



2025 EDITION

The background of the cover is a photograph of a winter mountain landscape. In the foreground on the left, a large evergreen tree is heavily covered in snow. The middle ground shows a valley filled with a thick layer of snow and mist, with the sun rising in the distance, creating a warm, golden glow. The sky is a mix of orange, yellow, and blue. The right side of the image shows a snow-covered mountain slope.

FIS FIVE-YEAR ROLLING STRATEGIC PLAN

CONTENTS

FOREWORD	3	BUILDING VALUE	21
INTRODUCTION	4	5.1 BUILDING GROWTH MARKETS	22
VISION AND MISSION	6	5.2 DETERMINING OUR DESTINY	23
2.1 OUR ECOSYSTEM	7	5.4 SHAPING AND MODERNIZING THE SPORTS PRODUCT	26
2.2 SUMMARIZING FIS VISION AND MISSION	7	5.5 IMPROVING AND INNOVATING MEDIA PRODUCTS AND FAN ENGAGEMENT	29
2.3 UPDATED FIS VISION AND MISSION	7	5.6 DEVELOPING OUR VISION FOR STREAMING, CONTENT, DATA AND AI-INNOVATION	33
2.4 RATIONALE: FIS IS EXPERIENTIAL	8	5.7 RESHAPING OUR COMMUNICATIONS	35
STRATEGIC PLAN SUMMARY	9	5.8 MORE REWARDING FOR OUR STAKEHOLDERS	35
3.1 STRATEGIC PLAN YEAR 1-2	10	GROWTH	37
3.2 STRATEGIC PLAN YEARS 3-5	10	6.1 EDUCATION, WELFARE AND KNOWLEDGE SHARING	38
3.3 STRATEGIC PLAN YEAR 5 OBJECTIVES	10	6.2 DEVELOPMENT AND MEMBERSHIP HUBS	38
3.4 THE KEY PILLARS: ATHLETES ARE CENTRAL TO OUR UNIVERSE AND SUCCESS	11	6.3 CHILDREN AND YOUTH PATHWAY DEVELOPMENT	40
GOVERNANCE	13	6.4 ATHLETES' HEALTH UNIT	41
4.1 WORLD-CLASS GOVERNANCE	14	6.5 RECREATIONAL, TOURISM AND GROWING OUR SPORT	42
4.2 GENDER, DIVERSITY, INCLUSION	14	6.6 FOCUS ON EMERGING AND DEVELOPING SNOW SPORTS NATIONS	43
4.3 INTEGRITY	16	6.7 INTEGRATION: PARA SNOW SPORTS	44
4.4 FIS STATUTES: OBLIGATION TO DELIVER A FIVE-YEAR STRATEGIC PLAN	17	6.8 EXPANSION: FREERIDE WORLD TOUR	46
4.5 BUILDING FIS CAPABILITIES	18	EVALUATION CYCLE	48
4.6 SUSTAINABILITY AND CARBON REDUCTIONS	18	7.1 SETTING OF ANNUAL EVALUATION AND STRATEGY CYCLE	49
		SUMMARY AND CONCLUSIONS	50

FOREWORD

2025 EDITION OF YOUR STRATEGIC PLAN: ACCELERATING OUR TRANSFORMATION

The transformation and modernization of the International Ski and Snowboard Federation (FIS) progresses at pace. From the development and delivery of our inaugural Strategic Plan in 2023 until now, FIS remains committed to embracing innovation and being open to fresh, bold ideas to drive us forward.

According to the Statutes approved in 2021 (which require FIS to deliver a rolling five-year Strategic Plan), we now present the 2025 Edition marking the third iteration of our Strategic Plan.

In 2023, we laid the foundations for transformational growth, with a vision of determining our destiny around core principles of modernization, centralization, inclusivity, integrity, sustainability, and excellence. We remain committed to ensuring that FIS is focused on this vision, working towards greater alignment against these principles.

As we enter the third year of our strategic journey with an increased focus on transformation, our dedication to shaping a brighter future of snow sports worldwide is unwavering, with a team capable of delivering the vision.

This update will give insights into our dynamic world, and summarizes the rapid technological advancements we are embracing and implementing while capturing the momentum that will continue to propel FIS forward along the strategic path set in 2023.

FIS is committed to fostering excellence, driving innovation, and building upon the achievements of the last three years.

In 2024, FIS marked its centenary, a significant milestone in our history. We will chart an ambitious course towards realising our vision, and advancing snow sports as a vehicle for global unity, innovation, growth, athletic achievement, and environmental stewardship.

The Strategic Plan intends to be a high-level, macro document that provides a clear vision and a direction of travel for our future.

Consideration has been given to our rich and diverse ecosystem, with the need to encompass all members and areas with their respective interests and complexities.

Individual business plans and strategies have been created for specific areas as required, such as the IMPACT Programme and the Centralized Digital Strategy, as we progress into the next phases of our journey.



INTRODUCTION

OUR EFFORTS TODAY ARE SHAPING OUR TOMORROW

Delivering the FIS Vision and Mission Through Diligent Planning and Timely Execution

The International Ski and Snowboard Federation (FIS) continues to undergo significant change. While we are proud of our past, we are equally committed to steering our organisation forward into the future. To that end, we continue to modernize our governance structures, our organisation and our offerings to ensure that FIS evolves and positions itself at the forefront of sport and entertainment with a strong focus on the fan experience.

What we do over the next five years will dictate the success of our sport for the next decades. This document presents a roadmap that will guide the changes and innovations we are making.

The purpose is to describe the actions needed to deliver the goals and objectives to transform FIS. It will be evaluated and updated annually. According to the FIS Statutes, approved by an overwhelming majority at the Extraordinary Congress on 5 October 2021, the Council is required to produce a regular Strategic Plan.

Our overarching goal is simple:

“Let’s deliver the best snow sports.”

FIS President Johan Eliasch

Although the FIS leadership is responsible for implementing our strategy for the next five years, great care has been taken to shape this document for all of FIS. The Strategic Plan serves to ensure your leadership is accountable for delivering against transparent objectives, but the plan must also be dynamic enough to adjust as the world changes and our knowledge expands. We think of the Strategic Plan as a

living organism, constantly growing and adapting to achieve the overall goals and objectives of FIS, the athletes, our members, and all stakeholders.

We have been actively implementing important changes to improve our ability to manage this Strategic Plan, achieving significant progress in a short time.

In the 2025 Edition, we provide an update on our key objectives and initiatives, setting out strategic priorities which are grounded in data-driven inputs, research and analysis. Implementing centralization is an immediate priority. This document is designed to power our sport forwards and its stakeholders towards growth, enhanced collaboration, and increased revenues, while preserving our dedication to excellence and progress.

In our 100th year we embraced innovation while upholding the rich traditions, history and values that define our snow sports culture and ecosystem. And now we lay the foundations for the next 100 years.

Governance

Since 2021, we have continually strengthened our governance framework through regular updates to our Statutes.

Sustainability and climate change have been put at the forefront of our priorities plus we have brought more diversity and gender balance to FIS, all the while adapting our structure to accommodate our transformation. The new guaranteed representation for one and two vote countries and increased athlete representation, including Para, on the Council broadens participation and further develops our sport globally. This is designed to improve the engagement of new members and associate members.

Innovation

FIS is undergoing rapid change, particularly in the digital space. We will continue to adopt a bold approach as we shift and modernize our models from traditional methods to digital channels, storytelling, highlights, presenting partners, product placement and more, across the spectrum of our activities. Our mindset will be laser focussed on embracing new technologies that accelerate our growth, making data our friend and prioritizing sporting excellence. FIS will closely monitor changing consumption and behaviours, evolving accordingly so that we are at the forefront of a crowded environment in the entertainment space.

Progressing Global Growth

Learning from the past, FIS made a conscious decision to focus on potential growth markets, especially where pinnacle events – such as the Winter Olympics or World Championships – present opportunities to boost the popularity of our sport. We will continuously assess where, what, and how we allocate resources to drive expansion and success.

International Paralympic Committee (IPC) – Para Snow Sports

Since 2022, Para Snow Sports have been successfully incorporated into the FIS organization and are now an integral part of our stable of snow sports. Para athletes and events have been fully embraced and will continue to be woven into the fabric of the FIS ecosystem.

Bringing Para Snow Sports (Para Alpine, Para Cross-Country, and Para Snowboarding) under the FIS umbrella has enabled closer cooperation and more effective deployment of resources, including Athlete and Coaching Advisory Groups. Seven dedicated Para staff members within FIS oversee the complete Para Snow Sports agenda, ensuring professional management and growth.

FIS Media and Marketing (M&M)

In 2023 FIS ushered in a new era by establishing FIS Media and Marketing (M&M), a commercial structure led by experienced executives in sponsorship, media, broadcasting and digital. This strategic shift has brought significant transformation, giving FIS M&M greater control over commercial assets and enabling direct relationships with sponsors and partners. Today a diverse in-house marketing team is driving these initiatives forward. The strategic focus shifted from Discipline sponsorships to a Global Premium Partnership Platform, as demonstrated by the recent announcement of Azerbaijan as our new Global Destination Partner: [\(Link\)](#)

A robust key account management system was implemented, strengthening sponsor relationships, and expanding the scope of partnerships. Notably, FIS increased its World Cup series partnerships from five to eight, achieving nearly full capacity for Title and Presenter Partnerships in Alpine, Cross-Country, Ski Jumping, Snowboarding and Freestyle Disciplines. These achievements signify a new chapter of opportunity and growth for FIS.



2



VISION AND MISSION

Set a Compass for a New Direction and Future

2.1 OUR ECOSYSTEM

FIS is the governing body for international skiing and snowboarding, with 139 members and associate member countries (NSAs). It is a democratic organization that represents all members and governs through its Statutes.

FIS is recognized by the International Olympic Committee (IOC) and manages the Olympic Disciplines of Alpine Skiing, Cross-Country Skiing, Ski Jumping, Nordic Combined, Freestyle Skiing, Freeskiing and Snowboarding. Additionally, FIS is a member of the International Paralympic Committee (IPC) and – through its Para Snow Sports department – manages the Paralympic Disciplines.

At the core of FIS is the setting of the International Competition Rules and event calendars, with more than 7000 FIS ski and snowboard competitions staged annually, in partnership with NSAs and their Organising Committees around the world. FIS provides the structure and professional oversight needed to ensure all Disciplines are delivered to the highest standard.

FIS and the NSAs have responsibilities to each other and, ultimately, to the athletes who are at the heart of our snow sports universe.

FIS, as the enabler and catalyst of our sport, works in close cooperation with NSAs to deliver on our common aspirations and goals. In a rapidly changing world, our ability to swiftly adapt will be crucial in determining our destiny.

2.2 SUMMARISING FIS VISION AND MISSION

The Vision and Mission statements were updated in our first Strategic Plan published in May 2023.

2.3 UPDATED FIS VISION AND MISSION

- As part of our strategic development, we updated the FIS Vision and Mission statements in 2023 to reflect the evolution and modernization of the federation and, importantly, to provide a compass for our new, dynamic direction. These were consulted on and supported by our membership.
- The updated statements aimed to encapsulate all current and future FIS snow sports; to inspire and be relevant in today's fast-changing world, and to empower leadership to deliver meaningful results for all stakeholders.
- Given the rapid pace of change, our Vision and Mission will be monitored and refreshed to reflect any major strategic pivots that are necessary.

GUIDING PRINCIPLES

We must face forward, whilst respecting the long and rich traditions of our sport. This means being inspiring and aspirational, while remaining true to our values. Sport reflects society and helps shape future role models. Our sport is uniquely dependent on the natural environment, so we have a responsibility to support, invest in, and drive our sustainable agenda in all our endeavours.

FIS VISION

To deliver outstanding, inspiring experiences that fuel a lifelong passion for snow sports increasingly shared everywhere.

FIS MISSION

To be the inspiration and catalyst which drives the appeal of competitive and recreational snow sports in a sustainable manner.

FIS MISSION GOALS

1. To promote and develop competitive skiing and snowboarding globally.
2. To encourage people from all backgrounds to participate in snow sports.
3. To motivate and inspire recreationalists by showcasing our snow sports universe through competitions, athletes, resorts, content, stories and experiences.
4. To support our athletes, including younger generations and people with impairment.
5. To organize a hierarchy of international competitions and create pathways from national competitions through to the highest levels of FIS World Cups, FIS World Championships, FIS Games, and Olympic and Paralympic Winter Games.
6. To provide technical support to the Organising Committees, such that all competitions are of the highest possible standard and integrity, with investment in athlete safety of paramount importance.
7. To maintain FIS's long-established policy of limiting any negative impact on the environment in which our sport takes place, whilst seeking to ensure that all steps are taken to act responsibly towards our climate, and be carbon neutral.
8. To promote extensive coverage of competitions in the media, promoting our sport as widely as possible, and encouraging support from partners.
9. To generate additional financial resources and investment through our commercial activities, thereby increasing our ability to support and invest in global growth. FIS will make significant financial contributions to FIS member National Ski Associations to help develop their own activities, and through that increase our footprint of engaged fans and participants.

2.4 RATIONALE: FIS IS EXPERIENTIAL

A SHARED PASSION

Snow sports are strongly experiential no matter how people engage with them.

FIS communicates with a diverse range of audiences, from elite athletes to casual snow sports enthusiasts, across our Disciplines, spanning different cultures and environments. Ensuring effective and consistent communication with all of these groups is essential.

The glue that binds this diversity is the shared passion for what we do, watch or see on snow, and the inherent inspiration of our sport.

Snow sports have the advantage of a large recreational market alongside dedicated followers and viewers, presenting enormous global potential.

Being outstanding and inspiring needs to permeate the everyday at FIS. All that we do as an organisation – from what we present to how we deliver our sport – will determine people's experiences on and off the slopes.

We want to inspire everyone we connect with, igniting a passion that is shared, long-lasting and rewarding, and with our delivery being outstanding wherever you are in the world and regardless of who you are.

The FIS Vision aims to be timeless, to reinforce our values, and to underpin our value and growth agenda - for the good of all.



3



STRATEGIC PLAN SUMMARY

3.1 STRATEGIC PLAN | YEARS 1-2

Laying the Foundations

Several critical strategic challenges faced by FIS and its members were identified. Since June 2021, our leadership and organization have been working at pace to modernize FIS. [In years 1 and 2 we were pleased to deliver on a long list of time-sensitive initiatives](#), which helped pave the way for building a stronger FIS.

The following document provides an overview of the work done by FIS in 2024. A new year-to-date report for 2025 will be available in September.

3.2 STRATEGIC PLAN | YEARS 3-5

Determining Our Destiny

The next few years will be pivotal in our efforts to build a stronger FIS and take snow sports to another level. With the key foundation of centralization now in place we have the power to determine and shape our own future. We are energized to work diligently to develop our sport and grow a stronger and more prosperous FIS.

We have identified key strategic initiatives aimed at expanding FIS to benefit our sport, members, athletes, stakeholders, and the planet.

With 139 National Ski Associations (NSAs) under FIS, it is essential that we have the capacity, capability, and resources to effectively support their development.

Our initiatives range from sharpening up the format of the Disciplines, applying new digital technology, engaging fans and sponsors and improving governance, all while being at the forefront of sustainability. We can now embark on enlarging the economic pie with a centralized approach to media rights and commercial opportunities. This will allow us to increase support for members, raise prize money, invest further in competition formats, and deliver greater value to our partners, sponsors, athletes, and other important stakeholders.

The bedrock for all workstreams conducted in FIS is a solid governance framework, an uncompromising approach to sustainability and a commitment to carbon reductions.

3.3 STRATEGIC PLAN | YEAR 5 OBJECTIVES

Measuring and Evaluating the Successful Implementation

To track our progress in implementing strategic objectives, the FIS Leadership will continue to report on an ongoing basis to the FIS Council. This reporting will be a combination of qualitative updates and (where it is deemed meaningful) specific metrics and hard facts. We have adopted a holistic approach, ensuring we can manoeuvre and adjust our strategy as our fast-moving world changes.

QUANTITATIVE POINTS OF MEASUREMENT

Strong governance

- The new FIS Statutes, agreed upon between 2021 and 2024, have been implemented and are currently being followed.
- A wholly Independent Ethics Committee has been appointed to uphold high standards and operate as required.
- Our governance model continues to be modernized to world-class standards.
- The FIS Impact Programme – our roadmap to a more sustainable and inclusive snow sports ecosystem – was launched at the beginning of 2024 and reported in mid 2025. [\(Link\)](#)

Growth in participation numbers | Quantifiable objectives

- Recreational participation, youth adoption, and competitive participation are being measured and assessed across all FIS verticals and Disciplines. [\(Link\)](#)

Higher ratings | Quantifiable objectives | Catering for Consumer Preferences

- Measuring increased ratings across a combination of TV airtime, viewers, streaming services and live attendance at events across all NSA jurisdictions.
- Measuring increases in social media monetization, engagement and consumption by defining relevant social media platforms and key data metrics accordingly.
- Generating an increasing amount of revenue via our products and rights.
- Adapting our approach as [consumer preferences change](#).

Global Growth | More Disciplines in More Places

- We aim to expand the number of FIS Disciplines and event host nations. This is a key mechanism to showcase and grow interest in snow sports globally.
- Expanding the number of event destinations will be an important measure of our success.
- We will actively incorporate Para Snow Sports into everyday operations across more countries.

Higher income for FIS and its stakeholders | Measured in monetary distributions

- A key objective is to increase FIS earnings and future distributions to NSAs.
- Higher distributions will naturally follow from successfully increasing our share of the marketplace. Our first step is to grow the sport's economic value through centralization and other strategic initiatives and investments.
- We will expand and diversify our overall monetization strategy with investments into new revenue streams.
- Monitor effectiveness and impacts.

Connection to youth | Sport formats, interviews, content distribution, and influencers/creators

- Sport and digital engagement prioritization for Gen Z, Gen Alpha, and Millennials.
- FIS will monitor and measure social media performance across all channels.
- A combination of questionnaires and metrics within social media will be used to determine growth.
- FIS Youth engagement to be strengthened via ski clubs, camps, competitions, and pathways from local to international sports.
- Participation numbers in youth competitions will be tracked.

3.4 THE KEY PILLARS: ATHLETES ARE CENTRAL TO OUR UNIVERSE AND SUCCESS

Central to a Successful Future

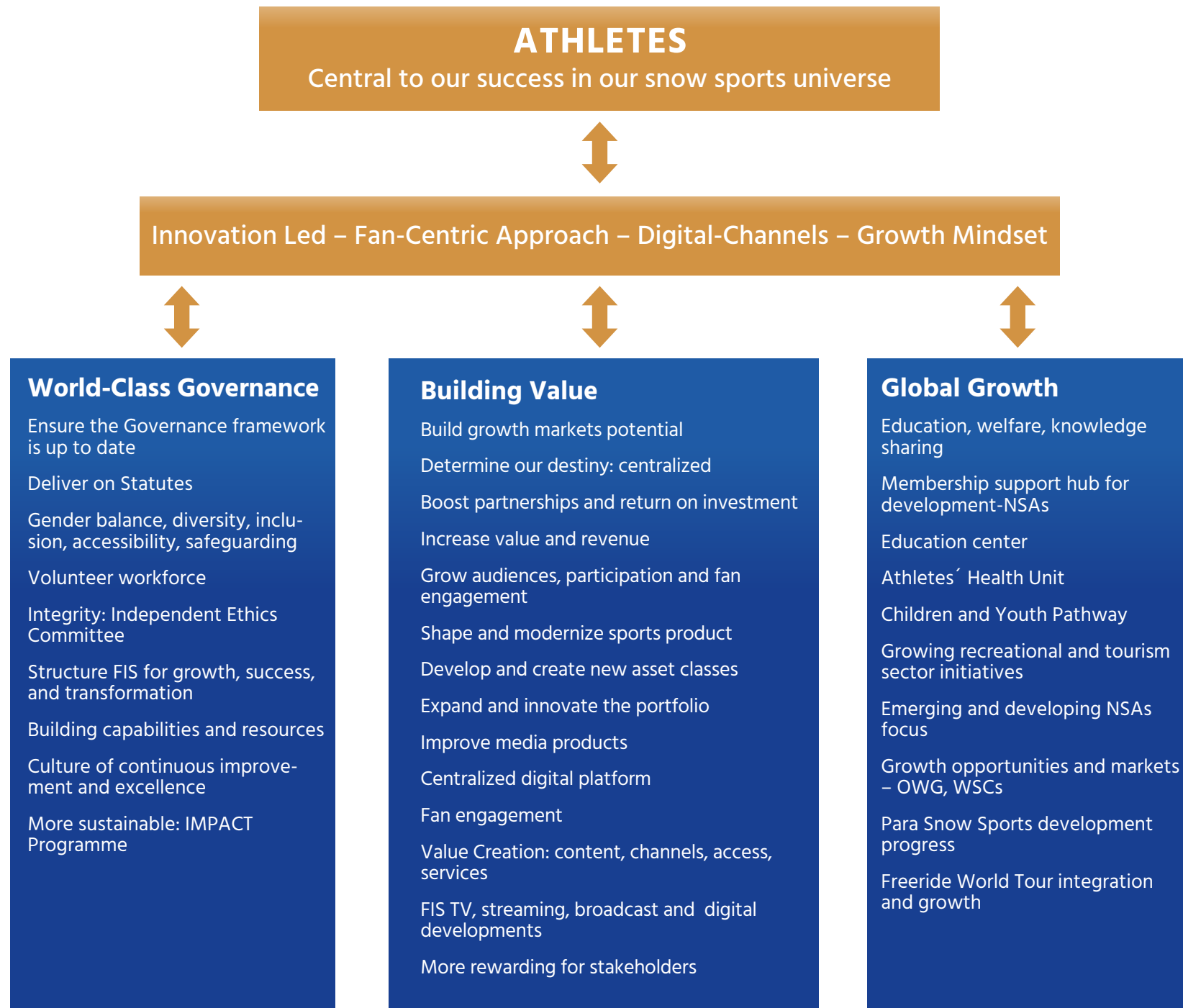
How the world consumes sport continues to change rapidly. People-centric stories are at the heart of the new sports landscape. Brands are prioritizing connections with individuals and genuine human-centric content to demonstrate authenticity, build trust, and engage younger audiences.

Athletes are at the core of our storytelling potential, and we will continue to empower them to tell their stories in order to tell ours.

To place athletes at the heart of our sport we are taking meaningful steps to:

- Ensure effective athlete representation.
- Provide World Cup competition clips to athletes and NSAs via our FIS Content Exchange Platform (CXP).
- Enable individual NSA and athlete storytelling.
- Improve athlete engagement with a more proactive approach to communication, engagement and information sharing.

Athletes will play a vital role in connecting with diverse audiences, especially younger demographics. Their performances, lifestyles, and engagement with fans and media will be key drivers of growth and value creation. We will therefore focus on supporting and empowering athletes to help expand our reach and enhance our appeal.



4



GOVERNANCE

4.1 WORLD-CLASS GOVERNANCE

A Governance Framework Fit for Purpose to Deliver our Vision

A strong governance framework is one of the most important factors in the success of any international sports federation. Governance is the foundation that safeguards the interests of our organization and sets the right path for the development of our sport in line with our Vision and Mission.

We must always have a robust governance system of checks and and a fair distribution of decision-making power, making sure our leaders are challenged to bring forward the best solutions in the interests of all our stakeholders.

A sound governance framework will also ensure the longevity of our sport, and we must continue to provide just and equitable representation for all members and stakeholders, with the right competencies in place to deliver on our ambitious goals.

Striving for gender balance and diversity at the highest levels of FIS is about more than just reflecting our stakeholders and society, it is about broadening our perspective and harvesting innovative new ideas.

We must ensure that all Disciplines receive adequate attention and resources to deliver on their potential, exciting fans globally and igniting a spark in younger audiences.

Updated Statutes Establishing a Modern Framework for Quality Governance

Reviewing and updating our Statutes, (2021 to 2024 Congresses) has led to several important initiatives to improve the governance of our organisation, for instance:

- FIS shall perform its activities according to the highest ethical standards, which is being overseen by the Independent Ethics Committee.
- FIS governance structures shall be balanced and inclusive, not allowing any discrimination, and representing all its members.
- FIS considers protecting and preserving nature and the environment of the greatest importance and will prioritize becoming more sustainable through initiatives outlined in the IMPACT Programme.
- FIS will adhere strictly to the accepted principles of good governance and foster a culture of open discussion in all Governing Bodies and Committees of FIS.

- FIS will encourage and promote diversity and gender equality in electing and appointing officials and members of the Governing Bodies and Committees of FIS. The requirement to have at least three members of each gender on the Council is an important first step, but we will continue to build on this.
- With effect from the 2022 Ordinary Congress, the President and the Council Members may be re-elected but shall serve no longer than 12 years from the date of the 2022 elections of President and Council Members.
- The roles and responsibilities of the Committees have been specified in greater detail. Working Groups were formed to facilitate a closer dialogue and consultation with NSAs for input that was incorporated into the first Strategic Plan.

4.2 GENDER, DIVERSITY, INCLUSION

Everyone Should Feel Welcome at All Levels in FIS

While FIS has made positive steps towards ensuring gender and diversity representation on the FIS Council and by NSAs, we must progress and implement policies in this area until we are world class.

Ensuring diversity goes beyond gender equality to encompass age, skills, nationality, race, physical abilities, and more. It involves all spheres at FIS: athletes and management, staff and NSAs, technical delegates (TD) judges and coaches, and backroom governance to competitions. Moreover, FIS is committed to actively opposing any unlawful discrimination on the grounds of race, skin colour, national or social origin, gender, sexual orientation, language, political or other opinion, religion or other beliefs, circumstances of birth, or other improper grounds. We will:

- Continue to provide fair and equitable representation for all our stakeholders, ensuring the right competencies to deliver on our ambitious goals.
- Ensure that all appointments, hiring, and management decisions are based primarily on competency, while also giving important consideration to gender balance, diversity, and inclusion at all levels of FIS.
- Work towards a mindset and culture shift which embraces these changes.
- Establish a framework to achieve better diversity, aiming for gender balance in at least the 60/40 range.
- Include Committees and Sub Committees in the ambition for better gender/diversity ratios, reaching a 60/40 range by 2026.

- Monitor and report on our progress annually to influence and encourage the achievement of stated goals.
- Strengthen best practice activities including: mentorships, education, seminars, and workshops.
- Ensure gender balance and inclusivity in all communications.
- Establish a forum for diversity, with a key focus on gender (women) initially, but broad enough to evolve and encompass further initiatives as the world and FIS changes.
- Develop a thorough policy framework for future implementation.

SPECIFIC INITIATIVES

A Focus on Women in FIS

- The FIS Women's Steering Committee will continue reviewing and refining the agenda, the structure and key projects.
- Webinars on training female athletes will continue to be held throughout 2025.
- The Women's Committees have been merged into a single group as a first step toward improving knowledge sharing and increasing impact. The committee's development, framework, and specific agenda, including related projects across FIS, will be further advanced in 2025.

WOMEN'S SPORT WILL BE RING-FENCED

- FIS is developing a policy that will protect the integrity of the Women's Disciplines based on biological facts and sex at birth.
- We must safeguard the competitive future of female athletes by using objective, science-informed frameworks to ensure fairness and safety within our rules-based sport.
- This will align with the position of many international federations.

INCLUSION, ACCESSIBILITY AND WELLBEING

FIS will develop a framework and promote a culture of inclusion, accessibility and wellbeing with education, collaboration and other projects, as listed below:

- Inclusion of all athletes
- FIS Games 2032
- Annual FIS World Snow Day

- Engage with younger generations: promote the sport, sustainability, environmental protection.
- Implement positive changes to food systems, nutrition for FIS community, athletes and fans.
- Raise visibility of our Para Sport Disciplines.
- Improve accessibility, provide maps and detailed information.
- Assess hybrid competitions with Para and able-bodied athletes.
- Athlete wellbeing focus: FIS, with IOC input, is in the process of developing a Mental Health Action plan.
- Continue to monitor the importance of considering human rights in a sporting context. Supporting this, FIS seminars were held in May 2024 and 2025.

HARNESSING AND ENCOURAGING OUR GLOBAL VOLUNTEER WORKFORCE

FIS recognises that its backbone is a large and passionate volunteer group, making our global network of events possible and helping us to thrive at the grassroots.

As we modernize and professionalise our sport, we will be mindful of this important community. When developing new initiatives, we will consider how we communicate with and motivate volunteers.

DEDICATED VIRTUAL SUSTAINABILITY RESOURCE SPACE

A specific sustainability section has been set up within the Membership Hub which provides all NSAs access to:

- A place to build, share knowledge and be educated on sustainability and conservation.
- Webinars on environmental and social issues.
- A dedicated sustainability communications plan to help disseminate information effectively: e.g. World Earth Day activation.
- Information on UN and IOC programs like "be a mountain hero in 10 steps".

A similar virtual space for event organizers is planned to be developed within the recently established Knowledge Transfer Platform (TOK), specifically for World Championship organizers.

FIS SUSTAINABILITY FORUM

FIS has established a Sustainability Working Group that is structured around sustainability and knowledge sharing. This focus group will review and develop information that will be disseminated to all stakeholders via training courses, education initiatives and sharing programmes.

4.3 INTEGRITY

Ensuring the Integrity of Our Sport

FIS has a long history of protecting the integrity of our sport. Our Statutes and on-going improvements include clearly articulated standards and rules, so that all of our stakeholders can be confident that they are participating in a safe, fair, respectful and inclusive environment.

We will continue to uphold and develop our work in anti-doping, safeguarding against harassment and abuse and preventing competition manipulation, as well as ensuring best practice and the highest ethical standards. This will be achieved by fostering excellence in education, monitoring and evaluation, all overseen by the fully independent Ethics Committee and the CAS Anti-Doping Division for doping related cases.

FIS is committed to ensuring the resources are in place to proactively promote safe sporting environments, free from harassment and abuse, including a focus on online spaces. We will aim to handle cases in a professional and efficient manner.

Importantly, FIS will always seek to reinforce a culture in which integrity is valued.

ETHICS

The Independent Ethics Committee was established early in 2023 and is operating to oversee ethics by:

- Monitoring the FIS Code of Ethics on an ongoing basis to ensure it is kept up to date.
- Organizing cultural events to address social, ethical and environmental issues.

HUMAN RIGHTS

FIS recognises the importance of protecting human rights, using our sport as a vehicle to showcase best practice:

- The FIS Rainforest Initiative boosts the human rights of local communities in the Amazon.
- For procurement decisions, consideration is given to human rights in the supply chain.
- The FIS Sustainable Sourcing Guide advises partners on ethical procurement.
- Efforts to grow snow sports participation include those who have been historically less likely to participate.

SAFEGUARDING

Build Knowledge and Understanding of Best Practice Across All Sports, Events and Digital Spaces

- In 2025, FIS will complete the review and update of its safeguarding policy, code of conduct and rules to ensure they are effective and relevant in today's context.
 - Policies and Rules have undergone a detailed review to ensure the highest standards, and that adaptations are athlete-centred, informed by trauma awareness, based on evidence, and effective in practice.
- Protections against harassment and abuse:

FIS conducted a 3-month study to monitor ski and snowboard related spaces online to get a greater understanding of the key issues and how to mitigate online abuse.
- Social Media Monitoring and AI Protection against online abuse:

FIS has partnered with Signify Group's AI-powered Threat Matrix and Quest security experts to safeguard over 1,000 athletes and officials after a successful pilot. Social media will be monitored across six ski and snowboard Disciplines until the 2026/27 season, including the Milano-Cortina 2026 Olympics.
- FIS will join safeguarding projects with the IOC, UNICEF and other international federations.
- In 2023 FIS entered into a partnership with UNICEF to develop safeguarding against harassment and abuse, with online training for all in our sport. Training course 1 has been published in three languages: [Safeguarding Course goes live Online \(fis-ski.com\)](https://www.fis-ski.com/safeguarding-course)

TOOLKITS, EDUCATION, POLICIES, RULES AND REPORTING

- Safeguarding training was integrated into team briefings at the 2025 FIS Junior World Championships and these efforts will be further integrated across all FIS Disciplines.
- For the 2024/25 season, toolkits were developed for Local Organizing Committees (LOCs), with support from an external expert who guided their implementation during the pilot phase.
- The pilot programme will be assessed, and the toolkit updated prior to the 2025/26 season, based on the learnings from 2024/25.
- A hotline for reporting is in place and additional safeguarding expertise has been made available.
- Safeguarding and integrity seminars:
 - FIS staged a Human Rights and Sport Seminar entitled 'Bridging the Gaps', covering sports integrity issues, safeguarding and more at the 2024 Spring Meetings.
 - Safeguarding training will be offered to development training camps, with a special focus on camps involving minors.



4.4 FIS STATUTES: OBLIGATION TO DELIVER A FIVE-YEAR STRATEGIC PLAN

The Strategic Planning Committee is Responsible for the Rolling Five-year Strategic Plan

The new Statutes require leadership to deliver a rolling five-year Strategic Plan. By being open and transparent about our plans, our members can more easily hold us accountable, while planning their futures with greater certainty and alignment.

According to the FIS Statutes, the Strategic Planning Committee is set up as follows:

- It shall be responsible for developing and presenting the rolling five (5) year Strategic Plan, which will be updated annually.
- The Strategic Plan shall incorporate all aspects of FIS's goals and objectives as an organization and be in line with the Vision and Mission statements.
- It shall seek approval from the Council for the Strategic Plan.
- It shall report annually to Congress on its contents and publish a summary version.
- The President and the Secretary-General shall be ex officio members of the Strategic Planning Committee.

4.5 BUILDING FIS CAPABILITIES

Harness and Develop our Strengths to Drive and Deliver a New Future

Since the change of leadership in 2021, FIS continues to strengthen and expand its capabilities and resources to drive the strategy, goals and objectives of our transformation forward. Big strides have been taken to not only build our organizational structure to deliver our vision, mission, and strategic initiatives, but also to build our in-house skills and expertise.

The most important asset of FIS capabilities is its people. In the last year the team has been strengthened across the federation with the following appointments:

- Chief Financial and Administrative Officer
- Education Manager
- New Communications Director
- New HR and Payroll Manager
- Administrative Support for the Sports and Event Director
- Increased support for the Digital and Innovation Director
- Expanded the Sustainability Team
- Increased IT resources to support the digitalisation process

The execution of the digital strategy is central to our development and growth. Thriving in a competitive environment has called for specific expertise and knowledge. Additionally, areas like Sustainability and Education necessitate new skill sets.

Our leadership continues to evaluate which capabilities are required, assessing the cost-benefit of bringing expertise in-house versus engaging external services. As FIS evolves, our organization's success will depend on those tasked with executing our vision.

4.6 SUSTAINABILITY AND CARBON REDUCTIONS

FIS Sustainability Roadmap: IMPACT Programme

FIS recognizes the urgent importance of addressing climate change and protecting the winter environment on which our sport depends. We acknowledge our responsibility to contribute to the global effort to reduce our carbon emissions and be more sustainable. This can happen if we commit to a focused and achievable program that connects with younger audiences and strengthens all FIS relationships throughout our entire ecosystem.

Under the Sustainability Director, FIS launched its Impact Programme in January 2024 as a roadmap to achieving this commitment, with a clear strategy, set of actions, projects and timeframes.

With the first year completed, the IMPACT Report has been compiled for your perusal. This document outlines the objectives achieved in 2024 and the associated projects undertaken.

[\(Link to IMPACT Programme\)](#)

CLIMATE CHANGE

Goal: To become 50% climate neutral by 2030 and net zero by 2040

To reduce the carbon footprint of FIS activities:

- We are using data from Season 2023/2024 as a baseline to track CO₂ emission reductions. Link to this report is here: [\(Link\)](#).
- Over the 2024/25 season, data covering FIS headquarters and events was collected to identify the most effective areas for carbon reduction.
- Reducing carbon emissions involves calculating, tracking and reducing emissions for FIS activities and events including:
 - Office, travel, renewable energy use, events calendar optimization, LOCs CO₂ reduction activities and reducing CO₂ emissions from FIS' direct activities (travel, offices, procurement, energy etc).
- FIS is improving the FIS carbon footprint reduction plan: [\(Link\)](#)
- FIS is implementing offsetting for unavoidable emissions within our organization.

Actions and Projects to lower FIS's carbon footprint:

- FIS will participate in working groups organized by the:
 - UN Sports for Climate Action Framework (UNFCCC).
 - IOC Sustainability programs.
 - UN Framework Convention on Climate Change.
 - COP.
- Webinars: FIS is leading and hosting education and training on climate change and environment protection.
- FIS is creating nature-based projects that help reduce CO₂ emissions.
- An online CO₂ calculator is being built for fans, to help them be more sustainable in their daily life.
- FIS is providing sustainability guides and tools for LOCs, NSAs and ski resorts, which include:
 - [Sustainability Guide for Ski Resorts](#)
 - [Sustainability Communications Guidelines](#)
 - [Snowball Guide: Sustainability Best Practices for Events](#)
 - [Technical Snow 101: Truths and Myths](#)
- FIS has established a dedicated sustainability section in the FIS App for fan mobility.
- FIS is developing a Sustainability Rewards program to recognize organizers' progress in nature and biodiversity protection, restoration and sustainability best practices for the Nordic Combined stages.
- FIS is leveraging communication and engagement opportunities to raise awareness about climate change: e.g. climate stripes or UN SDGs Wheel on bibs.
- FIS is developing new international partnerships to address key environmental challenges, including nature and biodiversity protection and restoration, climate change, and enhancing sustainability within winter sports with:
 - WMO – World Meteorological Organization.
 - ESA – European Space Agency.
 - FIS will join forces with the Human-Wildlife Initiative at the Prince Albert II of Monaco Foundation to help protect the natural environment of snow sports and its wildlife. In September 2025 we will launch a biodiversity impact study.
- The FIS Plus Programme is operational and will support NSA projects.

Form a Climate Action Winter Sports Coalition that includes:

- All stakeholders: athletes, media, sponsors, partners, fans.
- An introduction to conservation projects.

Longer term actions to lower FIS's carbon footprint:

- Support CO₂ reduction activities inside events – projects with a focus on purchasing, energy and food.
- Establish a platform to help NSAs, LOCs, athletes and spectators offset unavoidable emissions.
- Promote the latest scientific studies on climate change and its effects on different altitudes and the impact on skiing.
- Evaluate funding on mountain research, snow and glacier environments.

NATURAL ENVIRONMENTS

Focus on Biodiversity and Contribute to Nature-based Protection

Action and Projects to support natural environments:

- FIS is actively participating in the working group organised by Sport for Nature.
- Training and checklists for LOCs and FIS staff including homologators, Competition Directors, Technical delegates, venue employees.
- FIS has launched the rainforest initiatives to protect against deforestation.
- Develop protection and conservation of water projects.
- Form conservation and restoration guidelines, from wider FIS to local communities associated with our sport.
- The FIS Seminar 2025 has focused on Nature and Biodiversity protection and restoration with Sport4Nature.
- New project in collaboration with harmonious interactions between human activities and wildlife through conservation and co-existence practices.

Longer Term projects to support natural environments:

- FIS is developing local projects that protect or restore native forests, support biodiversity, and promote pollination, such as the FIS4Trees beehives project.

- FIS aims to reduce the environmental impact of snowmaking systems by supporting the ‘Snow for the Future’ project.
- FIS will create a Pilot Project to support water and biodiversity footprint calculations, with the goal of reducing water use and evaluating and promoting biodiversity at major FIS events.

CIRCULAR ECONOMY

Reduce Environmental Impacts Across Events, Facilities and Equipment

The objective is to reduce waste, extend product lifecycles, and, wherever possible, use secondary raw materials and innovative solutions to lower our carbon footprint and enhance sustainability.

Some organizations within the industry are already taking steps to recycle, reuse and reduce waste through innovation for a more sustainable future.

To support a circular economy, FIS focuses on:

- Waste management.
- Temporary infrastructure at events.
- Clothing – uniforms.
- Equipment – SRS.
- Materials usage – merchandizing.

Actions and Projects to support a circular economy:

- FIS is developing a Sustainable Sourcing Guide.
- FIS is providing an Event Guide to reduce the environmental impact of events.
- FIS has established criteria for temporary infrastructure for major events.
 - A project has been put in place for the Milano Cortina 2026 Winter Olympic Games.
- ISO 20121 will be a mandatory requirement for FIS World Championships, starting in 2028.

Longer Term projects to support a circular economy:

- Establish a Pilot Project to calculate circularity of some major events to reduce waste generation and increase circularity of future events
- Minimize waste at events – for instance, food, energy, etc.

- Set out measures to advance the use of ski and snowboard clothing and equipment with a lower environmental impact profile.
- Study the environmental impacts of broadcasting and going digital.
- Support circular projects for ski and snowboard clothing and equipment.

FIS RAINFOREST INITIATIVE

In October 2021, FIS announced its Rainforest Initiative. Conserving rainforest is one of the most valuable climate actions we can take, capable of contributing up to 23% of the emissions reductions needed to cool our planet. The FIS Rainforest Initiative offsets the federation’s carbon footprint many times over through conservation projects, currently in the Peruvian Ashaninka communities in the Amazonas.

Annual Impact Report

An annual Impact Report will be distributed detailing our progress on sustainability measures.

“It was an utmost priority for me when I was elected FIS President to make an immediate and meaningful impact on the sustainability of our sport.

This is not only a duty we have as good world citizens, but today it has become a prerequisite of being an attractive sport, particularly for younger generations.”

FIS President Johan Eliasch

CONCLUSION

FIS is committed to being more sustainable, reducing carbon emissions and promoting best practice. Significant advancements have been made, with many of our stated initiatives already underway or successfully implemented. Together with our partners and stakeholders we are committed to fostering and shaping a much more sustainable future for snow sports, informed by the latest science.

We will continue to develop and implement policies and initiatives that advance sustainability and reduce carbon emissions, based on the most recent information and solutions.

5



BUILDING
VALUE

A Stronger Future in the Entertainment Arena

The future of our organization will be secured by balancing commercial and social goals by:

- building the value of our sport; and
- growing its global relevance, exposure, development and impact.

Building Value is a key focus area of FIS's Strategic Plan. The effective development and enhancement of FIS's commercial products and properties is vital to ensuring a stronger, more valuable future for FIS and for snow sports.

Growth can be achieved by:

1. More people *engaging* via multiple channels: watching digital output; following our sport and athletes on social media, attending events;
2. More people participating in our sport: developing NSAs, competitors and recreationalists.

Improving the size and engagement of fans is key for building value. We will strive to embrace change to succeed in today's fast-paced attention economy by prioritizing the fan experience and making our sport more appealing, especially to younger audiences.

5.1 BUILDING GROWTH MARKETS

Unlocking Commercial Value in New Markets

We must strategically develop commercial value in current and new markets. This may entail hosting major international competitions in new locations, or connecting Disciplines with relevant audiences, while maximizing media opportunities surrounding these events.

It will also mean finding opportunities to support less-developed regions by implementing strategic initiatives in collaboration with the country/region, NSA, and LOCs. The aim is to host more events in more places with greater impact. Beyond this, we will create frameworks and roadmaps for long-term sport development. Recent examples show countries securing investment and building infrastructure for major events. We must sustain this momentum by developing the skills, resources, and abilities of individuals and organizations involved in event hosting, supporting grass-roots sport development, education, and athlete success.

We will identify the critical factors that lead to success, such as markets to target, local investment support, the best Disciplines, smart product development and post-event leverage strategies.

Using this information, FIS will decide how much support is needed, as outlined in the Healthy Events System section.

Targeting Geographic Regions and Countries

Asia:

With over half of the world's population residing in this region, unlocking its potential would be pivotal. While some countries already excel across our Disciplines, tailored strategies are needed for each country such as Japan, South Korea, or China. Leveraging existing local expertise and implementing development initiatives are vital for tapping into the region's undeniable opportunities.

North America:

With a combined population of approximately 400 million, the USA and Canada boast around 22 million recreational snow sports enthusiasts and a wealth of top-performing athletes. This vast market presents a significant opportunity for FIS. Crafting a strategic approach to events, media, and sponsorship while harnessing our athletes' star power is crucial to engaging existing viewers while attracting new audiences. Leveraging athletes' profiles and appeal will be essential in building awareness and event success.

Southern Hemisphere – South America:

This region, with its sizable population and close proximity to North America and Europe (in terms of time zone and travel distance), offers significant potential. Both Argentina and Chile have strong snow sports cultures with infrastructure, and now Brazil has a star Alpine athlete to leverage. Potentially, they could play a pivotal role in shaping a future strategy for a global circuit.

Southern Hemisphere – Australia and New Zealand:

Despite the distance from Europe, both locations are near Western North America and the vast Asian market, offering substantial promise. If we take a regional lens, developing the Southern Hemisphere segment of a global circuit makes sense – and also has the potential to unlock growth opportunities in nearby regions.

5.2 DETERMINING OUR DESTINY

Collectively Shaping Our Media Rights Strategy

CENTRALIZED INTERNATIONAL MEDIA RIGHTS

In April 2024, the FIS Council voted in favor of the centralization of international media and broadcast rights, paving the way for FIS to sign an exclusive agency agreement with Infront and implement a new model for sales and distribution.

On December 20, 2024, FIS and all major World Cup National Ski Associations (NSAs), excluding Austria, finalized the centralization of international media and broadcast rights for FIS World Cup events, allowing FIS to commercialize the rights as a strong global package and with immediate financial benefits for all NSAs. [\(Link\)](#)

“This landmark step allows us to develop our product collectively, maximise the commercial value of our media assets, enhance content accessibility, expand storytelling opportunities, attract new audiences, and ultimately increase prize money for athletes. This is a defining moment.”

Johan Eliasch - FIS President, 20 December 2024

We are now able to determine our own destiny with a shared vision for global growth. Centralizing media rights is the key mechanism to unlocking a more streamlined, prosperous, and successful future for all FIS snow sports. By managing media rights centrally, FIS can negotiate larger and more lucrative deals, increasing revenue and attracting greater investment. This approach simplifies processes, reduces costs, and ensures consistent, high-quality coverage worldwide, which helps grow our audience and fan engagement. The increased revenue and exposure allows us to reinvest in athlete development, grassroots programs, events, and sustainability initiatives, driving long-term growth and creating a stronger ecosystem for everyone involved.

Maximize our potential to generate greater value and revenue

This marks a new era and will propel snow sports to the next level. It opens doors to richer storytelling, broader audiences, and a stronger platform for our athletes and our sport.

Starting in the 2026/27 season, Infront will exclusively manage the marketing of FIS media rights, aiming to boost revenues, enhance fan engagement, and increase athletes' prize money. This will result in:

- direct contractual relationships between FIS and broadcasters
- guaranteed increased revenues for NSAs

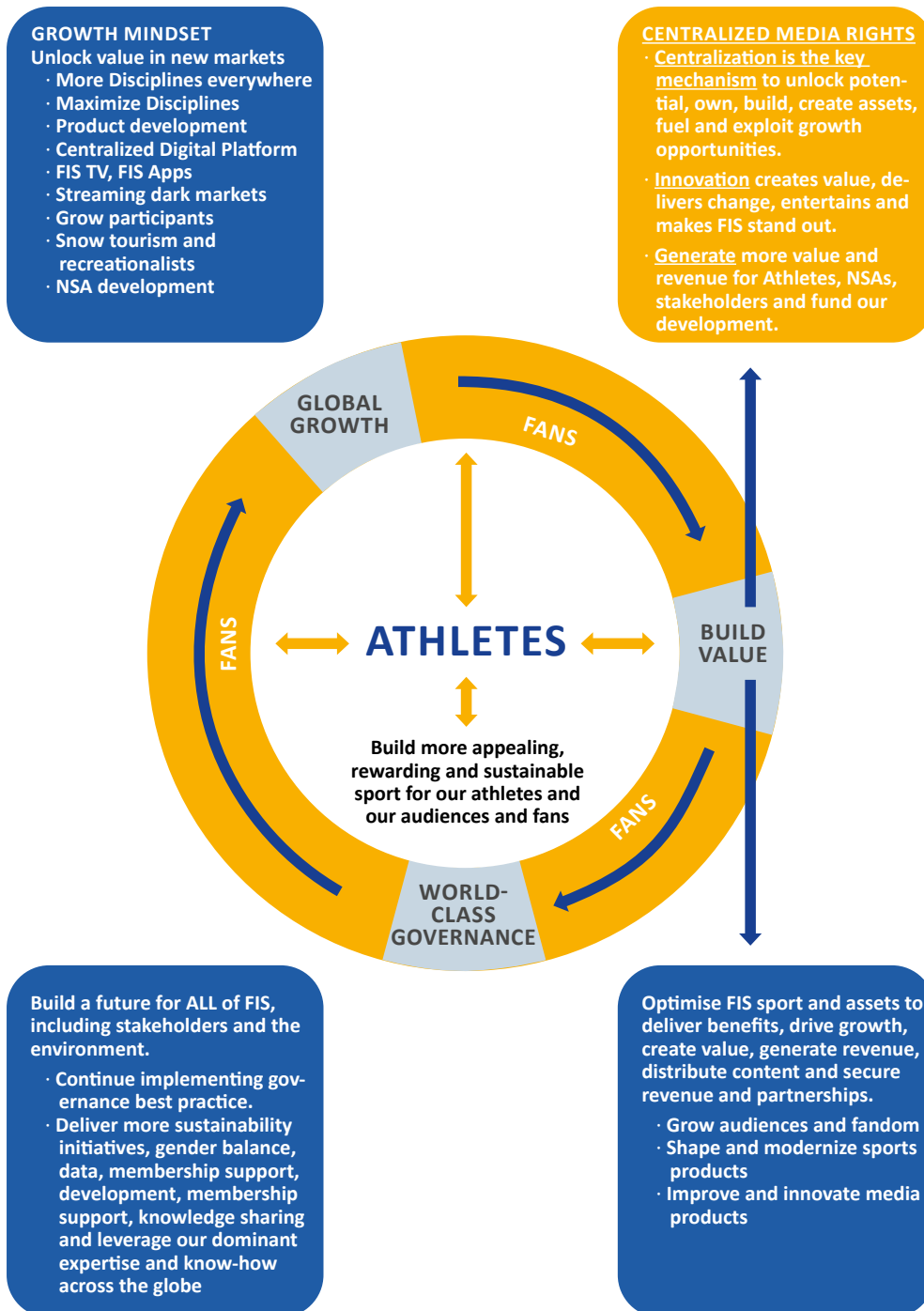
Development of a long-term calendar framework has been approved by the Council. A new governance model has also been established, including the FIS Media Rights Panel and Executive Board. Representatives from the World Cup NSAs and FIS will work together to balance diverse interests.

Further product development work has commenced to ensure the sport's future sustainability, with long-term planning, development of existing and new assets and stronger commercialization of all Disciplines.

Elevating snow sports globally and going for growth

- Compete more effectively with other sports by strengthening fan engagement with richer content, and by providing easy access to content so that athletes can grow their own fanbases more effectively.
- Substantially grow media rights revenues, attractiveness, impact and exposure.
- Make the sport more rewarding for our athletes and attract the best.
- Investment approach that drives growth with better formats, maximizes reach and amplifies global appeal.
- Provide best-in-class commercial platform for our sponsors.
- Elevate all our Disciplines for global impact.
- Explore additional and fresh markets and new partnerships.
- Provide improved services and support global growth.
- Create content that forges a deeper connection between athletes and fans.
- Embrace new technologies that enhance the viewer experience and captivate new audiences.

With this transformative move, together, we will not only modernize our sport and build a culture of excellence - we will secure its future.



MEDIA RIGHTS, COMMERCIALIZATION AND PARTNERSHIPS

With full oversight and management of international media rights, partnerships, marketing and sales, the FIS Media and Marketing (M&M) team are able to start executing the plan and make strong progress.

FIS M&M and our sales agent, Infront, are now working together with more flexibility, creativity, and control. This marks a major shift in how we handle international media rights sales. FIS can now take a more active role in managing and guiding these efforts.

Media Rights

- Implementing and executing centralized FIS World Cup international media rights sales together with our agency, Infront, for seasons 2026/27 and beyond.
- Exploring new and creative ways to balance revenue generation with broad media exposure.
- Selling media rights to the FIS World Championships 2026 - 2029 globally.
- Restructuring our media rights distribution system including improved segmentation by Discipline and creating best-possible market-by-market competition to maximize revenues.
- Implementing a developed centralized media rights proposition together with NSAs and marketing partner and go-to-market.
- The rebranding of FIS into a desirable B2B2C Platform will be evaluated.

Partnerships

The team is moving from a sponsorship to a partnership model with the following key elements: building stronger, deeper relationships; implementing a key account management system; exploring more global partnerships across all Disciplines and creating a tiered sponsorship structure to be supported by smooth and professional execution.

The overall partnership development and program is focussed on increasing the return on investment (ROI) for partners by integrating the following elements: a business and purpose-driven approach; customized partnership agreements; use of the Impact program where appropriate; and tailored access to FIS's new centralized digital platform, content and channels.

- Develop a pilot programme to identify and explore commercial recreational opportunities to leverage growth in emerging winter markets (e.g. Asia region).
- Strengthen collaboration and synergies further with NSAs and LOCs.
- Manage renewals, extensions, and/or new deals for all the FIS World Cup Title, Data/Timing and Presenting partnerships which are due for re-negotiation from 2026/27 seasons and beyond.
- Further develop and enhance the FIS Partner Inventory by redesigning, repackaging and bringing the new inventory to market and providing holistic sponsorship options for universal partnerships across multiple Disciplines.
- FIS will create and develop different partnership levels to better match the value of its various events, media assets, and sport Disciplines.
 - **FIS World Championships – Premium Partner Concept:** A new sponsorship level for the FIS World Championships starting in 2026. This tier gives partners more exclusivity and visibility, helping to increase both revenue and benefits for sponsors.
 - **Global Partnerships:** FIS is launching a new top-level sponsorship model for global brands. These partnerships will represent the highest sponsorship category and bring in more long-term value.
 - **New Partner Tier:** A new sponsorship tier that brings together assets from both the FIS World Cup and FIS World Championships. It will be exclusive by industry and offer global exposure, ensuring that these partners are visible at all FIS events and across all activities.
 - **Inventory Expansion:** FIS will offer more innovative and valuable sponsorship opportunities, such as virtual advertising, access to legendary athletes and content, and bundled World Cup sponsorship packages.

FIS BRAND EVOLUTION

FIS is a legacy brand with a strong and rich 100-year history. In an ever-changing marketplace, the federation's brand, identity and story will need to be updated to stay relevant.

As consumer preferences and technologies shift, so too must the brand to compete for audiences. Regular refreshes ensure that a legacy brand like FIS continues to thrive.

We will commence a brand and Discipline review over the next 12 - 18 months to revitalize our identity, refresh our story and reinforce our core values in a modern context. This will also provide the opportunity to review and improve the synergies

between the 15 different FIS Disciplines, study how they interact with the FIS master brand and, importantly, assess how they relate to our target audiences. We are rapidly modernizing and while we have ramped up the volume on communications and content, we need to make sure we are consistent and clear with our audiences as these are very different from what they were 10 years ago.

FIS needs to present itself to the world in a strongly coherent way, with a unified master brand with the individual Disciplines and sporting products aligned, embodying and reflecting what we do, what we stand for and who we are.



5.3 GROWING AUDIENCES AND PARTICIPATION

Making Our Sport More Appealing for a Fan-Oriented Future

CHANGING CONSUMPTION OF SPORTS CONTENT

Sport is one of an increasing number of entertainment alternatives available to people. We are competing hard for audiences' time and attention.

We shall adapt to how our audiences consume our content and better determine who and how to target them. All generations matter. The media consumption habits of Gen Z and Gen Alpha differ from older, traditional audiences. Now that approximately 33% of the world's population is under 20 years old, prioritizing strategies tailored to younger demographics is essential for future commercial success, necessitating continuous adaptation. As we adapt, we will be mindful that we are competing for viewers' attention against a myriad of other sports and entertainment options.

OUR CORE AUDIENCE

FIS values its existing audiences, including older generations who have preferred traditional, passive forms of media consumption such as live sports on linear TV. We will continue to cater to this group's needs while recognizing their engagement across various platforms, including streaming and FIS TV, social media, and the FIS app. Digital consumption now outstrips TV viewership, with tech-savvy audiences increasingly expecting real-time updates and more highlights. This blending of traditional and modern media consumption highlights the fast-evolving nature of viewer behavior, emphasizing the importance of supplementing free-to-air TV with digital innovation and distribution.

5.4 SHAPING AND MODERNIZING THE SPORTS PRODUCT

Centralization Paves the Way to Develop Our Product for Appeal and Value Creation

PRODUCT AND SPORT DEVELOPMENT

As FIS moves toward centralization, we have the opportunity to re-evaluate and re-imagine our sport's product within this transformation. While previous reviews gave us useful insights and some improvements, the fast-changing environment now requires a more complete and flexible approach. To stay competitive and relevant, every part of what we offer needs to contribute to modernizing and enhancing our product and fan experience to meet the expectations of the market and consumers. Strategic alignment across all key areas is essential to ensure our offering, be it online, in person or on site, is fit for purpose and fully positioned to capitalize on the ongoing digital revolution.

THE APPROACH

This year, FIS will take a closer look at developing our products via a comprehensive, step-by-step process. This is central to what we do and key to taking our sport to the next level.

We will be evaluating our product through a "fans first" lens and positioning our sport within the wider world of entertainment and experiences. These interconnected areas must work together and align with our digital goals, media and broadcast plans, growth ambitions, sustainability values, and what our stakeholders expect. To do this successfully, we will study fan interests, market trends, and competitive offerings to identify opportunities that are realistic, valuable, and in line with both our short-and long-term strategic goals, while weighing up the investment needed.

We will need to consider and understand:

- Fan behaviour and interests, market trends, competition.
- What we have and what we need be to meet these needs.
- What will resonate most effectively.
- What are the most obvious and best value creation opportunities.
- What is realistic, deliverable and aligns most effectively with our strategic objectives.
- What are short-term versus long-term priorities.
- What investment would be required.

PRODUCT AND MARKET DEVELOPMENT ELEMENTS

Throughout the FIS Strategic Plan, we address many important, connected areas that shape how we develop our sport's products. FIS understands these parts work together and must adapt to the changing world around us. These areas include:

- **Fan-Centric Thinking:** Fan experience optimisation globally – locally.
- **Audience and Stakeholder Evaluation:** current and future, segments.
- **Media Product:** a shift to active and data-driven fan centred, year round, engagement model.
- **Commercial Rights and Monetization:** Reach, value and balance.
- **Competition Formats and Rankings:** Entertainment focus, formats (night events, urban), World and Continental Cups, maximise Disciplines potential.
- **Product Innovation:** Reimagine existing Disciplines, with an eye on totally new versions.
- **Calendar and Event Architecture:** Long term calendar and creation of tour "Majors".
- **Market Development Strategy:** Strategic and smart expansion, dual track development.
- **Major Events:** World Championships and FIS Games (see next section).
- **Digital, Content and Community:** Digital first approach, storytelling, co-creation, personalisation.
- **Data-Driven Development:** credible resource and new revenue streams.

CHALLENGES

These include speed of technological advancement, shifting media habits, increased competition, the need to stay relevant, and the growing importance of sustainability. Modernizing our products and offerings must strike a balance between honouring our history and authenticity while meeting the demands of a digital-first world.

By learning from other sports and organizations that are further along in their modernization journeys—and have already tested various approaches—we can refine our own development: adopting what has proven effective and avoiding what hasn't been. Ultimately, staying agile and proactive will be crucial to our progress.

MARKET RESEARCH

Our immediate priority of conducting surveys and interviews with key stakeholder groups, such as fans, sponsors and broadcasters is underway.

This data gathering and intelligence will equip us with credible, up-to-date insights that will guide our next steps.

NEXT STEPS

Once the data and findings are complete, this information will be analyzed and a realistic review will be undertaken. Based on these insights we will be able to shape an appropriate framework to guide the setting of priorities and opportunities before progressing further.

HEALTHY EVENTS SYSTEM

As the growth and expansion agenda is implemented, FIS will need a more tailored approach to event resourcing and delivery in new locations. To uphold quality standards, we are building capacity to deliver support and expertise when needed, ensuring a high caliber presentation of our sport, to meet the viewing expectations of modern audiences and foster long-term growth.

SPECIFIC EVENT PROJECTS:

- The review and update of the accreditation management system and processes for the FIS World Championships and World Cups.
- The improvement of the FIS Transfer of Knowledge Platform to allow previous major events organizers to more effectively pass on what they have learned to their successors.
- Follow-up with the newly implemented Junior World Championships bidding process and ensure early and proactive engagement with interested organizers, who have already submitted applications.
- Preparation for the 57th FIS Congress to be held on site in Belgrade (SRB) in 2026, including Presidential and Council elections.
- A full debrief of the 2025 FIS World Championships.
- The commencement of Coordination Group Meetings for the 2027 FIS World Championships organizers.

- Coordination Group kick-off meetings for the newly-elected 2029 FIS World Championships organizers.
- Final inspections and preparations for Milano Cortina 2026 Olympic and Paralympic Winter Games.
- Introduce and explain the bidding process for the FIS World Championships to prospective candidates.
- Exploration of specific event apps to facilitate and strengthen the preparation and organization of FIS events, for instance the FIS Spring Meeting App.
- Further investigation of detailed plans for the inaugural FIS Games Organisers to create a new unique FIS Ski and Snowboard event.

FIS GAMES

An Immense Opportunity to Showcase FIS Sports, Unite Our Athletes, and Achieve Commercial Success

The FIS Games is an exciting and ambitious new event concept in development and planning. The inaugural FIS Games is scheduled for the winter of 2032.

Highlights

Quadrennial Cycle:

Taking place in a 4-year cycle between each Olympic/Paralympic Games, the FIS Games can be hosted in a single region or across multiple locations, even in different countries, making use of existing infrastructure.

Event Staging:

Over 16 days, the Games will represent the full range of our snow sports, both Olympic and non-Olympic events, and including Para Snow Sports, highlighting the full range of Disciplines and athletic talent.

A landmark event and ultimate showcase:

We aim to deliver not only a sporting spectacle but a special experience for spectators and athletes on site, with an exciting and rich event programme that includes a grand opening ceremony.

Commercial Opportunities:

FIS will own the media rights and sponsorship possibilities. We can create an innovative and state-of-the-art broadcast viewing experience and deliver a strong commercial success.

Sustainability and Inclusion:

The FIS Games will lead the way on sustainability, using existing facilities wherever possible.

HALL OF FAME

FIS will begin the work to establish a Hall of Fame where our heroes and champions will be celebrated, great sporting achievements live on, and the long history of snow sports is recorded. The Hall of Fame offers an opportunity to create new events and content. It is envisaged that it will exist virtually, with a clear design and strategy to build the best possible structure for this new feature.

Longer-term, there is the possibility of creating a FIS museum to help record and showcase our long history, which would be an entirely new project and initiative.

ALUMNI

Work on establishing a FIS Alumni network will commence in the next year. Broadening the FIS ecosystem beyond active competitors to include retired and former athletes, officials, staff and volunteers will enable the FIS family to stay connected across the globe and build a strong, supportive community. Embracing and keeping these people in the FIS fold, with diverse skills, resources, businesses, and spheres of influence could greatly aid FIS in fulfilling its growth agenda.

PROJECT GROUP

A Project Group will be established to develop and deliver these new initiatives.

5.5 IMPROVING AND INNOVATING MEDIA PRODUCTS AND FAN ENGAGEMENT

Digital Value Creation and Fan Centredness Driving Transformation

As FIS continues to evolve into a global, fan-centric, and data-driven organization, fan engagement, media products and business innovation must sit at the core of our transformation. We will put fans and their needs in the “center of the room.”

Following the FIS centralized digital platform strategy, we are shifting from a passive broadcast model to an active, data-driven engagement model. This will be based on storytelling, participation, and personalization. We will engage with communities, reply to comments, and use analytics to drive better and deeper content and services.

By modernizing the FIS digital media ecosystem, we aim to build an agile, modular content engine and powerhouse that reaches fans wherever they are, across all platforms and formats. We will use the power of content as a “currency” and technology-driven experiences to create a valuable asset for our media and commercial partners.

FIS will continue to move beyond event coverage to year-round digital engagement, developing scalable, monetizable and community-driven media products that elevate snow sports for global audiences.

FIS Digital Achievements Season 2024/25

Digital Content Highlights	<ul style="list-style-type: none"> - Highlights, winning runs, and dark market livestreams from all World Cup events - Global coverage of the Junior World Championships and selected second-tier FIS competitions - New content formats: The Overlooked, Saalbach Unplugged, Behind the Medal Plaza, The Alpine Race Weekend Recap Show
FIS TV Highlights	<ul style="list-style-type: none"> - 1.1 million unique viewers (+656% YoY) - 1.5 million video views (+400%) - 70,000 hours of watch time - 515 live events (+105%) generating 505,000 views - 133 video uploads (+141%) reaching 1 million views
FIS Social Media Performance	<ul style="list-style-type: none"> - 1.4 billion total reach (+179%) - 62 million interactions (+219%) across FIS social media channels (excluding China) - Average engagement rate: 4.6% (up from 4.2%) - Instagram: 750 million reach - TikTok: 405 million reach (TikTok as FIS’ official entertainment partner) - Facebook: 215 million reach - YouTube: 30 million reach - Total followers (excluding China): 2.6 million (+39%) - China: 925,000 follower, 55 million views, 360,00 engagement on FIS channels on Weibo, Douyin and Red
FIS Content Exchange Platform (FIS CXP)	<ul style="list-style-type: none"> - Provided individualized competition footage from all World Cups, World Championships, and selected Junior World Championships - Incremental reach of 55 million - 2.6 million interactions - Engagement rate: 5.5% across Instagram, Facebook, and TikTok
FIS Mobile App	<ul style="list-style-type: none"> - Reached 289,000 active users (+105% from last year) - Natively integrated FIS TV section - Vertical In-App-Stories
Monetization Efforts	<ul style="list-style-type: none"> - Significant strides through sponsored and branded content series with partners like Visa, Viessmann, Hylo, and Le Gruyère

Over the Next Year and Beyond FIS will Focus on the Following Strategic Value Drivers

DIGITAL PLATFORM EVOLUTION

- Further build out a flexible, scalable, mobile-first digital system that enables seamless and data-driven cross-platform experiences that works smoothly across FIS TV, websites, apps, newsletters, and social media.
- Integrate AI tools and a unified content system to deliver smarter, more personalized experiences for fans, athletes, and partners.
- Deliver short-form, social, and immersive formats optimized for mobile, binge viewing, and shareability, with personalized viewing paths that guide each fan to content based on their interests on FIS TV and partner platforms.
- Provide FIS stakeholders (like NSAs, LOCs, athletes, and partners) quick, easy, and rights-compliant access to media through a modern digital content-sharing platform.

COMMUNITY-FIRST SOCIAL MEDIA

- Connect and strengthen all digital channels to create better engagement with fans.
- Enable fan profiles, social features, and reward systems to grow fan loyalty and build a community.
- Refine content strategies to maximize reach, retention, and interaction.

GLOBAL REACH AND CREATOR ECOSYSTEM

- Expand FIS's digital footprint, especially in key growth markets like the United States and China.
- Prioritize mobile native formats and explore immersive formats such as esports, gaming, and virtual environments.
- Use AI to make content production faster and more tailored to different regions.
- Launch the "FIS Creator Lab" to involve athletes, influencers, and fans through co-creation, focusing on behind-the-scenes stories.

FAN ENGAGEMENT AND DATA STRATEGY

- Explore interactive content, generative AI applications, gaming and esports, and virtual environments to stay ahead of evolving media consumption trends.
- Deepen the connection with fans by integrating fan data, Customer Relationship Management (CRM), gamification, and loyalty features across all platforms, including the upcoming Single Fan ID ("myFIS").
- Build a compliant first-party data system to support customized campaigns, sponsor activations, and fan loyalty programs.
- Embrace gamification while ensuring General Data Protection Regulation (GDPR) and digital privacy compliance.

MONETIZATION AND OTT (OVER-THE-TOP) EXPANSION

- Diversify digital revenue streams through Advertising Based Video on Demand (AVOD), Subscription Video on Demand (SVOD), Free Ad Supported Streaming Television (FAST), branded content, and integrated commerce.
- Scale FIS TV into a central OTT hub with original, bingeable formats beyond highlights and competition narratives.

CONTENT RIGHTS AND STAKEHOLDER ENABLEMENT

- Empower athletes to be content creators and global ambassadors by providing toolkits, co-creation programs (e.g. FIS Creator Lab), and clear content guidelines.
- Modernize content access and usage frameworks for National Ski Associations (NSAs), Local Organising Committees (LOCs), athletes, and media partners.
- Expand the FIS Content Exchange (CXP) with improved delivery systems and clarity around digital rights (especially access and behind the scenes filming rights).
- Elevate and build content rights as a commercial asset class.

BROADER APP PROPOSITION AND RECREATIONAL REACH

- Explore expanding the FIS app and platform to serve recreational skiers and snowboarders with personalized tools, safety features, educational content and sustainability activations.
- Develop contextual experiences and propositions that bridge professional and grassroots/recreational snow sports communities.

PLATFORM SERVICES AND ARTIFICIAL INTELLIGENCE INNOVATION (AI)

- FIS is developing an AI Roadmap. AI will be used as an efficiency enhancing tool but will not replace human creativity and innovation.
- AI will be tested in specific, well-defined areas to accelerate development, boost efficiency, and create organisational and business value.
- Focus on developing minimum viable products (MVPs) that are tied directly to performance indicators.
- Build digital services co-created with stakeholders – such as dashboards, reporting tools, and automation frameworks.

EVOLVING THE BROADCAST EXPERIENCE

FIS is entering a new era of production to deliver enhanced and more bespoke viewing experiences. We aim to progressively integrate innovations and technologies from our digital program. The attention economy is a competitive space driven by the rapid rise of digital advancements and growing adoption. We need to embrace technology and carve out space to remain relevant and attractive to viewers.

BOOST VIEWERSHIP AND ENTERTAINMENT APPEAL

With oversight of our media rights, FIS can now focus on driving greater reach:

- Ensure widespread distribution on multiple channels.
- Improve promotions to increase sponsor and partner interest and value.
- Enhance the entertainment value via improved formats, production and technologies.
- Cross-promote events between channels, social media, games, fan engagement and more.

Content remains a key driver of engagement, visibility and touchpoints with fans, athletes, stakeholders, recreationalists, and winter sport tourists.

BROADCASTING QUALITY AND STANDARD

We will continue to improve and standardize broadcast quality plus progress with optimizing and innovating content.

FOCUS ON TV BROADCAST PRODUCTION VALUES AND STANDARD IMPROVEMENTS

We are endeavouring to bring viewers even closer to the action by improving how our events are filmed and presented, offering new perspectives and a higher-quality viewing experience:

- **Drones:** We will expand the use of onboard cameras and drone footage, offering new angles and new perspectives. Large-scale drone use is being explored, with workshops planned to ensure quality and safety.
- **Workshops:** Annual TV workshops with FIS and Rights Holders.
- **New Immersive Broadcasts:** New live-stream and near-live production of immersive video content such as on-board camera, audio, team communications, warm up and start, ceremonies.
- **Broadcast Standards:** Documentation is being produced for each World Cup Discipline and broadcast standards are being created for all World Ski Championships. An audit of the World Junior Championships and Continental Cup broadcasts is being conducted with the goal of establishing identification tools and editing guidelines.
- **TV Graphics:** Development of general capacities, harmonization, new templates, consistency, modern motion graphics and animations (ident and break bumpers) is planned.

The modernization of FIS broadcasting products will continue with a focus on the following innovations:

- Rework and improve live data displays (e.g. intermediate live timing experience).
- Introduce augmented reality (AR) in replays (e.g. jumps, turns). This was successfully tested during the 2025 FIS Alpine World Ski Championships in Saalbach.
- Create more 9:16 vertical video formats to improve highlights and smartphone consumption experience.
- Prepare a new and refreshed TV graphic design for the 2026/27 season.
- **Athlete Imagery:** partial implementation of the system for managing broadcast imagery of athletes using still and animated photos, with a management tool supporting multiple formats. This feature will be enhanced and introduced to all Disciplines over time.

SPORTS PERFORMANCE DATA STRATEGY

Our objective is to strengthen the collection, processing and application of live and analytical sport performance data.

A live data audit has been conducted to better prioritize potential and gaps, with the development of a plan:

- Create a central Data Record Hub.
- Upgrade and expand data feeds to support live, near-live and post-analysis content production.
- Improve live data collection across Disciplines:
 - GPS data in Nordic Disciplines and Alpine Speed events.
 - Motion sensors in Ski Jumping and Freestyle.
 - Expansion of electronic live timing in Alpine, Giant Slalom and Slalom (started in the 2024/25 season).
- Develop advanced comparison tools, such as head-to-head GFX tools to be implemented in Ski Jumping and Alpine.
- Use modern data collection and processing infrastructure along with AI capabilities for enhanced performance insights: e.g. fast analysis of problem areas on a competition course, measuring the impact of athlete errors, athlete performance comparisons and insights, instant audio translation.

TV BROADCAST AND LIVESTREAMING INNOVATION

Some innovations have already been implemented in the last year. More innovations and updates to modernize the broadcast experience are coming soon, including:

Live sensors to be introduced in all Disciplines:

- In Alpine technical events and some speed events, sensor-based timing was successfully tested with the aim of integrating sensors as a standard part of the timing system.
- Live GPS sensor introduction to Alpine is targeted for the 2025-26 season.
- GPS timing was successfully implemented to 70% of Cross Country World Cups in 2024/25. The aim is for this to be a standard service for 100% coverage for both Cross-Country and Nordic Combined.

- For other Disciplines like Ski Jumping and Freestyle, we are exploring GPS use, but proper testing and data analysis are still needed to ensure effective design and rollout.

Enhanced broadcast features

- LED Start Wall implementation has begun and will continue to be expanded over time in conjunction with NSAs and LOCs.
- Live On-board Camera and Audio (Google Cam) prototype testing will be introduced for selected Disciplines and competitions during the 2025/26 season.
- Team Radio was successfully tested during the 2025 FIS Alpine World Championships in Saalbach and the 2025 Hahnenkamm race. Starting in the 2025/26 season, Team Radio content will be further implemented to enhance the fan experience in selected Disciplines.

Graphics and viewer engagement innovations

- Athlete presentations will continue, featuring tailored sequences with animated picture and data.
- A near-live comparison tool will be broadcast simultaneously on different channels.
- The Live Data program which uses AI-driven analytics and performance data, will be extended.
 - AR (Augmented Reality) is being considered but will be subject to overcoming technical and cost barriers in the future. Examples include jump comparisons in Alpine, Ski Jumping, and Ski/Snowboard Cross events, showing jump height and the impact of mistakes on time or performance.
- 3D visualization tools will be utilized when cost and technical challenges allow.
- Computer vision tests will be undertaken.

Optimized output formats

- An additional video feed with graphics designed for digital platforms (like mobile viewing, vertical video, and screen-optimized templates) will be created. A business model for this will be developed once the centralization of the media rights are embedded.
- Tests will be conducted on cloud based extra content delivery to improve cost-efficiency.

5.6 DEVELOPING OUR VISION FOR STREAMING, CONTENT, DATA AND AI-INNOVATION

Build Infrastructure that Unlocks and Creates Future Value

In today's rapidly evolving media landscape, FIS is taking bold steps to transform how snow sports are experienced, shared, and monetized. With a focus on authenticity, personalization, and cutting edge digital innovation, FIS is striving to build an integrated ecosystem that connects fans, athletes, NSAs, local organizers, and brands in an unprecedented way for the years to come.

Achieving this ambitious future requires not just a bold vision, but also a relentless focus on execution, continuous learning, and constant updates to the strategy to stay ahead in this dynamic digital space.

STREAMING AND OTT (OVER-THE-TOP) VISION

The current digital revolution is a seismic shift transforming how fans experience sports. Gen Z and Gen Alpha audiences increasingly favor mobile-first, on-demand, and interactive content.

For the Olympic Games in Paris 2024 over 850 million unique viewers watched Olympic content on YouTube, accumulating more than 40 billion minutes of watch time. Notably, over 18 billion minutes were consumed on connected TVs, indicating a trend towards big-screen streaming.

FIS TV is evolving into a one-stop digital hub for all things snow sports. It will offer:

- Comprehensive Content:
 - Including live event coverage, replays and on-demand coverage, athlete-led content and vlogs, docuseries, and interactive features.
- Personalized Fan Journeys:
 - With AI-powered recommendations and interactive viewing (multiple angles, real-time stats).
- Flexible Access Models:
 - Offering freemium, subscription, and event-based passes, plus integrated e-commerce and sponsor integrations.
- Ownership of the Fan Relationship:
 - Giving full control of data, monetization, and direct-to-fan community building.

FIS's differentiation will lie in uniting multiple snow sports into a single digital hub, directly tied to the athletes and competitions it governs. Unlike general streaming platforms, FIS will be able to offer authenticity and year-round content with deeper engagement. By empowering athletes and creators to produce content, FIS will ensure that its OTT service becomes a dynamic, community driven destination.

This holistic OTT vision will position FIS to thrive in today's evolving media landscape - deepening fan engagement, driving revenue growth, and building a future proofed ecosystem.

FIS STUDIO AND MODERN CONTENT PRODUCTION VISION

FIS Studio is a future shaping vision of a modern, creative powerhouse within FIS, that will be dedicated to producing original, immersive content for snow sports fans worldwide. It is where FIS's OTT vision will come to life, offering:

- Exclusive documentaries that capture the drama and dedication of elite competition.
- Mini-series and docuseries exploring snow sports culture, technology, and innovation.
- Athlete-led vlogs and behind-the-scenes features that break away from traditional sports broadcasting.
- Cross-genre storytelling that bridges snow sports with lifestyles, fashion, health, wellness, and youth culture.

FIS Studio isn't just about creating content in-house. It will also collaborate with athletes, influencers, content creators, broadcasters, media partners, and other creative voices to expand its reach and impact. Key areas of focus include:

- Empowering Athletes and Creators:
 - FIS Studio will provide tools, training, and support to enable athletes and creators to produce authentic, relatable content that resonates with fans.
- Building a Dynamic Community:
 - FIS Studio will bring fans directly into the conversation, creating a platform driven by the passion and voices of those who live and breathe snow sports.
- Platform-optimized Content:
 - FIS Studio will tailor content to different platforms and consumption habits - from short, snackable formats for TikTok and Instagram, to immersive long form videos for YouTube and FIS TV 2.0, and Smart TV-ready formats for living room viewing. Live features will also be integrated to boost excitement and sharing.
- Commercial Integration and Monetization:
 - FIS Studio will seamlessly blend branded content, product placement, and sponsor collaborations into its storytelling.
 - Using data-driven insights, FIS will align content themes with sponsor objectives to unlock new revenue streams and maximize commercial impact.
- Accelerating Influencer and Athlete Voices:
 - FIS Studio will empower athletes and influencers as both subjects and co-creators. Through the FIS Creator Lab, they will help shape community-driven content that enhances authenticity and reach.
 - FIS will monetize influencer collaborations by creating co-branded campaigns and exclusive digital content, offering revenue-sharing opportunities and leveraging first-party data to maximize sponsor ROI and fan engagement.

FAN DATA BUSINESS AND SERVICE VISION

FIS's fan data business and service vision will revolve around creating a powerful first party data infrastructure and an integrated Customer Data Platform (CDP). This would be a system that unifies data from all digital touchpoints, (OTT, social media, events, e-commerce), into comprehensive, real-time fan profiles. With the introduction of the "myFIS" Single Fan ID, this CDP will enable personalized, data-driven experiences and help FIS understand fan preferences, behavior, and engagement across platforms.

FIS's strategy for creating value from fan data and turning it into revenue will follow two main paths:

- Direct utilization / monetization:
 - FIS will leverage insights to boost ticket sales, hospitality, premium subscriptions, e-commerce, and in-app purchases to capture and drive direct fan value (versus fragmented experiences across multiple platforms).
- Indirect monetization:
 - We will use anonymized, aggregated data for licensing to broadcasters, analytics partners, and sponsors. This will open up new revenue streams, support co-branded marketing campaigns, and help identify emerging fan markets for strategic growth.

A key pillar of this strategy will be the exploration and development of a loyalty and reward program that blends earn and burn mechanics with tiered status levels for optimal fan retention. This approach will aim to not only incentivize fans to engage with FIS across digital and physical channels but also enrich the behavioral data foundation of the CDP. It will be structured to fuel more relevant content, targeted offers, and deeper fan loyalty. Such a program will also help FIS to connect and stay relevant with recreational skiers and snowboarders by offering tangible benefits like discounts, exclusive experiences, and recognition, thus strengthening FIS's connection to the broader snow sports community and creating new value for everyday enthusiasts.

AI will play a critical role in this space by enabling real time insights, hyper-personalized content delivery, and products and pricing that aligns perfectly with fan demand. It will uncover hidden fan segments, predict emerging trends, and transform FIS's data driven strategies into a proactive force that maximizes value for fans, partners, and the entire snow sports ecosystem.

AI-DRIVEN INNOVATION FOR FIS

FIS will outline the AI opportunity in a comprehensive plan for leveraging AI to revolutionize snow sports across fan engagement, athlete performance, event operations, and sustainability. Ranging from AI-powered highlight reels and personalized streaming experiences to AI-enhanced judging and performance analytics. These existing use cases illustrate how AI can create value for fans, athletes, and partners alike. Recognizing the transformative potential of AI, FIS is actively working on refining a dedicated AI strategy and roadmap that will consolidate and prioritize these use cases, define clear implementation pathways, and establish best practices for continuous improvement and adaptation.

AI will also open the door to entirely new platform models, including: data driven solutions for sustainable recreational skiing and snowboarding, advanced educational initiatives for fans and athletes, and hyper personalized reward and loyalty systems.

FIS recognizes that embracing AI must go hand in hand with ecosystem wide education and upskilling. It will require equipping employees, NSAs, athletes and partners with the knowledge and tools to harness AI's potential responsibly and effectively. This collective readiness will ensure that the benefits of AI adoption, ranging from operational excellence to deeper fan loyalty, are fully realized across the snow sports world.

5.7 RESHAPING OUR COMMUNICATIONS

A New Dynamic Direction

From 2024 FIS has adopted and embraced a bolder and more comprehensive communications strategy, while significantly expanding its targeted messaging, not just across our sport, but also around key initiatives central to FIS's strategic transformation.

Our focus and priority will continue to be more proactive, transparent engagement with stakeholders and the public.

This strategy is grounded on two pillars:

- Creating institutional content that is informative, trustworthy, inspirational and an effective showcase for our sport.
- Stronger engagement with media outlets, particularly when dealing with sensitive or critical issues.

This new approach goes beyond just covering the action on the snow across FIS Disciplines. We aim to tell deeper stories behind the sport, its people, and its impact.

In 2024 FIS deployed dedicated editors to produce content around some of the organization's key areas, such as sustainability, development, and media and marketing.

This growing media presence has established FIS as a trusted and credible voice on these important topics.

Plus, these efforts have significantly boosted public awareness of the many initiatives that FIS and the National Ski Associations undertake worldwide throughout the year.

FIS has increased its media presence in the last year, not only in sports related matters, but also on topics like athlete safety, sustainability and digital development.

In the coming months, we plan to amplify and enhance our media presence by:

- a) Creating a yearly calendar of key media opportunities.
- b) Strengthening the voice of FIS' senior leaders by highlighting their expertise in their specific areas.
- c) Developing and distributing a messaging guide for internal stakeholders outlining FIS's position on specific topics.
- d) Strengthening the collaboration and synergies with media departments of NSAs, the IOC, sponsors, and other stakeholders.
- e) Design tailored media campaigns for specific regions to reach and grow new markets.

5.8 MORE REWARDING FOR OUR STAKEHOLDERS

Making Our Sport More Valuable for Our Stakeholders

FIS and its member National Ski Associations (NSAs) work with a wide range of stakeholders who are an important part of our thinking and decision making. These groups are essential to our current ecosystem and to building long-term value. While the list below isn't exhaustive, all stakeholders are taken into account in our efforts.

Our immediate mission is to make our sport more attractive by working closely with stakeholders to make our sport more visible, appealing and rewarding for everyone.

• **Athletes:**

FIS is committed to increasing prize money, and pursuing equal prize money for women and men across all events and Disciplines by generating bigger surpluses.

Our sport needs to be financially competitive to attract the best talent, while delivering competitions that are motivating and compelling for athletes.

We must find ways to broaden prize money opportunities beyond the top athletes and our major events.

Essential to generating greater rewards for our stakeholders will be our ability to manage how we present our events to the world.

- **International Olympic Committee (IOC):**

The IOC plays a vital role in keeping sport a neutral and fair space. FIS values this important relationship and actively nurtures it. FIS is unique in the Olympic movement, representing nearly 50% of the Winter Olympic Games medals and 97% of the Paralympic medals. For the 2026 Games, three additional FIS events were added, bringing the total to 58.

- **National Ski Associations (NSAs):**

The NSAs are the lifeblood of FIS: the official representation of snow sports in each country and territory, they are key players in the global snow sports ecosystem.

- **Local Organising Committees (LOC):**

Underpinning our events system and product are the LOCs. They connect us to local snow sports communities, grassroots programs, volunteers, and participants. LOCs play a critical role in delivering around 7,000 events worldwide each year. They are a very important part of the global delivery system of 7,000 events annually.

- **Ski industry (SRS):**

The ski industry is the biggest financial contributor to our athletes and the largest sponsor community within FIS. Their commitment, investment, specialist expertise and resources are highly valued.

- **Partners and Sponsors:**

Creating and building value to attract investment and develop mutually beneficial partnerships will be one of the major business initiatives that FIS will undertake. These stakeholders will be critical to our growth and success. Our strengthened governance, clear path towards delivering the best snow sports, and capacity for best-in-class activation will make us more attractive.



6



GROWTH

Tailoring Growth and Development of Our Sport Globally

In this section the emphasis is on sport development, distinct from building commercial assets, sport and media products, and events and audiences discussed in the previous section.

Here, our goal is to reach into different regions and countries, spreading a passion for snow sports to new participants worldwide, and opening up new pathways to success for athletes everywhere.

To achieve this, we are pursuing a multi-faceted approach, looking at each NSA and country to determine their needs and provide more tailored solutions. This would include a comprehensive assessment across: education, sport science, medicine, training, coaching and infrastructure, to establish how they can be best supported to lay the foundations that will enable growth.

6.1 EDUCATION, WELFARE, AND KNOWLEDGE SHARING

Creating and Sharing Learning Resources at Scale

FIS is uniquely positioned to deliver learning, sharing our considerable base of expertise and experience to our members via a centralized approach.

With the establishment of the FIS Knowledge Centre in 2024, FIS has begun to develop a centralized education strategy for our different stakeholder groups.

The development of our centralized e-learning platforms focused on: co-creation, integrating all stakeholders' needs, evidence-based education, and accessibility for all.

While many NSAs have highly developed training programs, our strategy is to create, pool, and share knowledge of best practice across borders. FIS enjoys economies of scale, meaning we can offer resources and facilitate coordination that individual NSAs cannot achieve alone.

Under the Events, Sustainability and Development Departments, a huge work program has been developed and then activated in the last two years. FIS will also take a leading role providing education and activities to support our NSAs in compliance and policy related to sustainability, gender equity, diversity, integrity and governance.

The new FIS Event Platform will continue to support the transfer of knowledge, enabling the organization of state-of-the-art events under the FIS umbrella.

Likewise, the FIS Development and Membership HUBs, plus FIS E-Learning have been designed to make development and education initiatives more accessible to NSAs.

6.2 DEVELOPMENT AND MEMBERSHIP HUBS: DEVELOPMENT, MEMBERSHIP, MENTORING, EDUCATION SUPPORT ZONE

A More Focused and Symbiotic Relationship with NSAs Through Dedicated Membership Support

FIS recognizes its role as an enabler with the unique ability to provide NSAs with services. Accordingly, online development and membership HUBs have been established and resourced to deliver a range of support options to members and to be a catalyst for development activities around the globe.

This main point of contact for NSAs offers support on a wide range of topics, including general assistance, services, expertise, good governance, building capacities in different areas, tailor-made training for new members, event support, insurance, surveys, liaison, training activities and infrastructure sharing, mentoring and networking.

Following the first FIS Summit in September 2023, a second edition was held in September 2024, in conjunction with the FIS Technical meetings in Zurich. A total of 43 nations had the opportunity to meet with the President, the Race Directors of FIS Olympic Disciplines alongside presenters from Marketing and Media, Education, Sustainability, Development and Membership.

[Link:](#) FIS Summit: Ever More Power and Information to Developing NSAs

FIS is also involved in several mentoring programs for women, including the WISH Programme (Women In Sports High) in collaboration with the IOC; the Women Lead Sports Programme, in collaboration with APSO (Association of Para Sport Organisations); and seminars and training camps for women coaches (Apex2100).

In tandem with the modernization and revamping of training camps and coaches' education, NSAs were offered new training and learning opportunities during the 2024/2025 season. Centralized development camps continue to be the primary resource for both athletes and coaches to improve their skills. Simultaneously, regional clinics have emerged as a new model for more customized local activities.

Para Snow Sports is similarly included in development activities, with additional support from the IPC for two specific Para Snowboard activities that were delivered in Dubai, UAE and Manchester, GBR. In total, during the 2024/2025 season, more than 6,300 training days and education sessions for all FIS Olympic and Paralympic Disciplines have been delivered.

On April 2nd 2025, the first FIS Development orientation session was held. This session represents a new and more proactive communication approach, giving NSAs the prospect to learn about new strategies and initiatives.

Facts & Figures: [\(Link\)](#)

- [Development](#) HUB and [Membership](#) HUB are available to all FIS Members and offer support in the following fields:
 - Training camps and coaches' clinics
 - Mentoring program
 - Education program
 - Equipment program
 - Information on becoming a FIS Member
 - Information on the Baumgarten Award
 - Access to the FIS Start Programme and FIS Plus Programme
 - Real-time, 24/7 access to information about future and delivered activities, media content and official reports from our activities. [\(Link\)](#)
- We will continue to improve our membership structure and increase our available programs, especially those that are regional.

FIS PLUS AND FIS START PROGRAMMES

The FIS Plus and FIS Start programmes, located within the Membership Hub, offer a full directory where NSAs can explore and apply for various support programs.

We plan to enable greater regional collaboration, encouraging joint activities between developed and developing NSAs.

As FIS builds stronger relationships with its members, we can better understand their unique situations and provide tailored assistance. For example, each NSA has different national government funding requirements that we need to be aware of. Some NSAs may need support to secure funding or official recognition to do so. Understanding FIS and NSA responsibilities allows us to design more effective NSA support aligned to different needs.

FIS KNOWLEDGE CENTRE

FIS is working to create a more seamless and efficient system for sharing knowledge between different groups, such as NSAs, Local Organizing Committees (LOCs), and others.

- FIS will continue to restructure and develop its education and training system.
- The newly implemented FIS Knowledge Centre will subsume all FIS education activities under one roof, aligning it to the FIS Education Strategy currently in development.
- The pillars of the new education strategy will be:
 - Framework
 - Education pathway and co-creation by Discipline
 - Content
- A principal aspect of the new education strategy lies in connecting different Disciplines and education stakeholder groups.
- Education will not be limited to technical officials such as TDs, juries, judges and those officiating events; it will also include FIS staff, coaches, athletes, NSAs and more.
- Content will encompass technical education, the development of interdisciplinary competences such as leadership, communication, decision-making, as well as very specific topics related to women and to female athletes and mentoring.
- There will be training on FIS as an organization, sports ethics, and data protection, available to everyone involved with FIS.

NSA EMPOWERMENT

- Advancing good governance and supporting relationships with the IOC and IPC, along with existing education programs.
- Providing education for athletes and coaches.
- Offering free training days.
- Organizing FIS seminars/workshops.
- Running training and development camps for FIS Disciplines.
- Hosting the annual FIS Summit.
- Supporting venue and infrastructure development, assistance as an enabler with government-level contacts, official recognition, and providing expert advice when required.
- Aligning specific projects more closely with the new FIS Development Programs across regions and countries.

6.3 CHILDREN AND YOUTH PATHWAY DEVELOPMENT

Enable a More Supported Pathway for Development and Growth

The youth represent our future. A strong pipeline of young athletes worldwide is essential for the ongoing health of our sport and to support our goals for growth and participation.

FIS's role is to encourage more young people to get involved and to help National Ski Associations (NSAs) develop effective athlete pathways for children (under 16) and youth (under 21). This builds on the success of 'World Snow Day' and other tailor-made activities that bring together FIS and NSA resources where they can have the greatest effect.

Even though not every young athlete will reach the top echelons of the sport, these programs help create lifelong participants, future TDs, judges, coaches, leaders, fans and followers.

Our leading NSAs have excellent children and youth programs and will continue to have the space to do what they do well. However, there are many that would benefit from targeted FIS support and expertise. Leading nations have indicated a willingness to continue and evolve input and assistance.

COLLABORATIONS

FIS is aiming to establish collaborations with various snow sport academies around the globe and across multiple Disciplines. For example, FIS has a partnership agreement with Apex2100, International Ski Academy, where two development programs have been given a high priority:

- "TOP GUN WEEK" for best U16 FIS Alpine skiing children
- Female coaches' seminar, including Olympic and Paralympic female coaches from around the world ([Link](#))

KEY ACCESS ISSUES FOR YOUNG SKIERS INCLUDE:

- Access to specialized facilities or infrastructure on and off the snow
- Coaching and technical expertise
- Access to education at the age-critical time in the athlete development cycle
- Societal factors including competition for talent and with other sports, risks, teenage challenges, educational priorities, culture, motivation, injuries and lack of early success
- Access to equipment

FIS AS AN ENABLER

FIS has the expertise and capacity to support NSAs to deliver more effective development programs. This includes education, information sharing, organizational support, coordination and deploying specific resources. FIS has access to:

- World-class expertise from Competition Directors, specialists, coaching experts and staff with global experience through to the FIS Committees and Sub-Committees across all Disciplines.
- An established global network of NSAs.
- The FIS Knowledge Centre: Children and Youth Sub-Committees which provide an excellent source of information and wider sharing with NSAs.

Going forward, we will:

- Establish a unified Youth and Children Committee group across all FIS Disciplines under one umbrella, to share best practices and case studies.
- Develop exchange and education sessions for all youth and children matters.
- Develop formal co-operation with the International School Sport Federation.

6.4 ATHLETES' HEALTH UNIT

Proactively Advancing Protective Solutions and Measures

Since the Athletes' Health Unit (AHU) was formed and affiliated with the FIS sports department, it has operated independently, with a primary focus on athlete welfare. The creation of this specialist unit acknowledges the unique physical and mental demands of skiing and snowboarding Disciplines.

The AHU is committed to developing and implementing strategies that prioritize both aspects of athlete health.

- A balance between performance and health protection means sharing best-practice experiences, providing education, establishing guidelines, rules and regulations, as well as ensuring access to advanced safety equipment and thoughtful competition design.
- Efforts are underway to collect data and conduct research aimed at co-creating strategies to reduce injuries and illnesses across all FIS Disciplines. These collaborations will yield long-term performance development, retain young athletes within the sport, support smaller NSAs and assist all stakeholders to promote and protect athletes' physical and mental health.

AHU CORE TASKS INCLUDE:

- The development and maintenance of an injury and illness surveillance system including data collection and analysis. Data will be sourced from regular questionnaires, event statistics, anonymized health data from national monitoring systems, competition reports and injury status application.
- Analysis of existing health protection measures and gaps. Establishment of priorities to be addressed in order of importance and urgency.
- Project development involving collaboration with FIS staff, Competition Directors, athlete representatives, NSA field experts, medical staff, scientists, technological partners and the sports industry (SRS).

Projects and activities will be divided into three pillars:

1. Athletes
2. Equipment
3. Performance Environment

- Cooperate with relevant FIS departments including Education, Safeguarding and Sustainability.
- Engage with external organizations like the IOC and others to support our activities.
- Procure existing relevant research and data from other sports or federations that have adopted best practices (e.g. head injury protocols or the latest ACL prevention and rehab protocols).
- Work with Competition Directors, coaches, technical and health experts (physios, doctors, physical trainers etc), as well as FIS departments to co-create implementation strategies:
 - Deliver educational content in collaboration with the FIS Education Department (including seminars, webinars, workshops, podcasts, infographics) on FIS platforms for athletes, coaches and NSA staff
 - Create protocols and recommendations on topics such as return-to-sport-guidelines post injury; injury prevention; risk-assessment and management tools, advanced protective equipment
 - Develop health and safety rules and regulations
 - Establish an effective communications network to share knowledge and best practices
 - Evaluate our sport's risk environment and the ethical challenges in high-performance settings

PIONEERING SAFETY INNOVATIONS

FIS AHU has been a leader in safety innovations, with several new projects currently under development and testing. Recent initiatives include:

- Implementation of mandatory wearable airbags in Alpine speed events.
- The first ever Risk Management Workshop, held in September 2024, which brought together stakeholder representatives to develop risk assessment and mitigation strategies.
- Publication of open access consensus statements specific to snow sports:
 - Led by Professor Jörg Spörri (University of Zurich/Balgrist) with over 100 global experts, this work has established an important knowledge base to guide future work.
 - Covers injury and illness reporting and registration, aligned with IOC standards.

- Details warm up and cool down best practice
- Outlines preventative testing and training
- Provides return to sport and competition protocols
- The development and inclusion of high-quality cut-resistant base layers for the 2025/26 season. In addition, all athletes in Alpine Disciplines (levels 0 and 1) will be required to wear pants with a minimum FIS 3-star safety rating.

NEW AND FUTURE PROJECTS

- Head Airbags: Designed to enhance helmet protection.
- Smart Binding: In partnership with SRS, FIS is advancing research and development of sensor-equipped “smart bindings” for Alpine speed events.
- Standard Alpine Speed Suit: A concept for a standard competition suit with built-in protection and speed-reduction features is currently being tested.
- Rigid/Carbon Shin Shells (Alpine): Laboratory and field research into risk injury factors.
- Safe Gate Panels (Ski Cross): Laboratory and field research in progress.
- Goggle Cam Impact Tests (Ski Cross): Safety assessments being conducted.
- Course Design and Safety: Focused on Alpine Speed, Giant Slalom, and Ski Cross course setting to improve safety.
- Injury and Illness Report (Nordic WSC 2023): Assessment and publication of injuries and illnesses data from the 54th Nordic WSC in Planica 2023.
- Injury Status Policy Review: evaluation of existing processes and the current penalty-system with the aim of fairly ranking athletes who are injured, ill or pregnant to prevent premature return to competition.
- Brain Injury Research: Ongoing, with a focus on improvements such as safer course design.

KNOWLEDGE DISSEMINATION

As the AHU builds a library of research and knowledge, it will work closely with the FIS Education, Communication, and Sports Integrity departments to design an effective structure for sharing information and delivering education. Primary focus areas will include:

- Topics on mental health, concussion, female athletes, young athletes, and risk management.
- Sharing best practices and providing education on both physical and mental health.

Generally, AHU will continually monitor all Disciplines for effective risk management strategies and keep abreast of innovations, technologies and new research that could be used to improve the health and safety of athletes and those involved in snow sports.

To conclude, the AHU is committed to promoting and supporting the wellbeing of athletes by addressing context-specific physical and mental health needs in close collaboration with all relevant stakeholders, using the latest available research and information.

6.5 RECREATION, TOURISM, AND GROWING OUR SPORT

FIS is Committed to the Global Promotion and Development of Recreational and Competitive Skiing and Snowboarding

Historically, FIS has had a strong focus on the competitive aspects of our sport, but as we undergo development and modernization the recreational side will receive greater emphasis. It makes commercial sense to better connect with this large and valuable global audience. Skiing and snowboarding are unique recreational sports that provide cherished memories and bring people together through a common love of our sport. We know that once a recreational skier/snowboarder is hooked on our wonderful sport, their interest will likely be lifelong. Thus boosting recreational participation has the potential to significantly increase our pool of active fans; those who follow FIS competitions and events on multiple channels.

Introducing children and families to snow sports helps build a connection with nature, and that connection can lead to a greater awareness of climate change and the importance of sustainability.

Note: Sports Tourism (events) is one of the fastest-growing tourism sectors. In 2021, the USA generated \$91B in this category, with 635,000 attributable full and part time jobs.

OUR KEY STRATEGIC INITIATIVES WITHIN RECREATIONAL SKIING AND TOURISM

- **Global Growth Initiatives:** FIS will continue exploring underdeveloped markets and where projects can be effectively implemented in line with our growth agenda.
- **World Snow Day:** This serves as a vital grassroots initiative for all FIS Members to come together and connect, introducing thousands of children to snow. Supported by FIS, this annual program encompasses all snow sport Disciplines, including Para and Special Olympics. The initiative is reinforced by a new Memorandum of Understanding laying the groundwork for cultivating future generations of snow sports participants.
- **Make recreational tourism easier:** providing a ‘best in class’ booking and travel search experience to our NSAs, to enable a wider recreational uptake in our sport (see below).
- **Forge stronger links to competitive snow sports:** development of online channels and communities for wider audiences and recreational participants to engage and interact with competitive snow sports in the way they want.
- **“Bring Snow Sports to the Cities”:** Hosting of snow sports events in urban areas continues to be assessed. We seek to engage younger audiences, increase the focus on recreational tourism, create opportunities for fans to meet superstars of the sport, provide content for digital engagement and offer new ways for people to engage with snow sports. Where there is sufficient snowfall in urban environments, appropriate events that deliver on these objectives will be considered.
- **Showcase iconic destinations:** FIS will continue producing content that highlights the iconic destinations of our sport, showcasing spectacular mountain views and exciting competitions. This initiative aims to inspire new fans through a high-profile streaming platform with strong global reach.
- **Add More Entertainment:** Operating in the “Attention Economy” space, sports are part of the entertainment sphere. Research shows that younger audiences, like Gen Z and Gen Alpha, are more likely to follow sports when there are music, art, cultural or social media aspects involved. FIS will con-

tinue to develop extraordinary events that include concerts, influencers, Big Air, and other Disciplines.

RECREATIONAL TOURISM MODEL EXAMPLE

The Dutch Ski Federation has created a unique online platform for recreational skiers. Despite being a country with no mountains and little snow, the Netherlands sends more recreational skiers abroad (per capita) than any other country. It has the highest NSA membership numbers (per capita) across all FIS members. It has been able to engage 5 million recreational skiers, which given the population is 17.5 million is impressive.

The Dutch Federation’s online platform enables ski enthusiasts to book snow holidays via their website with a wide range of selection criteria and preferences. Competitive insurance and travel bookings generate significant revenue for their NSA. This online platform concept is being researched, with various models under consideration by FIS.

6.6 FOCUS ON EMERGING AND DEVELOPING SNOW SPORTS NATIONS

All Voices Will be Heard, Making Snow Sports Truly Global

We recognize the immense economic potential of our sport, which continues to grow as we expand into new countries and strengthen our presence in emerging snow sports nations. At the 2024 and 2025 FIS Congresses, we welcomed new nations into our community.

Adding fans, viewers and participants from a large population which has not focused on snow sports historically may present better growth opportunities than increasing viewer numbers in established regions.

For these reasons and more, FIS plays a key financial role in supporting numerous smaller, emerging and developing snow sports nations worldwide, jointly with organizations like SES and the Asia Ski Federation. Our goal is to make our sport and its Disciplines more accessible and popular across the globe.

Alongside the hard commercial logic of this approach is the desire to share our passion for snow sports more widely. The fact that FIS now has a more diverse

representation of nations on the FIS Council than ever before is an essential step towards our goal.

In the months and years to come, we will work on unifying the education process, offering more training programs and seminars for NSAs, officials, coaches, athletes, staff and stakeholders. The FIS Development Programme will be expanded and tailor made solutions will be found for aspiring nations through the FIS Development and Membership HUBs, thus promoting diversity and broadening our horizons.

Our emerging and developing snow sports nations will benefit from events stretching further across the globe, including more competitions, gaming and streaming in dark markets. Moreover, by centralizing our media rights, we can grow the overall value of our sport and share more revenue with all members. This will make a meaningful difference to developing nations and help support the growth of snow sports globally.

6.7 INTEGRATION: PARA SNOW SPORTS

Membership Boosts Development and Resources

In recent years the management of several Para snow sports has passed to FIS. The process of fully integrating and developing these Para Disciplines is ongoing, with continuous improvement and innovation a work in progress.

A step-by-step process is being employed to systematically build the visibility and value of Para events over the long term.

In the spring of 2024, FIS and IBU agreed that it was appropriate to transfer the management of Para Biathlon across to IBU.

FIS now oversees 50% (3 out of 6) of the sports and 74% (58 out of 79) of the medals featured in the Paralympic Winter Games program. Accordingly, FIS has become a member of the International Paralympic Committee (IPC) and Association of Para Sport Organisations (APSO). FIS will continue to manage, research and maintain agendas for medical classification and sport factors.

Several activities – in particular, coaches' education – have been delivered jointly between able-bodied and Para coaches, an approach that offers great potential across different FIS Disciplines.

A defining moment for Para sport's future occurred at the 2025 FIS Nordic World Ski Championships in Trondheim. History was made when Para Cross-Country Sitting, Standing, and VI World Championship Sprint Finals were held in the same stadium and on the same day as their able-bodied counterparts. Furthermore, Trondheim 2025 awarded record prize money to Para athletes; over seven times the amount awarded at the Lillehammer 2021 Para Snow Sports World Championships.

Additionally, some selected Para events (WSC and World Cups) were live streamed in the 2024 -25 season. The plan is to build the live streaming coverage across Para Disciplines and competitions to boost its profile.

MEDICAL CLASSIFICATION

Medical classification is key to the success of Para snow sports. After FIS Council approval, a sport-specific classification system for athletes with vision impairments has been successfully introduced ahead of the 2024/2025 season.

FIS will continue to improve the medical classification process, ensuring the best and most fair platform for athletes.

Meanwhile, FIS has collaborated with external experts to implement a new sport factors system in both Para Alpine Skiing and Para Cross Country. A full audit of the medical classification rules has been completed, and the next phase of improvements is planned for the 2025/26 and 2026/27 seasons.

INTEGRATION

The transfer of governance and management phase has been completed. A dedicated team of seven FIS staff members, four support staff and three Race Directors, are leading the ongoing development of Para snow sports.

Key areas of continued integration and improvement include:

- Working closely with the Sports and Events departments.
- Facilitating dialogue towards inclusion between NSAs and the National Paralympic Committee (NPCs) and allowing for individual country variations.
- Strengthening communication with IPC and APSO.
- Delivering online workshops and other information sessions.
- Clearly communicating the competition, education and development schedule.

MANAGEMENT OF PARA SNOW SPORTS MODEL

Ensuring effective management of all aspects of Para Snow Sports including, but not limited to:

- **Para sport factors:** A special scoring system used in Para Alpine Skiing and Para Cross-Country that allows athletes with different types of impairments to compete fairly against each other. Athletes are grouped into three categories: sitting, standing, and vision impairment.
- **Competition management:** Organizing and overseeing events in all three Para snow sports.
- **Committees and working groups:** Coordinating the work of various committees and subcommittees, including classification expert groups and two valuable and well-established groups: the Athlete Advisory Group and Coaches Advisory Group
- **Para sport classification:** the process that determines which athletes are eligible to compete in the Para Snow Sports, and how those athletes are assigned a Sport Class for competition.

Governance

- Maintain and manage relationships with partner organizations, e.g. IPC, IBU and APSO.
- Support and build constructive dialog at a national level between NSAs and NPCs including, but not confined to, other National Para Snow Sports entities.
- Build the capacity of Para Snow Sports within NSAs.

Education

- Build on initiatives such as coaches' education, with joint delivery between able-bodied and Para coaches.
- Continue individual athletes' training sessions, in coordination with the International Paralympic Committee.

Development

- Increase the reach of new countries, athlete numbers and events.
- Implement customised development activities for each of the Para Snow Sports Disciplines.
- Ensure and strengthen a gender balanced approach across all development programs.
- Continue the important theme of advocacy and communication.

Classification and Factors

- Continuously improve the medical classification system by utilizing research on minimum impairment criteria.
- Continue to provide education on the classification agenda for all parties including athletes, coaches, technical officials, FIS Staff, event organizers and so on.
- Continue to lead and advocate open dialogue within the Association of Para Snow Sports organisation about the classification agenda and potentially form a Classification Coordination Group.
- Continue to promote classification directives with the International Paralympic Committee and work constructively with the Regional Paralympic Committees.

Sports and Events

- Develop and add to the competition experience by focusing on key locations. For example:
 - Para Alpine (PAL): 24 starts across 6 Disciplines
 - Para Cross-Country (PCC): 16 starts in both Classic and Free technique
 - Para Snowboard (PSB): 16 starts across 2 Disciplines
- Build and expand the programme with new medal events when feasible.
- Introduce and present Para Snow Sports to established able-bodied event organizers to engage and explore potential interest e.g. Club 5.
- Secure a long-term World Cup competition calendar.
- Provide strong support to the FIS Event team.
- Generate greater interest in the Para World Ski Championships, prioritizing both individual and joint delivery formats of all Para Snow Sports Disciplines.
- Conduct research and evaluate the inclusive sport model concept, including back to back events, joint able-bodied and Para events, and event formats that include Para and able-bodied athletes.
- Improve the quality of the Para Snow Sports World Cup and World Ski Championships events by building the product, ensuring stable TV/streaming visibility and establishing a reliable communications structure.
- Increase the number of medal events at Winter Paralympic Games, including (but not limited to) new competition formats such as those with a mix of genders, or a mix of Para athletes and able-bodied athletes.

6.8 EXPANSION: FREERIDE WORLD TOUR

Presenting the Spirit of Thrilling Adventures

After the Freeride World Tour (FWT) was officially accepted into FIS as a recognized sport in June 2024, efforts have continued to fully integrate freeride skiing and snowboarding into the FIS structure. This process includes:

- The creation and consolidation of a Freeride Working Group
- Development of ICR rules and adaptations
- The allocation of the first FIS Freeride World Championships
- Laying the foundation for Freeride's potential inclusion in the Olympic Games

Working Group

The Freeride Working Group was established in Q4 2024. The integration process centered on a strategic roadmap with a timeline, built around comprehensive "whole-of-sport" proposals, including the following:

- Preserving the spirit of the sport and maintaining a strong connection with the athletes.
- Including and aligning of Freeride Skiing and Snowboarding within FIS and NSAs.
- Establishing a sustainable model for Freeride World Tour and Event organizers globally.
- Setting up processes for competition registration, junior events, licensing of athletes, qualifications, quotas, insurance and so on.
- Developing and adapting the ICR.
- Building a framework for media rights, advertising, partnerships and other opportunities.

Highlights

- FWT has experienced increased participation across the board:
 - Participation increased by 18% across all freeride events.
 - New freeride locations have been added in China, Kazakhstan and Kyrgyzstan.
 - A new FWT Pro event will take place in Val Thorens, France and a return to Haines, Alaska.
 - The inaugural FIS Freeride World Championships scheduled and allocated to Andorra in 2026.
- Governance measures:
 - Freeride is now recognized as its own Discipline within FIS.
 - An updated qualification system has been developed for the FIS Freeride World Championships.
 - Alignment of FWT rules with FIS regulations, covering areas such as anti-doping, commercial rights and equipment regulations.
 - The goal is to achieve equal representation between male and female athletes in all groups by 2029.
- Pathway to Olympic Inclusion:
 - Developing qualification systems and event formats aligned with Olympic standards.
 - Creating and scheduling major Freeride events that could lead to Olympic participation.
 - Ongoing collaboration with key stakeholders to position freeride for inclusion in the 2030 and 2034 Winter Olympics.
- Education and National Integration:
 - Conducted workshops on judging, event management, and athlete development in priority nations.
 - Started a national licensing system for all FWT Pro athletes as the first step.
- Media & Commercial Growth:
 - Integration of Freeride into FIS media and broadcasting partnerships to enhance global visibility.

- Continue the tremendous growth trajectory across all social media platforms.
- While the majority of the audience is male (79%), there's a growing community of women engaging (21%).

Freeride Growth

Organic growth has reached its limits, so integrating FWT into FIS with a pathway for possible inclusion in the Winter Olympic Games is essential for the future success of the Discipline.

The relationship between FIS and the FWT is viewed as symbiotic, with the NSAs and the Discipline itself building and growing together.

The intention is to move forward with a positive and solution-focused mindset.

- The Strategic Road Map will be kept updated throughout the integration process with FIS and the NSAs.
- A dedicated strategy and action plan for FWT will be produced to guide yearly steps for global growth and long-term success of the sport.
- A clear timeline for Olympic inclusion and format will be outlined with FIS and NSAs, setting key milestones for governance, athletes' development and sport integrity.

- Future innovations in competition formats, judging criteria, and athletes' pathways will be explored to enhance global appeal and accessibility.
- Digital engagement strategies will be prioritized and will remain at the core of the Discipline to further expand audience reach and fuel growth.



7



EVALUATION CYCLE

7.1 SETTING OF ANNUAL EVALUATION AND STRATEGY CYCLE

Measuring and Evaluating the Delivery Against Strategic Objectives

The Strategic Plan sets out our broad objectives and direction for the next four years and is being updated on an annual basis.

It is of paramount importance not just to set out the strategic objectives, but to evaluate progress. For this to be effective, FIS management has committed to and developed specific business and action plans with defined objectives, strategies, priorities and tactics for key areas of development and growth. Many of these plans and updates have been shared over the last two years.

YEAR ONE: STRATEGIC PLAN DEVELOPMENT COMPLETED

- New Statutes: 2021
- Working Groups: October 2021 – March 2022
- Strategic Plan base text: March – June 2022
- Strategic Planning Committee established: July 2022
- Strategic Plan draft development: July – September 2022
- Feedback Consultation, Survey + Forums: October 2022 – February 2023

INAUGURAL STRATEGIC PLAN COMPLETED

- Inaugural Strategic Plan was finalized, presented to the Online Congress and approved in 2023

YEAR TWO - THREE: 2024 AND 2025 EDITIONS COMPLETED

- 2024 Strategic Plan finalized in May 2024 and published in June 2024
- 2025 Strategic Plan finalized in June 2025 and published in September 2025

ANNUAL STRATEGY CYCLE: COMMENCING YEAR 4 OF THE 5-YEAR CYCLE

- The updated 5-Year Strategic Plan and the latest edition will be shared with the Council each May.
- Yearly Strategic Plan Report: A full-year evaluation of our progress toward strategic objectives, is provided as a separate report.
- Yearly Achievements: Report will accompany the FIS Bulletin in Q3.
- The new cycle begins in Q2 following the Congress.
- Ongoing business development and specific project plans have been and will continue to be shared with NSAs and Committees on an ongoing basis.

SUMMARY AND CONCLUSIONS

Setting Strategic Goals and Delivering Value for All Stakeholders, and Protecting Our Planet

This marks the third Edition of our five-year Strategic Plan under the new FIS leadership, aligning with the updates to the Statutes from 2021 onwards.

The 2025 Edition of the Strategic Plan outlines the transformation envisaged and taking place. It highlights the areas that are prioritized, aimed at propelling FIS and our sport forward.


This remains an unapologetically bold plan, identifying many opportunities that are ready to be exploited for the advancement of our sport and demonstrating our ability to address multiple areas concurrently. These opportunities hinge on the close collaboration of our entire ecosystem: our members, NSAs, athletes, and all stakeholders.

It is essential we accelerate a digitally-led transformation and modernization of our sport. We are committed to being proactive on climate action and safeguarding our sporting environment for generations to come. Your leadership appreciates the opportunity to once again share and champion initiatives that will drive FIS into the future with innovation and greater impact.

Oberhofen, Switzerland, September 2025



President Johan Eliasch



Secretary General Michel Vion

Strategic Planning Committee, Chair: Fiona Stevens

