recommendations for the EEF Board

The Sustainability Working Group has started its work with a clear and practical focus. The first meetings helped establish the Group, review the existing EEF sustainability foundation and develop a realistic Action Plan.

The main recommendation to the EEF Board is to support the launch of the National Federation visibility and recognition action as the first practical step. This action is simple to implement, gives visibility to National Federations and supports best-practice sharing across the EEF network.

The Group also recommends that Board members support the proposed actions through their own Federations, by setting examples, encouraging participation and helping to start the relevant processes at national level.

The Group further recommends continuing preparation for the 2027 priorities, especially Sustainability Awards, external tools, discipline-specific guidance and stronger monitoring and reporting.

EEF AUDIT AND COMPLIANCE WORKING GROUP

Chair: Klaus Roeser (GER)
EEF board member and treasurer

- Ewa Metera-Zarzicka (POL)
- Cathy Marlier (BEL)
- Hidde Frankena (NED)

EEF Staff:

- Teodor Sheytanov (BUL)
EEF Secretary General

The Working Group was chaired by Klaus Roeser, EEF Treasurer and Board Member, and consisted of representatives from Belgium, the Netherlands and Poland, bringing together expertise from different National Federations and to provide support and guidelines to the secretary general.

Objectives and Priorities

The EEF Audit and Compliance Working Group was established by the EEF Board to support the organisation in maintaining high standards of governance, financial oversight, transparency, accountability and regulatory compliance.

During the reporting period, the Working Group focused on the following priorities:

- supporting the Board in strengthening governance and compliance processes;
- reviewing financial planning, budget monitoring and reporting procedures;
- assessing the alignment of the EEF financial year with operational and budgetary requirements;
- reviewing the expense approval and payment processes;
- considering the appointment of an audit company for the financial year ending 30 June 2026;
- providing independent advice on matters related to financial management and organisational governance;
- promoting transparency and good governance principles throughout the EEF structure.

Main Activities and Meetings

Following its appointment by the EEF Board, the Working Group established its operating framework and began reviewing key governance and financial matters relevant to the organisation.

A Working Group meeting was scheduled for 19 March. Ahead of the meeting, the following documents were circulated to members:

- the budget file for the financial year 2025–2026;
- the EEF Expenses Policy dated 24 October 2024;
- an example of the EEF expenses form;
- a proposal for the appointment of an audit company for the financial year ending 30 June 2026.

During the meeting, the EEF Secretary General presented the system for approval of expenses and payments, the communication process with the accounting company, and the procedure for submitting documents for payment.

The Working Group also reviewed the 2025–2026 budget and its performance. The discussion focused on the current financial position, budget monitoring, expense control and the practical functioning of the approval process.



EEF AUDIT AND COMPLIANCE WORKING GROUP

Key topics discussed during the reporting period included:

Financial Governance and Budget Monitoring

The Working Group reviewed the existing budgeting and financial reporting processes and considered opportunities to improve financial planning, budget monitoring and transparency.

Particular attention was given to the 2025–2026 budget, its current performance and the process for preparing the budget proposal for 2026–2027.

Expense Approval and Payment Procedures

The Working Group reviewed the EEF Expenses Policy and the practical handling of expense claims. This included the use of the EEF expense form, the approval workflow, communication with the accounting company and the submission of documents for payment.

The review provided the Working Group with a better understanding of the existing internal control procedures and allowed members to identify areas where clarity, consistency and documentation could be further strengthened.

Appointment of Audit Company

The Working Group reviewed the proposal for the audit company for the financial year ending 30 June 2026. The appointment of an audit company was identified as an important element of independent financial oversight and accountability.

The Working Group discussed the proposal and considered its recommendation to the Board.

Review of the EEF Financial Year

The Working Group reviewed the implications of the current EEF financial year, which runs from 1 July to 30 June.

The Group identified that the current structure creates practical challenges in budget preparation, financial reporting and the allocation of revenues and expenditures.

A detailed assessment was therefore undertaken regarding a potential transition from the current financial year to a calendar-year financial cycle.

The Working Group consulted with the EEF Secretary General and external accounting advisers regarding the legal, accounting and governance implications of such a change.

The review considered:

- financial reporting requirements;
- budget approval procedures;
- governance implications;
- statutory requirements under Belgian law;
- practical implementation options.

Compliance and Governance Oversight

The Working Group also discussed broader governance and compliance matters and considered how future reporting processes could support the continued growth and professionalisation of the EEF.

Achievements and Outcomes

During the reporting period, the Working Group contributed to a more structured review of the EEF's financial governance and compliance framework.

The main achievements and outcomes included:

- review of the 2025–2026 budget and its performance;
- review of the EEF Expenses Policy and expense claim process;
- review of the internal approval and payment workflow;
- discussion of the communication process with the accounting company;
- consideration of the audit company proposal for the financial year ending 30 June 2026;
- discussion of the approach for the 2026–2027 budget proposal;
- review of the EEF financial year and its alignment with the calendar year;
- development of recommendations to support improved financial transparency and governance.



EEF AUDIT AND COMPLIANCE WORKING GROUP

The most significant outcome during the reporting period was the review concerning the EEF financial year.

Following consultation with external advisers, the Working Group concluded that aligning the EEF financial year with the calendar year would provide several advantages, including:

- improved budget planning;
- greater transparency in financial reporting;
- better alignment between sporting, operational and financial activities;
- simplification of annual reporting processes.

The Working Group recommended that the EEF adopt a transition to a calendar-year financial cycle through a one-time longer financial year covering the period from 1 July 2026 to 31 December 2027, followed by the adoption of a regular financial year running from 1 January to 31 December from 2028 onwards.

The Group further supported the proposal that the General Assembly approve:

- the accounts for the financial year ending 30 June 2026;
- a transitional budget for July 2026 – December 2027;
- the necessary statutory amendments required to implement the change.

This recommendation was considered to be the most efficient, transparent and practical solution for the organisation.

Priorities for the Next Year

For the next reporting period, the Working Group intends to focus on the following priorities:

- supporting the implementation of the new financial year structure, subject to General Assembly approval;
- monitoring the transition process and ensuring compliance with all legal and governance requirements;
- supporting the preparation and review of the transitional budget for July 2026 – December 2027;
- reviewing financial reporting and budget monitoring procedures;
- following up on the appointment and work of the audit company;
- further reviewing the expense approval and payment processes;
- identifying opportunities to strengthen internal governance and compliance frameworks;
- supporting the Board in maintaining high standards of transparency, accountability and financial stewardship.



EEF AUDIT AND COMPLIANCE WORKING GROUP

Summary and Key Recommendations

The EEF Audit and Compliance Working Group believes that strong governance, sound financial management and effective compliance processes are essential to the long-term success and credibility of the organisation.

During its first reporting period, the Working Group contributed to the review of key governance and financial matters, including budget monitoring, expense approval processes, audit arrangements and the potential realignment of the EEF financial year.

The Working Group recommends that the EEF Board continue to prioritise transparency, accountability and good governance principles.

In particular, the Working Group recommends that the Board:

- proceed with the proposed transition to a calendar-year financial cycle;
- ensure that the necessary statutory amendments are prepared for approval by the General Assembly;

- approve a clear transitional budget for July 2026 – December 2027;
- maintain a structured review of expense approval and payment processes;
- ensure that the audit process is properly implemented and followed up.

The Working Group remains committed to supporting the Board, the Secretary General and the EEF member federations in ensuring the continued development of a well-governed, financially sustainable and professionally managed organisation.

EEF STRATEGY WORKING GROUP

Chair: Jim Eyre (GBR)

- Quentin Simonet (FRA)
EEF President
- Amichai Alperovich (ISR)
- Denis Duggan (IRL)
- Emil Flam (NOR)
- Hedda Boman (SWE)
- Marilena Mladin (ROU)
- Michel Sorg (SUI)

EEF Staff:

- Teodor Sheytanov (BUL)
EEF Secretary General

The Strategy Working Group was formed from leaders put forward by the National Federations in response to the EEF's call for applications at the end of 2025, with the aim of preparing the EEF's Strategy for 2027–2030. Its members were deliberately selected for the diversity and complementarity of their professional backgrounds and countries of origin.

Activities of the Working Group

Development of the EEF Strategy 2027–2030

The Working Group first met online to take stock of the work of the previous Strategy Working Group, then in person for an initial briefing on the margins of the FEI Sports Forum in March, and subsequently for a two-day working session in Bucharest on 6–7 May 2026. Between these milestones, and through to the delivery of the final document, the Group has maintained a demanding schedule of collective video calls roughly twice a month, alongside individual research and drafting by its members and intermediate consultations with the EEF Board and staff.

Consultation with National Federations

The strategy was grounded in a dedicated survey of the membership conducted between April and May 2026, to which National Federations and Board members responded. Their message was clear and consistent: a stronger European voice, federations that hold together, a competition structure worth defending, and a confident answer on the place of the horse in society — and a clear request not to over-promise. This input shaped the vision, mission, priorities and values carried forward into the strategy, with consultation and the Working Group's

own expertise woven together throughout rather than treated as separate steps.

Vision and Mission

The strategy sets out a shared vision of a united and thriving European equestrian community, where federations are stronger together than apart, where our partner the horse is valued in society, and Europe is the leading force in shaping the future of equestrian sport. Its mission is for the EEF to strengthen European equestrianism by providing a strong and credible European voice, empowering member federations, promoting excellent horsemanship and sustainable sport, and enabling cooperation that creates lasting value for its members, the horse and society.

Strategic Pillars and Principles

Five strategic pillars define where the EEF will concentrate its effort for 2027–2030:

- A strong European voice (**LEAD**) strengthens the collective influence of European federations by aligning around shared priorities, providing coordinated representation at the FEI and across Europe, and building strategic partnerships.
- Stronger National Federations (**DEVELOP**) helps federations build capabilities they could not efficiently develop alone through funding brokerage, the EEF Academy, governance support, and shared expertise through international knowledge transfer.



EEF STRATEGY WORKING GROUP

- An attractive European Sport (**PROMOTE**) strengthens Europe's competition structure by developing flagship events, improving athlete pathways and supporting fair, sustainable growth across the European calendar.
- The horse and its value to society (**CHAMPION**) strengthens public confidence in equestrian sport by promoting the positive contribution of the horse and supporting federations with credible welfare evidence, advocacy and practical tools.
- A resilient EEF (**BUILD**) provides the organisational capacity to deliver the strategy by diversifying income, growing capability and reducing dependence on a single source of funding.

Five principles apply across all five pillars: value for our members, governance and integrity, economic viability, sustainability, and strong partnerships — all applied under the guiding idea of “European scale, national depth.”

Revised EEF Values

As part of this work, the Working Group revised the EEF's core values to better reflect the culture it wants the Federation to be held accountable to: Respect, for horses, for people, for the diversity of our federations, for the environment and for the values of the sport; Excellence, in knowledge, horsemanship and professionalism; Integrity, being accountable, responsible and transparent; Collaboration, working together across the equestrian community in the shared interest; Relevance, being innovative, pragmatic and proactive; and Commitment, to serving federations and stakeholders and to a sustainable future for the sport and the horse.

Strategic Boundaries and Delivery

The Working Group was equally clear about what the EEF will not do in this period: it will not try to be a parallel FEI, compete with its own members for commercial revenue, set welfare standards that duplicate the FEI's, adopt non-FEI disciplines as a lead priority, or promise anything it cannot resource. On delivery, the strategy is deliberately sequenced around the principle of ambition through capacity, with differentiated support shaped to each federation's size, stage of development, capacity and particular circumstances, and with coordination prioritised across institutional partners (the FEI, the EU institutions and the EOC), stakeholder representative groups, EU-level and sector networks, other continental associations, and purpose-driven foundations. Once approved, the Board will translate each pillar into an annual operating plan under a named political lead, with the Strategy Working Group, or a sub-group of it, retaining a standing mandate to monitor progress and report to the General Assembly each year.

Path to the General Assembly

Following consultation with the Board and National Federations over the summer, the Working Group presented a working-draft update on 14 July 2026, ahead of finalising the full document. The Final Draft is now being prepared for its presentation to the General Assembly in Dublin on 22 September 2026, where it will be annexed and put to the vote. In line with the Working Group's own message throughout this process, nothing in the strategy is settled until the General Assembly votes on it.

EEF EU WORKING GROUP

Catharine Bonnichon (FRA) - Chair

- Klaus Miesner (GER)
- Paula Calamatta (MLT)
- Mark Wenten (BEL)
- Rátke Emőke (HUN)



The EEF European Union Committee has been set up to deal with EU issues.



Main Activities and Meetings

Meetings held

No meeting of the EU Committee was held this year. Nevertheless, the Committee monitored European legislative files closely to ensure that equestrian activities were promoted and not adversely affected by certain legislative proposals. A progress update was sent to members in April 2026, providing an overview of the various projects under way.

The EEF participated in several EHN meetings, including the statutory meetings of the Board and the General Assembly. During these meetings, the EEF opened discussions on amendments to the EHN statutes to create a new category of membership, the “Partner status”.

The EEF is also involved in the EHN Legal Group, where major legislative files and issues are discussed. In March, Quentin Simonet participated in the MEP Horse Group hosted by MEPs Nina Carberry (Ireland) and Hilde Vautmans (Belgium) at the European Parliament. The meeting, attended by Ursula von der Leyen, focused on the place of equines in the post-2027 Common Agricultural Policy (CAP) and the wider rural policy agenda. Representatives of the Irish Federation also attended.

Key topics discussed

- Animal welfare during transport
- The future CAP
- Agricultural statistics
- The EU strategy for livestock
- The statistical study on equine activities

Major activities and initiatives undertaken

Following the work carried out in 2024–2025, the EEF continued to closely monitor discussions on animal welfare during transport.

The EEF’s collaboration with other European and international equine organisations — the European and Mediterranean Horseracing Federation (EMHF), the European Federation of Thoroughbred Breeders Associations (EFTBA) and the European Trotting Union (UET) — continued, in support of extending the derogation allowing the equestrian sector to apply the general provisions of the draft regulation.

CAP after 2027: In July 2025, Ursula von der Leyen presented her proposal for the future CAP, which includes a 20% budget reduction, the integration of the CAP into a single fund, and a degree of renationalisation.

Discussions on the CAP and the Multiannual Financial Framework (MFF) are ongoing, with work now under

way at both the European Parliament and the Council. Following discussions with the EEF, the EU EOC office drafted proposals underlining the role of sport and its access to funding.

The main issue for equestrian activities, and more broadly for equine professionals, is eligibility for the CAP. In this respect, the definitions of “farmer” and “active farmer” will be decisive. The Chairman of the EEF EU Committee sent members a working document comparing the current legislation with the proposals currently under discussion at the European Parliament and the Council.

Agricultural statistics: During the public consultation opened by the European Commission in September 2025, the EEF called for the reintegration of equines into agricultural data collection by Member States. Following its contribution in March, the EHN was invited to a stakeholder meeting on the improvement of farm statistics with European Commissioner Valdis Dombrovskis and representatives of DG Agri and DG Eurostat. DG Eurostat confirmed that equine farm statistics will be reintroduced into the European data collection in 2030, with the full cooperation of the EHN.

EU strategy for livestock: The European Commission held a public consultation from 13 March to 10 April 2026. Following its conclusion, the Commission published its strategy on 7 July. The FFE and the French equine industry contributed to the consultation through their own position papers. The EEF EU Committee will continue to follow developments closely.

Statistical study on equine activities: At its General Assembly in June, the EHN identified the update of its statistical study on equine activities as a strategic priority, recognising the urgent need for reliable and up-to-date data to strengthen the visibility and recognition of the sector among European policymakers, as the last coordinated study dates back to 2010. The EHN appointed Ecorys to carry out the project and established a steering committee, on which the EEF President is represented. The first results are expected to be presented to the Steering Committee in September.

European Olympic Committees meetings: Several meetings took place between EEF employees and a representative or the Chairman of the EU Committee, providing an opportunity to exchange information on funding and legislative files (17 September 2025, 19 March 2026 and 24 April 2026).

Achievements and Outcomes

Key accomplishments

Through its participation in the EHN, the EEF promotes equestrian sport to public authorities. Membership of the EHN and the EU EOC office has enabled the EEF to stay informed and to advocate effectively for equestrian sport. These collaborations also give the EEF the opportunity to strengthen informal partnerships with other European and international organisations.

Recommendations, proposals, or deliverables produced

Positions issued by the EHN.

Priorities for the Next Year

Planned activities and objectives

- Production of an EEF institutional leaflet for use at institutional meetings.

Areas requiring support or guidance

Feedback from National Federations would be highly appreciated on legislative files such as animal welfare during transport and the CAP.

Support from EEF employees in coordinating meetings and information within the EU Committee would also be of great value.

EEF JUMPING WORKING GROUP

Chair: Henrik Ankarcrona (SWE)

- Petar Cholakov (BUL) - EEF 2nd Vice-president
- Eleonora Ottaviani (ITA) - IJRC Representative
- Dorottya Stróbl (HUN)
- Edouard Couperie (FRA)
- Edouard Schmitz (SUI)
- Maciej Wojchowski (POL)
- Marco Bergomi (ITA)
- Ralf Runge (GER)
- Stavros Georgeopolus (GRE)

EEF Representatives:

- Teodor Sheytanov, Secretary General
- Camille Brejon, Sport Event Liaison Manager

The EEF Jumping Working Group aims to continue developing equestrian sport within the European community, in line with the EEF's vision and values, by promoting sustainable growth and supporting young athletes on their journey through the sport.

Composed of members with strong leadership, expertise and a shared vision for the sport, the Group develops long-term initiatives that support a responsible future for equestrian sport and create a lasting legacy for future generations.

Objectives and Priorities

Main objectives for the reporting year

The EEF is committed to supporting the sport through the Longines EEF Series and is working to strengthen its presence across the European network by broadening access to knowledge and laying solid foundations for the future.

Main Activities and Meetings

Regular meetings enable close collaboration and the exchange of views on key topics through open, constructive discussion, complemented by a WhatsApp group that keeps members in lively, ongoing contact.

The Longines EEF Series remains one of the group's core areas of focus, bringing together different stakeholders and reflecting the realities of the sport from a range of perspectives.

In the same spirit, the EEF continued its support for the FEI Jumping Youth European Championships,

recognising them as a cornerstone event for the wider equestrian community.

The EEF's ambition is to build, together with the FEI, a long-term plan that promotes the sport, supports young athletes throughout their sporting careers, and helps guide organisers seeking access to the FEI European Championships.

Achievements and Outcomes

In 2026, following a careful review of the applications received, the EEF Jumping Working Group put forward a strategic recommendation to the FEI on the bidders for the 2028 Championships. In support of this, the EEF also submitted a proposal backing new organiser candidates, offering them the opportunity for discussion and guidance as they developed their approach.

The FEI and the EEF worked closely together on the allocation of FEI team wild cards for the Longines EEF Series Regional Qualifiers, with the quality of these exchanges ensuring a fair outcome.



EEF JUMPING WORKING GROUP

The Working Group also reviewed the Longines EEF Series calendar, drawing on input from its members, Chefs d'Équipe and EEF Board members, and concluded that events should be spread more evenly across the season.

Through its close collaboration with the Organising Committees and National Federations delivering the Longines EEF Series, the EEF will once again host an annual workshop at the DHL Innovation Center, providing a platform to share experience and shape concrete initiatives for future editions.

Priorities for the Next Year

As part of a continuous improvement approach, the Working Group intends to keep pace with current developments and proposes.

Within the Longines EEF Series, the EEF will liaise with National Federations, Chefs d'Équipe and Organisers to provide technical guidance aimed at upholding sporting standards and optimising participation opportunities for EEF teams.

In keeping with the philosophy of the Longines EEF Series, the training of officials remains central to the EEF's approach. The EEF will continue to support education and appointment pathways for FEI Jury Presidents, Chief Stewards and Course Designers.

EEF DRESSAGE AND PARA-DRESSAGE WORKING GROUP

Sissy Max-Theurer (AUT) - Chair

- Thomas Bauer (GER)
- Klaus Roeser (GER)
- Christoph Umbach (LUX)
- Carlos Lopez (POR)
- Maarten van der Heijden (NED)
- Nathalie zu Sayn-Wittgenstein (DEN)
- Andrej Salatzki (POL)

The EEF Dressage WG had the following meetings:

- 18 July 2025 — videoconference
- 24 November 2025 — videoconference
- 13 January 2026 — videoconference
- 23 February 2026 — videoconference

1. Activities of the Working Group

Rule Change 2027

A full rules revision is under way for 2027, covering the following topics:

- Level 4 CDIs: no minimum qualification
- Minimum participation in Youth Championships
- Starting obligations and starting requirements
- National competition at CDI events and start requirements
- Placing of judges
- Entering the arena for Young Horse classes
- Two collective marks
- Change from “Lameness” to “Irregularity”
- Elimination and falls in the space around the arena

- Unauthorised assistance
- Calculation of scores
- The 5% rule / JSP
- Horse age for Grand Prix
- Optional use of bits for Juniors
- Double bridle requirements
- Curb chain / 45-degree rule
- Use of ear plugs in competition
- Welfare Supervisor
- No Veterinary Commission for CDI Os
- Scratch annex for borrowed horses

The Working Group also participated in the Sport Group meeting to present the EEF Dressage Working Group proposals.



EEF DRESSAGE AND PARA-DRESSAGE WORKING GROUP

EEF Judges Programme

The programme attracted a large number of participants and received good feedback. The exam for these judges will take place in Aachen in December this year. In preparation, two or three further online sessions with the course director will be held before the exam takes place.

The next step will be to introduce an equivalent programme for Para-Equestrian judges.

EEF Para Subgroup

A subgroup for Para-Equestrian dressage, under the umbrella of the EEF Dressage Working Group, is in preparation. The group is expected to hold its first meeting shortly after approval by the EEF Board.



EEF Young Horse Dressage European Championship

The first edition of the rules has been approved and was submitted to the EEF Board. No feedback has yet been received.

DoD Revision and Catalogue

The message to riders remains that less is more, and that they should choose their difficulties carefully.

It was agreed that the revised catalogue would be forwarded to the EEF Board for approval and then submitted to the FEI. The intention was to implement it in 2026; it was ultimately implemented following the World Cup Final 2026.

Technical delegates Pathway

A proposal was submitted to the FEI. No feedback has been received and it has not yet been implemented.

AI in Judging

Discussions on this topic are ongoing and will continue.

EEF EVENTING WORKING GROUP

Philine Ganders-Meyer (GER) - Chair

- Anne-Mette Binder (DEN)
- Laurent Bousquet (FRA)
- Lars Christensson (SWE)
- Gillian Kyle (IRL)
- Tanya Marcheva (BUL)
- Kristof Verlinden (BEL)
- Pawel Warszawski (POL)
- Richard (Dickie) Waygood (GBR)
- Sarah Giulia Goldschlag/ITA, since 05/2026

The Working Group held five formal meetings during the reporting period:

- 22 July 2025
- 23 October 2025
- 3 February 2026
- 24 March 2026
- 18 May 2026

Main Activities and Meetings

Key discussion areas included:

- FEI Eventing Rule Revision 2026, including e.g. flexibility at lower-level events, dress and saddle requirements, frangible device penalties and interpretation, Pony Championship age requirements, Morning veterinary re-inspections at Championships.
- Official education and assessment processes.
- Development of a European Youth Nations Cup.
- U25 World Championship development
- Olympic Regulations and qualification systems
- Horse welfare and blood rule proposals
- Safety initiatives

- Preferred hosts for the 2028 European Championships
- Technology and AI in eventing
- Nations Cup structure and future championships

Achievements and Outcomes

- Successfully coordinated and submitted EEF feedback on multiple FEI rule changes.
- Implementation of the U25 Championship
- Delivered recommendations on championship allocations for 2028.



EEF EVENTING WORKING GROUP

Priorities for the Next Year

Planned Activities and Objectives

- Continue engagement in the sports and rule development.
- Support evaluation and further development of the U25 Championship.
- Implement the Youth Nations Cup initiative.
- Strengthen education programmes for riders and officials, balance of number and levels of officials and events
- Promote consistency in horse welfare and safety standards.
- Monitor technological developments and innovation in Eventing.
- Control costs of events for both organisers and competitors/owners

Areas Requiring Support or Guidance

- Continued support from the EEF Board in representing European interests.
- Enhanced communication between FEI bodies and National Federations.
- Guidance regarding future technology and welfare initiatives.

Summary and Key Recommendations

The EEF Eventing Working Group remained actively engaged in shaping the future development of Eventing through constructive contributions to FEI consultations, championship planning, welfare initiatives, and education projects. The group provided a strong European perspective on key strategic issues and continues to advocate for athlete development, horse welfare, high-quality officiating, and sustainable growth of the discipline.

Key Recommendations for the EEF Board:

- Maintain strong European representation in FEI decision-making.
- Continue supporting U25 and Youth development pathways.
- Promote practical and effective horse welfare measures.
- Encourage innovation while safeguarding fairness and safety in the sport.

EEF ENDURANCE WORKING GROUP

Quentin Simonet (FRA) – chair

- Annette Kaiser (GER)
- Patrizia Giaccherio (ITA)
- Jean Michel Grimal (FRA)
- Kleopatra Triantafyllou (GRE)
- Gabriela Mateikaite (LTU)
- Teodora Kostova (BUL)
- Kristyna Miratska (CZE)
- Vasco Lopes Avo (POR)
- Frida Westlund (SWE)

The EEF Endurance Working Group continued to play an active role in supporting the development and strengthening of Endurance across Europe. Throughout the year, its work combined strategic initiatives, close cooperation with the FEI, input on major championship allocations, and support for rules and education. A particular focus was placed on promoting team competition, supporting high-quality events and creating the conditions for the sustainable development of the discipline.

EEF Endurance Team Competition Series

The Working Group completed the design of the EEF Endurance Team Competition Series and its rules. Two sets were prepared and submitted to the FEI for consideration: one for a series open to private teams, the other for national teams. The final stage of the work with the FEI concentrated on the national team circuit. The rules are built on a genuine team effort rather than on the addition of individual results. This approach will encourage knowledge sharing between team members and strengthen horsemanship, both of which are key conditions for the sustainable growth of this great discipline.

FEI Endurance seminar, 16–17 January, Perugia (ITA)

Several members of the Working Group attended the FEI Endurance seminar and took an active part in the discussions on the various programmes on the agenda. They also presented the Team Competition Series concept developed within the Working Group, which at that stage of the year was still under discussion within the FEI. The session gave rise to fruitful

exchanges, allowed delegates' questions on this innovative format to be answered directly, and generated overall very positive feedback.

FEI Championship allocations

For the 2027 FEI European Championship, the Working Group did not put forward a single recommendation on the allocation between the bids from Bufta (ROU) and Jullianges (FRA). It provided the FEI Endurance Committee with informed reasoning on the specific aspects deserving close attention, both in the assessment of the bids and in the monitoring of the period between allocation and the championship itself, so as to secure the best possible outcome alongside the Organising Committee and the participating teams. For 2028, the Group supported a split allocation and encouraged the award of the FEI Young Riders European Championship to Burban (CRO), together with a set of recommendations to be supported and monitored with the Organising Committee through to delivery. In parallel, it encouraged Vic (ESP) to host the FEI World Championship for Young Horses, so as to ensure a fair distribution of FEI Championships among motivated and high-quality bidders.



EEF ENDURANCE WORKING GROUP

2026 FEI Endurance World Championship

The Working Group monitored with the FEI the situation of the 2026 FEI Endurance World Championship, originally allocated to AIUla (KSA), from the feedback on the test event through to the difficulties that emerged during the year and up to a new allocation. Alternative bidders were encouraged to come forward, and the championship was ultimately reallocated to a strong bid from Buth-eeb (UAE), in competition with the preferred European alternative from Barroca d'Alva (POR).

While the prospect of this championship was initially received with real enthusiasm within the community, the geopolitical situation in the region and more specific organisational difficulties brought complications. During the period of discussion, in which further time was granted to the Organising Committee before the FEI confirmed or reallocated the championship, the EEF and its Working Group collected the perspectives of the National Federations to feed the reasoning and the discussions with the FEI. They also required to the FEI to fix the regularisation of the significant prize money owed by the Organising Committee to the athletes who competed there in 2025 and early 2026 as a prerequisite to any prospect of maintaining the championship in AIUla.

Rules and education

The Working Group contributed to the promotion of the FEI rule changes, to ensure the best possible understanding of them within the European community. It also supported the EEF Development Officer in referencing expert tutor François Kerboul, FRA able to lead an EEF educational programme dedicated to support National Federations and their national endurance officials wishing to develop their skills as course designers and technical delegates.

EEF VETERINARY WORKING GROUP

Wendy Laeremans (GBR) – chair

- Ali Taskin Ozdemir (TUR)
- Alexander Mitsopoulos (GRE)
- Kati Niinistö (FIN)
- Leendert Jan Hofland (NED)
- Lotta Häyrinen (FIN)
- Lotte Kraus (GER / NED)
- Michael Koehler (GER)
- Miklos Jarmy (HUN)
- Stéphane Montavon (SUI)
- Tim Samoy (BEL)
- Tobias Wragberg (SWE)
- Fred Barrelet (GBR)

Following the appointment of Jim Eyre as Chair of the EEF Strategy Working Group, in March 2026, Wendy Laeremans was appointed as Chair, succeeding Jim Eyre, to continue this work and carry the Working Group's activities forward.

1. Objectives and Priorities

Main objectives for the reporting year

The EEF Veterinary Working Group advises the EEF Board on matters relating to equine health, welfare and clean sport, drawing on the latest scientific and veterinary knowledge, monitoring emerging health risks among EEF members, and contributing to the development of EEF and FEI rules and regulations on welfare-related matters. During the reporting period, the Working Group focused in particular on the FEI's rule-making process on blood-related welfare rules in Show Jumping, on seasonal disease vigilance, and on emerging controlled medication issues affecting EEF member federations.

The Working Group was chaired by Jim Eyre for the majority of the reporting period. Wendy Laeremans stepped in as Chair in March 2026.

2. Main Activities and Meetings

FEI Jumping Rules, Article 259 — jumping recorded warning

Ahead of the FEI General Assembly held in Hong Kong

on 7 November 2025, the debate on proposed rule changes relating to externally visible blood on horses attracted significant attention across the sport, including a position statement from the Equestrian Action Group (EAG) on 30 October 2025, which called for clearer, harmonised definitions and penalties across disciplines, and for elimination or disqualification to remain the rule where bleeding is attributable to the athlete.

Following the General Assembly's adoption of the revised Article 259 of the FEI Jumping Rules, the Working Group wrote formally to the FEI. While respecting the General Assembly's decision, the Working Group made a series of detailed recommendations: clear clinical criteria for the Veterinary Delegate's fitness-to-compete assessment; escalating fines and exclusions for repeated violations; a mechanism to flag horses with a recorded blood finding for closer assessment at their next event; and continued work towards harmonising blood- and bleeding-related rules across FEI disciplines.

Seasonal disease vigilance and controlled medication updates

On 18 February 2026, the Working Group issued an EEF Veterinary Advisory to all member federations, covering two topics of immediate relevance to National Federations, veterinarians, riders and owners.

EEF VETERINARY WORKING GROUP

The first addressed seasonal vigilance for Equine Herpesvirus Type 1 (EHV-1), given the increased risk during the autumn, winter and spring stabling and indoor competition periods. The advisory set out the disease's clinical presentation, transmission routes and the elevated risk of neurological disease, and recommended preventive measures across health monitoring, biosecurity and the management of horse movements, alongside links to the FEI's International Codes of Practice and EHV Factsheet.

The second addressed the addition of Imidocarb to the FEI Controlled Medication List, based on an informative note shared by the French National Federation following consultation with the FEI. The advisory flagged that, at the time of writing, the FEI had not yet specified a threshold below which a horse would not be considered positive for Imidocarb, nor a minimum withdrawal period following treatment with Carbésia® for piroplasmiasis. The FEI confirmed that it was reviewing the matter with a view to publishing a safe withdrawal time as soon as possible, and in the meantime advised veterinarians not to hesitate to treat horses at risk of piroplasmiasis, provided treatment is properly recorded.

3. Achievements and Outcomes

Key accomplishments

- Secured formal engagement from FEI leadership on Article 259, resulting in the publication of a Veterinary Examination Protocol and a "Horse Condition" protocol, and dedicated training reaching more than 400 Jumping Officials.
- Obtained an FEI commitment to monitor Article 259 cases throughout 2026 and to remain open to updating the protocols, including on cross-discipline harmonisation.
- Raised awareness among EEF member federations of EHV-1 seasonal risk and of practical biosecurity measures to limit its spread.
- Identified and escalated a gap in FEI guidance on Imidocarb, prompting the FEI to commit to determining a safe withdrawal period.

Recommendations, proposals, or deliverables produced

- Formal letter to the FEI on Article 259 (27 November 2025), setting out the Working Group's concerns and recommendations on clinical criteria, penalty escalation, horse tracking and cross-discipline harmonisation.
- EEF Veterinary Advisory to member federations (18 February 2026) on EHV-1 seasonal vigilance and the addition of Imidocarb to the FEI Controlled Medication List.

4. Priorities for the Next Year

Planned activities and objectives

- Continue to monitor implementation of Article 259 and the associated FEI protocols, and to advocate for a horse-tracking mechanism should the volume of cases increase.
- Follow up with the FEI on the definition of a safe withdrawal period and detection threshold for Imidocarb.
- Continue to press for greater harmonisation of welfare-related terminology and penalties across FEI disciplines, in line with concerns also raised by the wider Equestrian Action Group.
- Support a smooth transition of Working Group leadership from Jim Eyre to Wendy Laeremans, ensuring continuity on all ongoing dossiers.

Areas requiring support or guidance

Continued support from the EEF Board and Secretary General in maintaining direct channels of communication with FEI leadership on veterinary and welfare matters would help the Working Group sustain the momentum built this year.

5. Summary and Key Recommendations

During the reporting period, the EEF Veterinary Working Group played an active role in defending equine welfare standards in the FEI's rule-making process, most notably through its formal intervention on Article 259, and in keeping member federations informed of emerging health and medication risks through timely advisories. The Working Group recommends that the Board continue to support direct, structured engagement between the Working Group and FEI veterinary and sport leadership.

AUDITORS REPORT 2025-2026



**REPORT OF THE AUDITOR
TO THE BOARD OF DIRECTORS OF
THE NON-PROFIT ASSOCIATION THE EUROPEAN EQUESTRIAN FEDERATION
ON THE CONTRACTUAL AUDIT OF THE
FINANCIAL STATEMENTS
OF THE FINANCIAL YEAR 30/06/2026
(TRADE REGISTER OF BRUSSELS, DUTCH DEPARTMENT – BE 0828.245.287)**

In accordance with our engagement as described below and as confirmed by the engagement letter dated 1st June 2026, we have audited the financial statements, consisting of the statement of revenue and expenditure and the statement of assets as at 30/06/2026 of non-profit association The European Equestrian Federation (the "non-profit association") for the period ended 30th June 2026, prepared in accordance with the financial reporting framework applicable in Belgium, which show a profit for the year of € 194.439,08. Our assignment consists of the contractual audit of the financial statements.

The board of directors is responsible for the preparation and fair presentation of these financial statements 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 the financial statements that are free from material misstatement.

In accordance with our engagement letter, our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with the proposed standard on the contractual assessment of SMEs and small (i)non-profit associations and foundations and the shared tasks reserved by law for SMEs and small (i) non-profit associations and foundations (revised version 2026). This proposed standard requires that we plan and perform the audit to ensure that the financial statements are free from material misstatement. We have complied with all ethical requirements relevant to the contractual audit of the financial statements in Belgium, including those relating to independence as provided by the aforementioned proposed standard.

We conducted our audit in accordance with the proposed standard concerning the contractual assessment of SMEs and small (i)non-profit associations and foundations and the shared tasks reserved by law for SMEs and small (i)non-profit associations and foundations (revised version 2026) to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures performed depend on the professional judgment of the auditor, including a limited assessment of the risks of material misstatement of the financial statements whether due to fraud or error. We have



performed audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the non-profit association's internal control.

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

In our opinion, in accordance with the provisions of the proposed standard on the contractual assessment of SMEs and small (i) non-profit associations and foundations and the shared tasks reserved by law for SMEs and small (i) non-profit associations and foundations (revised version 2026), the attached financial statements give a true and fair view of the assets and financial position of the non-profit association as at 30th June 2026 and of its results for the year then ended in accordance with the financial reporting framework applicable in Belgium.

This report is not suitable for other purposes and its distribution is limited to the addressee and the third party user and to the intended use as foreseen in the engagement letter.

Sint-Niklaas, 20 August 2026

VGD Bedrijfsrevisoren BV

Represented by

Dominik
Beirnaert
(Signature)

Digitally signed by
Dominik Beirnaert
(Signature)
Date: 2026.08.20
17:31:24 +02'00'

Dominik Beirnaert

Auditor

AUDITORS REPORT 2025-2026



Annex 1: Statement of revenue and expenditure 30/06/2026

The European Equestrian Federation
Belgicstraat 9/2
1930 Zaventem

VMCConsult
Accountancy & Tax

Company number: 0828.245.287
Judicial district of Brussels, Dutch-speaking

Statement of revenue and expenditure 2025

Expenditure (in EUR)		Revenue (in EUR)	
(60) Purchases	0,00	(70) Turnover	1.765.996,52
(61) Services and other goods	1.350.718,18	(73) Membership fees, donations and grants	0,00
(62) Remuneration and social charges	313.139,23	(74) Other revenue	31.742,07
(63) Depreciation and amortisation expenses	2.199,00	(75) Financial income	106,45
(64) Other operating expenses	6.256,94	(76) Exceptional returns	0,00
(65) Financial costs	278,98		
(66) Exceptional costs	-69.186,37		
Difference	194.439,08		

Summary of valuation rules

All assets are valued according to the applicable valuation standards of the Accounting Standards Commission.

Adjustment to valuation rules

Nil

Statement of assets as at 30/06/2026

Assets (in EUR)		Liabilities (in EUR)	
(21) Intangible fixed assets	0,00	(17) Financial debts > 1 year	0,00
(22) Real estate	0,00	(42) Financial debts < 1 year	0,00
- belonging to NPO in full ownership	0,00	(44) Supplier debts	179.396,79
- other	0,00	(45) Taxes, remuneration and social security debts	23.080,32
(23) Plant, machinery and equipment	0,00		
- belonging to NPO in full ownership	0,00	(48) Other liabilities	0,00
- other	0,00	(49) Other liabilities	368.261,94
(24) Furniture and vehicles	1.198,81		
- belonging to NPO in full ownership	1.198,81		
- other	0,00		
(30-35) Stocks	0,00		
(40-41) Receivables	78.303,71		
(53) Cash investments	0,00		
(55) Cash at bank and in hand	1.062.260,48		
(49) Other assets	116.816,23		

Rights		Obligations	
Promised subsidies		Mortgages and mortgage promises	
Promised donations		Guarantees given	
Other rights		Other commitments	

Significant rights and obligations that cannot be reflected in figures

Nil

SUMMARY OF THE FINANCIAL PERFORMANCE 2025-2026

21 August 2026 07:45

Company: 582 - THE EUROPEAN EQUESTRIAN FEDERATION

Page 1 of 7

Internal year statement - Extensive report (Association)

	Code	2026 01-07-2025 - 30-06-2026	2025 01-07-2024 - 30-06-2025
BALANCE SHEET AFTER APPROPRIATION			
ASSETS			
FORMATION EXPENSES (explanation 6.1)	20		
FIXED ASSETS	21/28	1.198,81	3.022,81
Intangible fixed assets (explanation 6.2)	21		
211000 - Website, patents, licences, know-how, software (D)		9.264,15	9.264,15
211009 - Website, patents, licences, know-how, software: Depreciation (D)		-9.264,15	-9.264,15
Tangible fixed assets (explanation 6.3)	22/27	1.198,81	3.022,81
Land and buildings	22		
Plant, machinery and equipment	23		
Furniture and vehicles	24	1.198,81	3.022,81
240000 - Furniture and office equipment (D)		8.289,88	8.289,88
240009 - Furniture and office equipment: Depreciation (D)		-7.091,07	-5.267,07
Leasing and similar rights	25		
251000 - Plant, machinery and equipment under lease (D)		19.716,71	19.716,71
251009 - Plant, machinery and equipment under lease: Depreciation (D)		-19.716,71	-19.716,71
Other tangible fixed assets	26		
Assets under construction and advance payments	27		
Financial fixed assets (explanation 6.4/6.5.1)	28		
Affiliated enterprises (explanation 6.14)	280/1		
Participations in affiliated companies	280		
Amounts receivable	281		
Enterprises linked by participating interests (explanation 6.14)	282/3		
Participating interests	282		
Amounts receivable	283		
Other financial assets	284/8		
Shares	284		
Amounts receivable and cash guarantees	285/8		
CURRENT ASSETS	29/58	1.257.380,42	841.243,12
Amounts receivable after more than one year	29		
Trade debtors	290		
Other amounts receivable	291		
Stocks and contracts in progress	3		
Stocks	30/36		
Raw materials and consumables	30/31		
Work in progress	32		
Finished goods	33		
Goods purchased for resale	34		
Immovable property intended for sale	35		
Advance payments	36		
Contracts in progress	37		
Amounts receivable within one year	40/41	78.303,71	41.457,99
Trade debtors	40	73.053,00	35.018,41
400000 - Customers (D)		72.678,00	35.018,41
407000 - Doubtful debts (D)		750,00	
409000 - Amounts written down (-) (D)		-375,00	
Other amounts receivable	41	5.250,71	6.439,58
411000 - V.A.T. recoverable (D)			2.265,45
411700 - VAT revision (D)		5.250,71	4.174,13
Current investments (explanation 6.5.1/6.6)	50/53		
Cash at bank and in hand	54/58	1.062.260,48	792.535,13
550000 - KBC - 7930 (D)		817.918,95	610.841,34
550001 - KBC - 2474 (D)		90.567,62	100.702,00
550002 - KBC - 7379 (D)		153.773,91	80.991,79
Deferred charges and accrued income (explanation 6.6)	490/1	116.816,23	7.250,00
490000 - Deferred charges (D)		116.816,23	7.250,00
GL accounts not in the standard Belgian schema	AXX		
TOTAL ASSETS	20/58	1.258.579,23	844.265,93

Company: 582 - THE EUROPEAN EQUESTRIAN FEDERATION
Internal year statement - Extensive report (Association)

	Code	2026	2025
		01-07-2025 - 30-06-2026	01-07-2024 - 30-06-2025
EQUITY AND LIABILITIES			
CAPITAL AND RESERVES	10/15	687.840,18	493.401,10
Funds of the association or foundation (explanation 6.7)	10		
Revaluation surpluses	12		
Allocated funds and other reserves (explanation 6.7)	13		
Accumulated profits (losses)	14	687.840,18	493.401,10
140000 - Profit carried forward (C)		687.840,18	493.401,10
Investment grants	15		
PROVISION AND DEFERRED TAXES	16		75.000,00
Provisions for liabilities and charges	160/5		75.000,00
Pensions and similar obligations	160		
Taxation	161		
Major repairs and maintenance	162		
Environmental obligations	163		75.000,00
163000 - Provisions for other liabilities (C)			75.000,00
Other liabilities and charges (explanation 6.7)	164/5		
Provisions for repayable subsidies, bequests and for donations with repossession rights (explanation 6.7)	167		
Deferred taxes	168		
AMOUNTS PAYABLE	17/49	570.739,05	275.864,83
Amounts payable after more than one year (explanation 6.8)	17		
Financial debts	170/4		
Subordinated loans	170		
Unsubordinated debentures	171		
Leasing and other similar obligations	172		
Credit institutions	173		
Other loans	174		
Trade debts	175		
Suppliers	1750		
Bills of exchange payable	1751		
Prepayments on orders	176		
Other debts	178/9		
Amounts payable within one year	42/48	202.477,11	124.189,37
Current portion of amounts payable after more than one year falling due within one year (explanation 6.8)	42		
Financial debts	43		
Credit institutions	430/8		
Other loans	439		
Trade debts	44	179.396,79	103.033,87
Suppliers	440/4	179.396,79	103.033,87
440000 - Suppliers (C)		166.945,24	79.117,44
444000 - Invoice to be received (C)		12.451,55	23.916,43
Bills of exchange payable	441		
Prepayments on orders	46		
Taxes, remuneration and social security (explanation 6.8)	45	23.080,32	19.770,20
Taxes	450/3	4.580,32	12.270,20
451000 - VAT to pay (C)		64,49	
451700 - VAT corrections (C)		4.515,83	12.270,20
Remuneration and social security	454/9	18.500,00	7.500,00
456000 - Provision for holiday pay (C)		18.500,00	7.500,00
Other debts	48		1.385,30
489100 - Other various debts (C)			1.385,30
Accruals and deferred income (explanation 6.8)	492/3	368.261,94	151.675,46
492000 - Accrued charges (C)		47.546,70	80.911,00
493000 - Deferred income (C)		320.715,24	70.764,46
GL accounts not in the standard Belgian schema	BXX		
TOTAL LIABILITIES	10/49	1.258.579,23	844.265,93

Company: 582 - THE EUROPEAN EQUESTRIAN FEDERATION
Internal year statement - Extensive report (Association)

	Code	2026 01-07-2025 - 30-06-2026	2025 01-07-2024 - 30-06-2025
INCOME STATEMENT			
Operating income	70/76A	1.797.738,59	1.764.911,43
Turnover (explanation 6.9)	70	1.765.996,52	1.764.911,43
700000 - Membership fees - National Federations (C)		134.313,04	132.430,27
700010 - Membership fees - Associates members (C)		5.256,18	5.991,68
700200 - Sport Development (C)		133.692,00	97.518,41
700210 - Young Leaders Program (C)		55.385,30	15.971,07
700230 - Sport Event Liaison (C)		48.750,00	
700240 - Development - Officials Academy (C)		10.000,00	
701000 - Sponsorship - EEF (C)			8.000,00
701010 - Longines EEF Series (C)		1.378.600,00	1.470.000,00
701030 - KEP (C)			35.000,00
Stocks of finished goods and work and contracts in progress: increase (decrease)	(+)/(-) 71		
Own work capitalised	72		
Contributions, gifts, legacies and grants (explanation 6.9)	73		
Other operating income	74	31.742,07	
743000 - Miscellaneous operating income (C)		5.727,07	
749000 - Re-billed charges (C)		26.015,00	
Non-recurring operating income (explanation 6.11)	76A		
Operating charges	60/66A	1.678.126,98	2.183.194,44
Raw materials, consumables	60		
Purchases	600/8		
Stocks: decrease (increase)	(+)/(-) 609		
Services and other goods	61	1.350.718,18	1.762.077,28
610110 - Material rental (D)			3.110,00
611000 - Rental Office Zaventem (D)		704,70	696,16
611001 - Rental office president (D)			5.200,00
611003 - Huur kantoorruimte (D)		10.562,84	9.624,94
611500 - Maintenance of equipment and machinery (D)		3.860,25	5.770,00
613010 - Fee lawyer (D)		31.356,22	17.665,47
613030 - Fee (tax) accountant (D)		18.155,33	12.428,83
613031 - Ereloon auditor (D)		24.000,00	14.823,36
613040 - Fee miscellaneous (D)		131.574,72	255.231,15
613200 - Contributions professional ass. & membership fees (D)		15.840,42	15.718,47
613260 - Software costs (D)			8.191,67
613265 - Kosten mbt e-facturatie (120% fisc. aft.) (D)		84,93	
613270 - Website costs (hosting, domain name, licence,...) (D)		4.246,41	3.086,48
613400 - Fee social secretariat (D)		12.451,77	7.368,05
613500 - Fee meal and eco vouchers (D)		36,63	
613800 - Trade reg., publ. gazette, CBE (D)			343,78
614000 - Telephone (landline) (D)			545,73
614020 - Mobile phone (D)		116,80	
614110 - Shipping costs (D)		60.850,22	79.411,71
614200 - Office supplies/printing (D)		7.241,12	3.038,13
614400 - Advertisements & publicity (D)		10.780,28	6.512,23
614430 - Customer gifts/representation costs (D)		7.978,53	27.511,32
614450 - Reception costs (D)		809,20	1.960,00
614500 - Restaurant costs (D)		5.132,73	13.022,20
614600 - Sponsoring (D)		189.116,00	208.087,00
614700 - Accommodation costs domestic and international (D)		14.244,82	14.566,29
614710 - Travel expenses at home and abroad (D)		21.770,85	46.936,55
614720 - Cost of trade fairs (D)		1.569,19	1.704,55
614920 - Prizemoney (D)		764.000,00	989.999,00
616150 - Parking & tolls (D)		2.154,22	860,01
618040 - Opleidingen, cursussen (D)		12.080,00	8.664,20
Remuneration, social security costs and pensions (explanation 6.9)	(+)/(-) 62	313.139,23	130.969,78
620200 - Remunerations Salaried staff (D)		299.693,57	123.469,78
622200 - Hospitalisation insurance employees (D)		309,66	
623420 - Maaltijdcheques bedienden/arbeiders (D)		2.136,00	
625000 - Provision holiday money (D)		11.000,00	7.500,00
Depreciation of and other amounts written off formation expenses, intangible and tangible fixed assets	630	1.824,00	4.943,21
630200 - Depreciation. tangible assets (D)		1.824,00	4.943,21
Amounts written off stocks, contracts in progress and trade debtors: Appropriations (write-backs) (explanation 6.9)	(+)/(-) 631/4	375,00	
634000 - Incr. Written off debtor - 1year (D)		375,00	
Provisions for liabilities and charges: Appropriations (uses and write-backs) (explanation 6.9)	(+)/(-) 635/9		
Other operating charges (explanation 6.9)	640/8	6.256,94	1.348,15
640000 - Taxes other than income (D)		4.218,00	
645000 - Non-deductable vat (D)		348,94	1.348,15
648010 - Re-billed charges (D)		1.690,00	

Company: 582 - THE EUROPEAN EQUESTRIAN FEDERATION
Internal year statement - Extensive report (Association)

	Code	2026	2025
		01-07-2025 - 30-06-2026	01-07-2024 - 30-06-2025
Operating charges carried to assets as restructuring costs (-)	649		
Non-recurring operating costs (explanation 6.11)	66A	5.813,63	283.856,02
662000 - Provision extraordinary. Liabilities (D)			75.000,00
664000 - Other extraordinary charges (D)		5.813,63	153.415,02
664010 - Uitzonderlijke kost 2023-2024: Prijzengelden (D)			25.000,00
664020 - Uitzonderlijke kost 2023-2024: Sponsoring (D)			30.441,00
Operating profit (loss) (+)/(-)	9901	119.611,61	-418.283,01
Financial income	75/76B	106,45	
Recurring financial income	75	106,45	
Income from financial fixed assets	750		
Income from current assets	751		
Other financial income (explanation 6.10)	752/9	106,45	
757010 - Payment differences (C)		106,45	
Non recurring financial income (explanation 6.11)	76B		
Financial charges	65/66B	-74.721,02	551,69
Recurring financial costs (explanation 6.10)	65	278,98	551,69
Debt charges	650		
Amounts written off current assets except stocks, contracts in progress and trade debtors: appropriations (write-backs) (+)/(-)	651		
Other financial charges	652/9	278,98	551,69
657000 - Late payment fees (D)			10,00
657010 - Payment differences (D)		10,00	5,72
659000 - Bank charges (D)		268,98	535,97
Non recurring financial costs (explanation 6.11)	66B	-75.000,00	
662100 - Utilization Prov. extra. Liabilities (D)		-75.000,00	
Profit (Loss) of the financial year before taxes (+)/(-)	9903	194.439,08	-418.834,70
Withdrawal from deferred taxes	780		
Transfer to deferred taxes	680		
Taxes on the result (explanation 6.12) (+)/(-)	67/77		
Taxes	670/3		
Adjustment of taxes and write-back of tax provisions	77		
Gain (loss) of the period available for appropriation (+)/(-)	9904	194.439,08	-418.834,70
Withdrawal from untaxed reserves	789		
Transfer to untaxed reserves	689		
GL accounts not in the standard Belgian schema	WXX		
Profit (loss) of the financial year available to be appropriated (+)/(-)	9905	194.439,08	-418.834,70

Company: 582 - THE EUROPEAN EQUESTRIAN FEDERATION
Internal year statement - Extensive report (Association)

		Code	2026	2025
			01-07-2025 - 30-06-2026	01-07-2024 - 30-06-2025
PROCESS PROFIT / LOSS				
Profit (loss) to be appropriated	(+)/(–)	9906	687.840,18	493.401,10
Gain (loss) of the period available for appropriation	(+)/(–)	(9905)	194.439,08	-418.834,70
Profit (loss) brought forward	(+)/(–)	14P	493.401,10	912.235,80
790000 - Profits brought forward (C)			493.401,10	912.235,80
Withdrawal from equity: funds, allocated funds and other reserves		791		
Addition to allocated funds and other reserves		691		
Profit (loss) to be carried forward	(+)/(–)	(14)	687.840,18	493.401,10
693000 - Profit to be carried forward (D)			687.840,18	493.401,10

Company: 582 - THE EUROPEAN EQUESTRIAN FEDERATION
Internal year statement - Extensive report (Association)

	Code	2026	2025
		01-07-2025 - 30-06-2026	01-07-2024 - 30-06-2025
List of controls performed on the complete scheme for associations			
BALANCE			
Fixed assets			
22/27 = 22 + 23 + 24 + 25 + 26 + 27		OK	OK
280/1 = 280 + 281		OK	OK
282/3 = 282 + 283		OK	OK
284/8 = 284 + 285/8		OK	OK
21/28 = 21 + 22/27 + 28		OK	OK
Current assets			
29 = 290 + 291		OK	OK
30/36 = 30/31 + 32 + 33 + 34 + 35 + 36		OK	OK
3 = 30/36 + 37		OK	OK
40/41 = 40 + 41		OK	OK
29/58 = 29 + 3 + 40/41 + 50/53 + 54/58 + 490/1		OK	OK
Capital and reserves			
10/15 = 10 + 12 + 13 + 14 + 15		OK	OK
Provisions			
160/5 = 160 + 161 + 162 + 163 + 164/5		OK	OK
16 = 160/5 + 167 + 168		OK	OK
Creditors			
170/4 = 170 + 171 + 172 + 173 + 174		OK	OK
175 = 1750 + 1751		OK	OK
17 = 170/4 + 175 + 176 + 178/9		OK	OK
43 = 430/8 + 439		OK	OK
44 = 440/4 + 441		OK	OK
45 = 450/3 + 454/9		OK	OK
42/48 = 42 + 43 + 44 + 45 + 46 + 48		OK	OK
17/49 = 17 + 42/48 + 492/3		OK	OK
Balance total			
20/58 = 20 + 21/28 + 29/58		OK	OK
10/49 = 10/15 + 16 + 17/49		OK	OK
20/58 = 10/49		OK	OK
INCOME STATEMENT			
70/76A = 70 + 71 + 72 + 73 + 74 + 76A		OK	OK
60 = 600/8 + 609		OK	OK
60/66A = 60 + 61 + 62 + 630 + 631/4 + 635/9 + 640/8 + 649 + 66A		OK	OK
9901 = 70/76A - 60/66A		OK	OK
75 = 750 + 751 + 752/9		OK	OK
75/76B = 75 + 76B		OK	OK
65 = 650 + 651 + 652/9		OK	OK
65/66B = 65 + 66B		OK	OK
9903 = 9901 + 75/76B - 65/66B		OK	OK
67/77 = 670/3 - 77		OK	OK
9904 = 9903 + 780 - 680 - 67/77		OK	OK
9905 = 9904 + 789 - 689		OK	OK
PROCESS PROFIT / LOSS			
9906 = 9905 + 14P		OK	OK
(14) = 9906 + 791 - 691		OK	OK

Company: 582 - THE EUROPEAN EQUESTRIAN FEDERATION
Internal year statement - Extensive report (Association)

	Code	2026	2025
		01-07-2025 - 30-06-2026	01-07-2024 - 30-06-2025
Non-connected accounts	XXX		



EXPLANATION OF THE COSTS AND INCOMES

Financial Report

This report presents the EEF's financial performance and position for the year ending 30 June 2026, based on the accounts audited by VGD Bedrijfsrevisoren BV. It is intended to give the Board and National Federations a clear picture of how the Federation performed financially over the year, and of the reasons behind the main changes compared with 2024/2025.

Overview

Income remained stable for the year, at just under €1.8 million, close to the level recorded in 2024/2025. Membership fees from National Federations and Associate Members held steady. Several newer activities contributed additional income during the year, reflecting the broadening of the EEF's work: income from Sport Development activity grew, the Young Leaders Program more than tripled in size, and a new income line was recorded for the Sport Event Liaison Manager role, which is co-funded by the FEI. This growth was partly offset by lower income from the Longines EEF Series compared with the previous year. The three projects funded by FEI Solidarity also contributed €35,000 during the year.

On the cost side, total spending was significantly lower than in 2024/2025. The main reason is that last year's accounts included a number of one-off, non-recurring items relating to a correction of how prior-period invoices had been booked; these did not recur this year. Prizemoney costs also returned to a more normal level, following the resolution of a prior-year issue in which costs for two events were, in effect,

booked twice within the same financial year. Other cost categories, such as shipping and logistics for the Longines EEF Series, also continued to benefit from efficiencies introduced last year.

These reductions were partly offset by higher staff costs, which reflect the EEF's continued investment in its team over the course of the year, including the new Sport Event Liaison Manager role referred to above. This increase in staff costs is a deliberate reflection of the Federation's growing operational capacity, rather than a one-off or unexpected item.

Separately, a provision that had been set aside in the previous financial year for a staff departure was used this year, as had been expected when the provision was originally made. No new provision of this kind was required in 2025/2026, and the related balance on the Federation's accounts has returned to nil.

Result for the Year

Taken together, stable income, significantly lower exceptional costs, and a leaner underlying cost base outside of staffing produced a clear improvement in the Federation's financial result for the year. The EEF recorded a profit of €194,439 for 2025/2026, compared with a loss of approximately €419,000 in 2024/2025 — a swing of well over half a million euros between the two years. As a result, the Federation's accumulated profit carried forward increased to €687,840, from €493,401 the previous year.

Liquidity Position

The EEF's cash position strengthened further over the course of the year. Cash at bank and in hand stood at €1,062,260 as of 30 June 2026, up from €792,535 a year earlier, an increase of close to €270,000. This improvement reflects both the positive result for the year and a higher level of income received in advance for the 2026/2027 season. In other words, part of the year-end cash balance represents funds already collected for activities that will only take place in the coming season, rather than surplus generated purely from this year's own activity. Even taking this into account, the Federation's liquidity position remains solid, giving the Board a stable financial base from which to plan for the year ahead.

Audit Opinion

VGD Bedrijfsrevisoren BV, represented by Dominik Beirnaert, audited the EEF's financial statements for the year and issued a clean, unqualified audit opinion on 20 August 2026. This confirms that, in the auditor's opinion, the financial statements give a true and fair view of the EEF's assets, liabilities and financial position as at 30 June 2026, and of its results for the year then ended, in accordance with the financial reporting framework applicable in Belgium.

CLOSING REMARKS

Every achievement described in this report belongs to many people, and the year it covers has been a demanding one, met with real energy. The Federation ends it in a stronger position than it began: its governance further reinforced, its organisation clearer, and its sense of what it exists to do firmer. That progress builds on foundations laid over several years by the Boards, staff and volunteers who came before us, and on the lessons drawn along the way. It owes as much to our member National Federations, whose engagement year after year has pushed the EEF forward — and whose needs are what that progress must serve.

All of this was achieved against a testing backdrop. Scrutiny of horse welfare remains high, and Europe sits at the centre of that conversation. Costs are rising for federations and organisers alike, regulation is advancing on several fronts at once, and the place our sport occupies in public life can no longer be taken for granted. We do not approach that as a threat. The horse gives more to society than our sport has been in the habit of saying, and that case is one Europe should make with confidence rather than defend reluctantly. We continue to meet these pressures through closer cooperation with our National Federations, the FEI and our stakeholders, and through sustained engagement with the European institutions. What that work is showing us is straightforward: on questions of this kind, Europe is considerably stronger acting together than federation by federation.

That conviction is what the EEF Strategy 2027–2030 sets out to organise, and it is what gives us most reason for optimism about what comes next. Presented to the General Assembly in Dublin, it gives the Fed-

eration something it has not had before: a small number of clear strategic directions, chosen deliberately rather than accumulated over time, each one within our means to deliver and each one accompanied by the measures against which progress can be judged. It is candid about what the EEF will not take on, and equally candid that ambition may grow ahead of its means while commitments follow capacity, not the reverse. Its five pillars, set out earlier in this report, are demanding without being unrealistic — and by 2030, every federation, whatever its size, should be able to point to something the EEF has done that makes its own work easier, more efficient or more effective. That is a high standard, and one we can be measured against.

We extend our heartfelt thanks to Longines, whose renewed commitment continues to underpin both the EEF and the Longines EEF Series; to ClipMyHorse.TV, whose production and digital coverage brings the Series to audiences across Europe and beyond; and to Harcour and DHL, who joined the Series this year. We thank our members, the FEI, and all our partners and stakeholders for their steadfast support and trust. Our thanks go equally to the EEF team, whose dedication carries this work day after day, and to the Board members and Working Group volunteers who give it their time and their expertise.

We approach the years ahead with confidence, with a clear direction, and with the collective strength to follow it.

On behalf of the EEF Board of Directors, thank you for your continued support.

LONGINES



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