

The President

To the Presidents of:

- AIOCC
- AIGCP
- CPA

To:

- Riders
- Organisers
- UCI Teams (including owners)
- National Federations

Sent by email only

Aigle, 16 February 2026
Ref.: Presidency

Reform of Professional Cycling

Dear Ladies and Gentlemen,

Road cycling is a magnificent sport and a shared passion that, for nearly 150 years, has been bringing vast crowds together along the roadsides to witness the feats of extraordinary riders whose courage commands our admiration.

Its deep historical roots, the athletes' constant pursuit of excellence, the beauty of the landscapes, and the uncertainty of the outcome have always formed the foundation of its success.

In recent years, women's cycling has experienced remarkable growth thanks to the concerted efforts of the Union Cycliste Internationale (UCI) and its stakeholders. This momentum has led to a stronger structure for women's professional cycling and rapid growth in commercial rights, reflected in exceptional viewing figures for certain events.

Moreover, the UCI's commitment to further internationalising our sport has resulted in the creation of new UCI WorldTour and UCI Women's WorldTour events across four continents, as well as the organisation – for the first time in history – of the UCI Road World Championships in Africa; in Kigali, Rwanda. All these initiatives, including a recently launched event in India, represent valuable opportunities for the development of cycling, both from a sporting and a commercial perspective.

At the same time, riders' salaries have increased significantly, a trend also observed in team budgets, with a notable widening of the gap between teams. In parallel, the costs borne by organisers – particularly in relation to safety – have risen substantially. While some have been able to offset these increases through higher revenues from commercial rights, others have had to rely on greater contributions from public authorities.

Although we succeeded, at the beginning of my presidency, in working together on regulatory reforms that clarified the structure of our sport and improved its overall coherence, we were not able to achieve the same progress on the economic component that was meant to accompany those measures.

Meanwhile, various discussions on the future of our sport have taken place, and certain stakeholders have launched initiatives aimed at reforming professional road cycling. These initiatives were either abandoned after a few years or failed to come to fruition. The lack of prior consultation and the absence of consensus around the proposed models most certainly contributed to these shortcomings. Such projects require thorough consultation with all cycling stakeholders and, above all, must be carried out under the aegis of the Union Cycliste Internationale (UCI).

It is in this context that, at the most recent meeting of the UCI Management Committee held on 30 January, I proposed relaunching this project under the leadership of the UCI. The proposal was approved unanimously.

In order to implement this decision, it has been agreed to launch a consultation with the established stakeholders – AIOCC, AIGCP and CPA – as well as with each stakeholder individually, should they so wish, in order to gather your analyses and proposals aimed at improving the organisational model of men's and women's professional road cycling.

Cycling is a hugely popular sport. However, its media exposure and the revenues it generates do not match its popularity. There is considerable room for improvement. We are convinced that this potential can only be realised through consultation with all stakeholders and the establishment of a consensual structure, based on a balance between the historical strengths of our sport and an approach adapted to future challenges.

In this regard, I would be pleased to receive your contribution outlining your vision, particularly on the following themes:

1. **Calendar and participation**
 - a. Competition formats
 - b. Event calendar
 - c. Organisation of the race and team pyramid
 - d. Participation rules (teams and riders)
 - e. Internationalisation of cycling
 - f. Development obligations
2. **Economic model**
 - a. Management of commercial rights (media and sponsorship)
 - b. Creation of new commercial rights and distribution of the value generated
 - c. Solidarity between levels
 - d. Financial rules (organisers, teams, riders)
 - e. Rules governing rider transfers
3. **Fan engagement**
 - a. Digital platform
 - b. Promotion
 - c. Television production
 - d. Integration of artificial intelligence and new technologies
4. **Safety**
 - a. Courses
 - b. Conduct (drivers, riders, spectators)
 - c. Equipment
 - d. New technologies (GPS tracking, in-race communication)

5. **Integrity of results**
 - a. Consistency in officiating
 - b. Anti-doping
 - c. Technological fraud

We kindly ask you to address your contributions to the UCI by 30 April 2026. My teams and I remain at your disposal should you wish to discuss this further.

At the next meeting of the Professional Cycling Council (4 March), the Union Cycliste Internationale (UCI) will propose a working methodology designed to enable us to move forward together in shaping the future of cycling, drawing on experts from various fields.

The UCI is ready to consider significant developments in a sport renowned for its conservatism, if these changes would allow cycling to continue its growth and internationalisation, while ensuring greater stability for stakeholders in a particularly challenging environment.

Open to all proposals, we strongly encourage you to take an active part in this consultation.

Only by working together will we guide cycling in a direction that benefits all its stakeholders over the long term. There is no other way.

Thank you in advance for your valuable contribution.

With my very best regards,

David Lappartient
President
IOC Member

*Cc : UCI Management Committee
Professional Cycling Council*