

Johan Eliasch

President of FIS

Skiing has always been the biggest passion of my life and serving you as the 5th President of FIS is the greatest privilege and honour.

I am a member of the International Olympic Committee; a member of the IOC Commercial Partnerships and Marketing Working Group; a member of the IOC Coordination Commission for the French Alps 2030 Olympic Winter Games; a member of the IOC Sustainability and Legacy Commission. I am a board member of the British Olympic Association and Council member of the Association of the International Winter Olympic Federations, and I am the President of the Marc Hoddler Stiftung. I was previously a member of the British Olympic Association Advisory Board (2003-12) and a board member of Special Olympics Great Britain (2002-2007). I was chairman and CEO of HEAD between 1995 and 2021, where I had very active role in ski racing.

My professional career is extensive and diverse with over 40 years of experience in corporate acquisitions, turnarounds and restructurings, across a wide range of sectors such as financial, industrial, energy, aviation, shipping, high-tech, media and entertainment, consumer and sporting goods. I have been chairman, CEO and non-executive director of large public and private companies, held senior roles in the UK government, sports administration and climate change. I served as chairman of Starr Managing Agents, Aman Resorts and Investcorp Europe; board member of IMG; advisory board member of Societe du Louvre, Shimon Peres Peace Centre, World Peace Foundation, Centre for Social Justice; and a member of the Mayor of London's, Jerusalem's and Rome's International Business Advisory Councils. I am currently non-executive chairman of the Saatchi Gallery, and President of the Global Strategy Forum.

Preservation of rainforests is a cause very close to my heart; for more than 25 years I have been very active in the climate change movement, in sustainability, in deforestation and clean energy; that is why I founded the Rainforest Trust which preserves 1,600 square kilometres of rainforest in the Amazonas, and Cool Earth which preserves rainforest globally. It is also why I am a director of the Foundation for Renewable Energy and Environment and an advisory board member of the Schwarzenegger Climate Initiative; why I served as the Special Representative of the Prime Minister of the United Kingdom on Deforestation and Clean Energy; and why I chaired the Eliasch Review: Climate Change – Financing Global Forests, an independent review commissioned by the UK government, the HM Treasury net zero review technology and innovation advisory group, and the Royal United Services Institute's Food, Energy and Water security program. I was also a member of the UK environment ministry's Council for Sustainable Business, a trustee of the Kew Foundation and an advisory board member of the Stockholm Resilience Centre.

Born 1962 in Sweden and educated there, I hold a Master of Science degree from the Royal Institute of Technology (Stockholm) and a Bachelor of Business Administration degree from the Stockholm University. I did military service in a specialist unit (military police) in the Life-Guard Dragoons, at K1.

I have executive produced several movies and television series including Scarlett Pimpernel, Lady Chatterley, Best of Friends, Resort to Murder and our recent FIS production On the Edge. I have invented new technology including the patent for mobile phone related indirect communication system and method known as modern Voice over Internet Protocol, which is used daily by billions of people.

I am a Knight Commander of the Order of Francesco I, a recipient of the Order of Dostyk, Order of Innocence, Order of Amarante, and the Global Gift Humanitarian Award, and I was recognised as a Young Global Leader by the World Economic Forum.



“Our transformation is real; it is delivering results and building unstoppable momentum. Together, let us aim higher and build the strongest, most united, and most successful sports federation – for our athletes, our member nations, our partners and the entire FIS family.”

Johan Eliasch

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Foreword

Five years ago, when I put myself forward as President of FIS, I presented a clear vision: to bring snow sports into the 21st century, to make FIS world-class in every respect, to be unashamedly bold and ambitious. You placed your trust in me, and on 4 June 2021, I was given the honour of leading this great federation.

From day one, my priority was clear: to build a strong, united, and forward-thinking FIS team capable of turning vision into reality. Because leadership is never about one person – it is about bringing the right people together, empowering them, and creating a culture where ambition, collaboration, and delivery go hand in hand.

We assembled a world-class team across governance, sport, commercial, sustainability, and development. We strengthened our structures, modernised our decision-making, and created an environment where innovation and accountability became the norm. That collective leadership has been the engine behind everything we have achieved.

It has led us to challenge assumptions, reject complacency, and constantly seek better solutions.

Fuelled by the passion for the sport that we all share, we have been dynamic, innovative, and willing to take bold steps for the good of snow sports.



It would have been easy to accept “business as usual.” Instead, together, we chose transformation.

And together, we have delivered.

With a new five-year strategic plan, we set ambitious goals for FIS and re-wrote our statutes. We pledged to cut our emissions in half and took concrete steps to achieving that with the FIS Impact Programme.

We had a historic agreement to centralise international media rights up to 2034 on highly favourable terms – including a special distribution of EUR 30 million – and opening a new chapter of sustainable growth and shared prosperity for FIS.

We have delivered spectacular World Cups and World Championships (even during a pandemic) and seen record viewing figures. Working hand-in-glove with the Olympic movement, we have delivered two incredible Olympic and Paralympic Winter Games, with a significant increase of the number of nations participating in both events.

The FIS family has grown, with the acquisition of the Freeride World Tour, and Para disciplines being transferred to our family. Meanwhile we have also been working to encourage and develop all FIS members. I’ve said it a thousand times: all members are equally special. We have made good on those words with new Development and Membership hubs,

the transformation of the FIS Development Programme, and the FIS Summit for Developing Nations.

We’ve completely changed our approach to marketing and digital: bringing FIS sponsorship in house, increasing the number of major sponsors from five to ten, launching FIS TV, a new mobile app and website, a platform to share competition content with National Ski Associations and athletes for their own channels, and increasing our social media reach by over more than 1.000%, the engagement by 800% and the followers by 250% since the 2021/22 season.

Above all, we placed athletes at the centre of everything we do – enhancing safety, strengthening support systems, protecting mental wellbeing, and ensuring that their performances are rewarded more fairly.

The transformation we began in 2021 is real. It is working. It is gaining momentum. But it is only the beginning.

The foundations are strong, the direction is clear, and the opportunity ahead is even greater. I am immensely proud of what we have achieved together. Because every step forward has been a collective effort. And yet, I am running again for a simple reason: we are not finished.

We are living through a time of profound change.

Geopolitical tensions are reshaping the global landscape, requiring international sport to act with sensitivity and unity. The sports and entertainment world is evolving at extraordinary speed, demanding constant innovation to remain relevant.

Climate change presents an existential challenge to the very environment our sports depend on. And rapid technological advances – especially in artificial intelligence – are redefining how we operate, engage, and grow.

This is a defining moment for FIS.

In such a world, long-term planning becomes more complex, and the ability to respond with clarity, speed, and experience becomes essential.

To navigate it successfully, we need leadership that combines vision with execution, innovation with responsibility, and ambition with experience. Leadership that understands sport, but also business, geopolitics, sustainability, and technology.

Over the past four decades, I have operated at the intersection of these worlds – as a business leader, innovator, public servant, and advocate for climate action.

As President of FIS, I have shown that bold ideas can be turned into tangible results.

As a member of the Olympic Movement, I have built relationships that strengthen our position globally.

That experience matters not as an end in itself, but as a foundation for what comes next. Because the next four years are not about maintaining momentum – they are about accelerating it.

I want us to continue thinking differently. To unlock new ideas, new formats, and new opportunities. To bring the entire FIS family closer together, drawing on our diversity and strength. To ensure that snow sports are not only exciting and inspiring, but also a force for unity, innovation, and environmental responsibility. Most of all, I want us to finish what we started together.

I have never forgotten the trust you placed in me in 2021. If you choose to place that trust in me again, I will keep working 24/7/365 to deliver again: with a committed and strong FIS team, for you, for our athletes, for our fans, and for every member of the snow sports community.

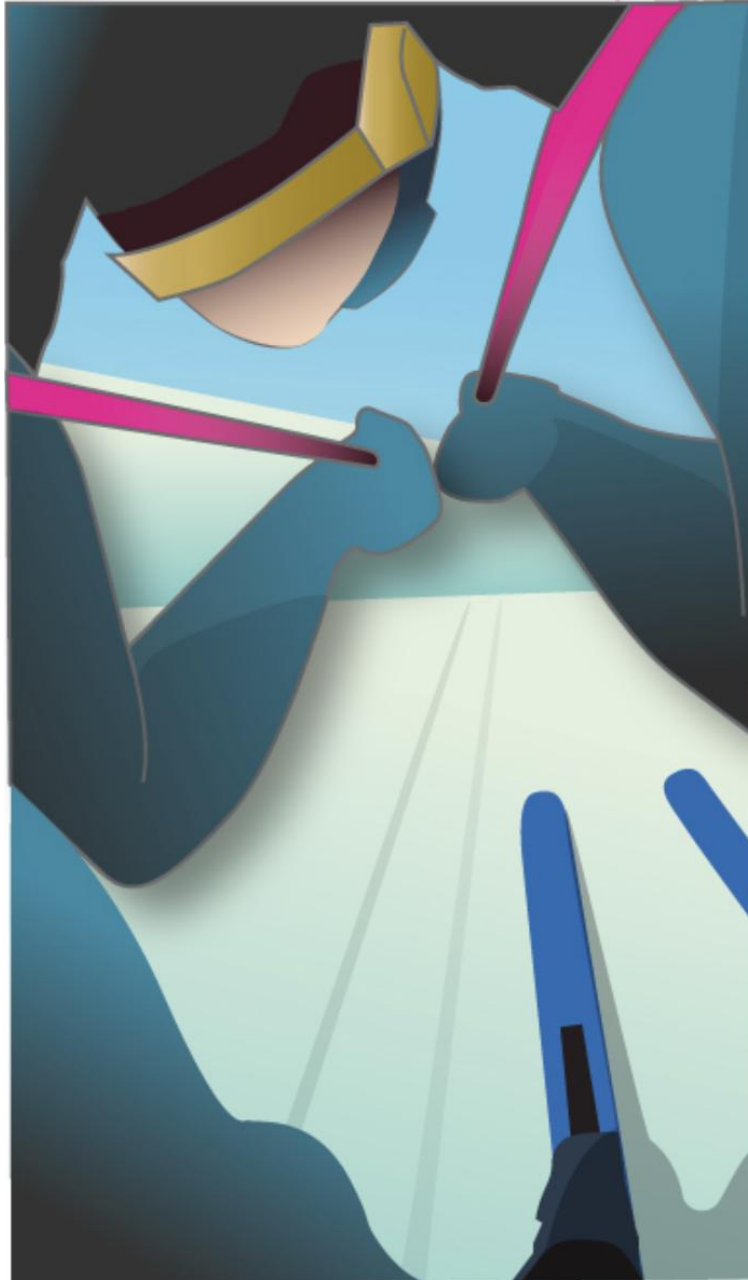
Together, let us aim higher.



Johan Eliasch

First term highlights

- **FIVE-YEAR STRATEGIC PLAN PUBLISHED**
- **IMPACT PROGRAMME LAUNCHED**
- **FIS RAINFOREST INITIATIVE ESTABLISHED**
- **MORE THAN USD 100 MILLION DISTRIBUTED IN DIRECT SUPPORT TO NATIONAL SKI ASSOCIATIONS**
- **HISTORIC INTERNATIONAL MEDIA RIGHTS FRAMEWORK SIGNED FOR 2026-2034**
- **WORKED CLOSELY WITH THE IOC AND IPC ON TWO SUCCESSFUL OLYMPIC AND PARALYMPIC WINTER GAMES**
- **ACQUIRED FREERIDE WORLD TOUR**
- **RECORD VIEWING FIGURES (4.8 billion per season)**
- **INTEGRATED PARA DISCIPLINES INTO THE FIS FAMILY**
- **ATHLETES' HEALTH UNIT ESTABLISHED**

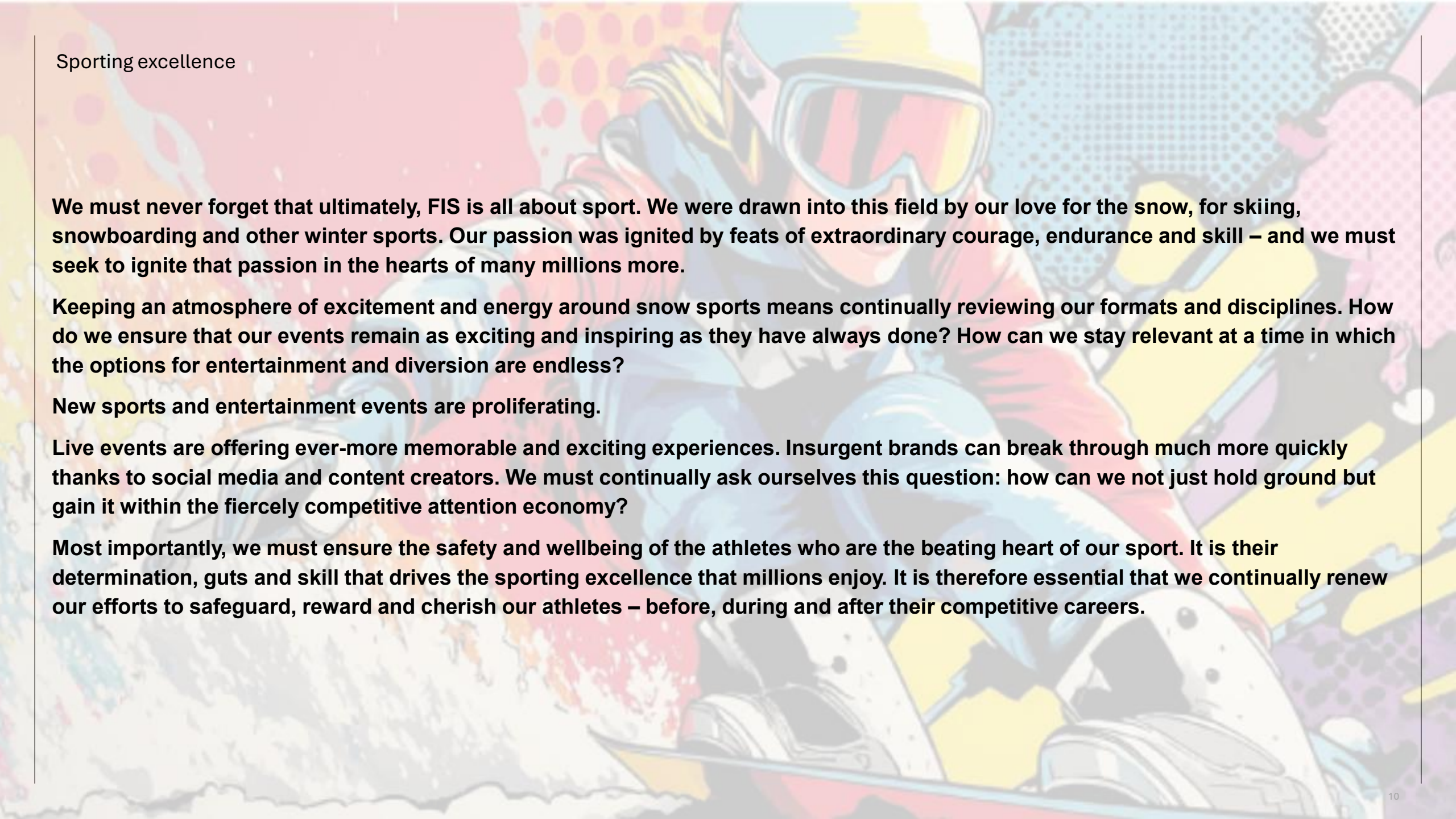


- **FIS SPONSORSHIP BROUGHT IN-HOUSE**
- **MAJOR SPONSORS INCREASED FROM 5 TO 10, WITH SUBSTANTIALLY INCREASED COMMERCIAL VALUE FOR THE 26/27 SEASON FROM EUR 21M TO 36M – AN INCREASE OF 65%**
- **DEVELOPMENT OF CENTRALIZED DIGITAL PLATFORM STRATEGY**
- **LAUNCH OF FIS TV, NEW MOBILE APP, WEBSITE AND FIS CONTENT EXCHANGE PLATFORM**
- **SOCIAL MEDIA REACH INCREASED BY MORE THAN 1.000 % AND ENGAGEMENT by 800%**
- **DEVELOPMENT AND MEMBERSHIP HUBS LAUNCHED**
- **FIRST THREE FIS SUMMITS FOR DEVELOPING NATIONS HELD**
- **INAUGURAL FIS GAMES SET FOR 2032**

SPORTING EXCELLENCE



“I never forget the thrill that first drew me into snow sports – and the need to maintain that excitement for the fans.”



Sporting excellence

We must never forget that ultimately, FIS is all about sport. We were drawn into this field by our love for the snow, for skiing, snowboarding and other winter sports. Our passion was ignited by feats of extraordinary courage, endurance and skill – and we must seek to ignite that passion in the hearts of many millions more.

Keeping an atmosphere of excitement and energy around snow sports means continually reviewing our formats and disciplines. How do we ensure that our events remain as exciting and inspiring as they have always done? How can we stay relevant at a time in which the options for entertainment and diversion are endless?

New sports and entertainment events are proliferating.

Live events are offering ever-more memorable and exciting experiences. Insurgent brands can break through much more quickly thanks to social media and content creators. We must continually ask ourselves this question: how can we not just hold ground but gain it within the fiercely competitive attention economy?

Most importantly, we must ensure the safety and wellbeing of the athletes who are the beating heart of our sport. It is their determination, guts and skill that drives the sporting excellence that millions enjoy. It is therefore essential that we continually renew our efforts to safeguard, reward and cherish our athletes – before, during and after their competitive careers.

What we have done...

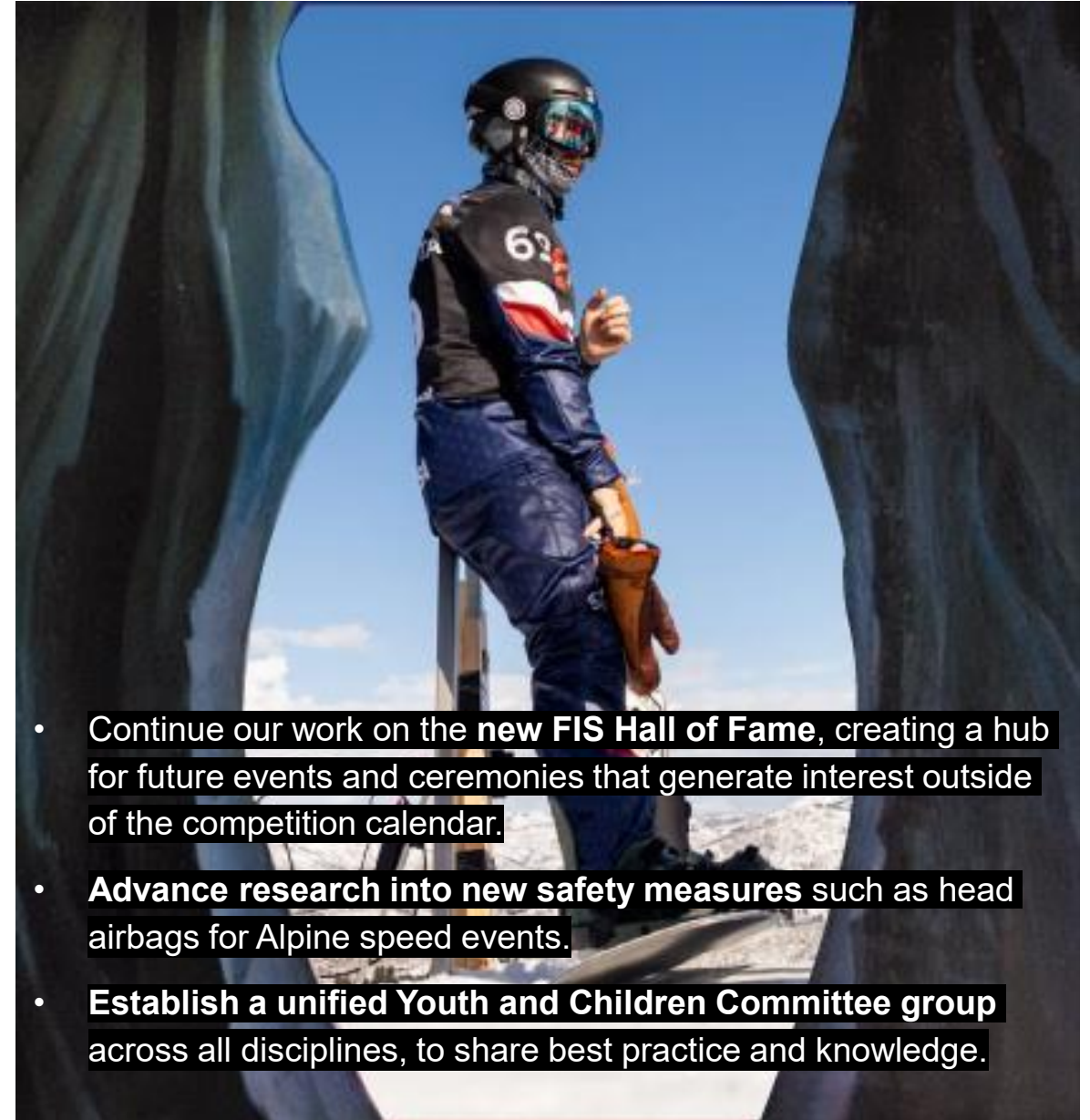


- Established an **Athletes' Health Unit**.
- **Distributed more than USD 30 million in prize money support to athletes over the past four seasons.**

- **Pioneered key safety innovations** including the full mandatory implementation of wearable airbags in Alpine speed disciplines, the introduction of cut-resistant undergarments (following two years of R&D), and the ongoing development of a sensor-based “Electronic Release Binding” system to enhance protection in Alpine speed events, alongside helmets that can withstand multiple impacts and additional airbag solutions for knee and neck protection.
- **Delivered the first-ever Risk Management Workshop**, bringing together experts to develop risk assessment strategies to keep athletes safe.
- **Devised the FIS Games**, a major new landmark event to be held every four years, showcasing all FIS disciplines.
- **Acquired the Freeride World Tour**, with the inaugural FIS Freeride World Championships held 2026 in Andorra.
- Provided **CHF 1.8 million per year in flour and doping control support.**
- Provided **CHF 1 million per year in Para sport support.**

How we will aim higher...

- **Keep working on the pathway to Olympic inclusion for as many disciplines as possible**, including Freeride, with event formats and qualification systems aligned with Olympic standards.
- Defending the place of **Nordic Combined and PGS** on the Olympic programme.
- **Continue to develop extraordinary events** that include music, art, and cultural attractions, as well as exciting disciplines such as Big Air.
- **Maximise the spectacle of our events**, creating more 'star-powered' entertainment features.
- Consider **expanding our use of well-known sporting commentators**, harnessing their star power to pull in more viewers.
- Expand the successful seminars and **training programmes on safeguarding** that we have been developing over the past five years.
- **Create a FIS Alumni Network**, giving athletes the chance to stay close to snow sports beyond their retirement, and enabling connections for further career opportunities.



- **Continue our work on the new FIS Hall of Fame**, creating a hub for future events and ceremonies that generate interest outside of the competition calendar.
- **Advance research into new safety measures** such as head airbags for Alpine speed events.
- **Establish a unified Youth and Children Committee group** across all disciplines, to share best practice and knowledge.



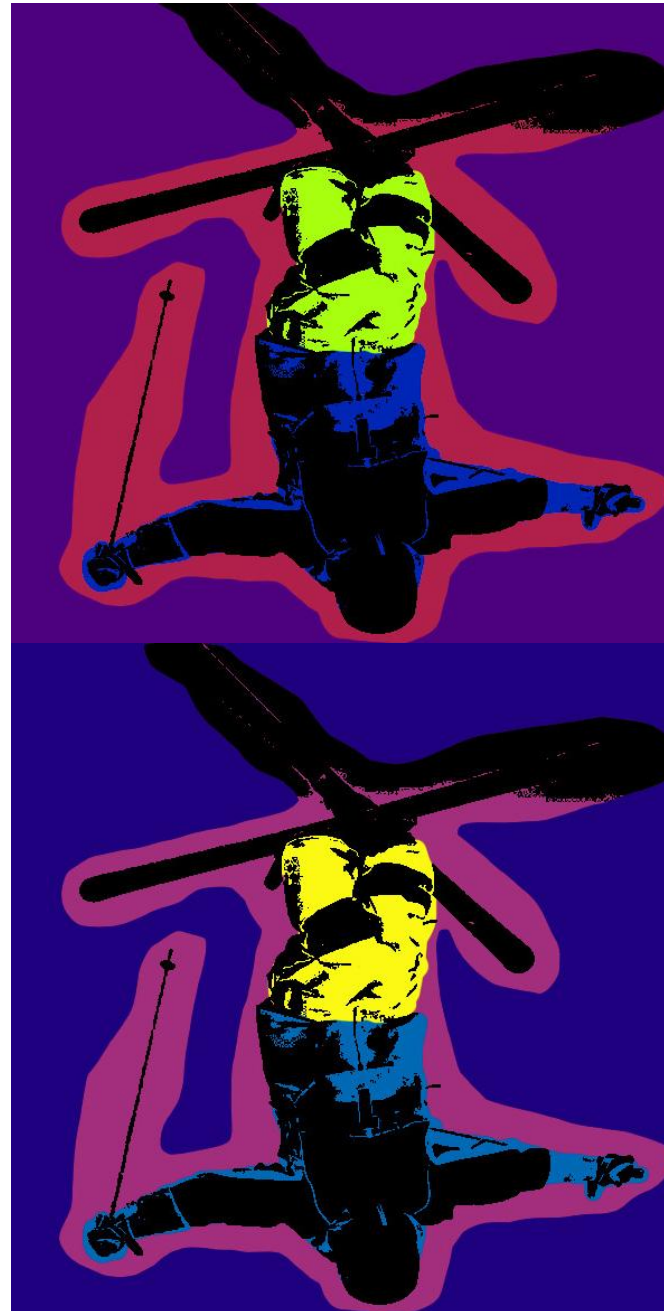
*Snow sports
for all*

Snow sports for all

“Sport has the unique power to inspire billions and to transcend difference; this is a precious quality which we must work every day to protect.”

Sport is a great unifier, a vehicle through which our differences can melt away and our common passion and enthusiasm can shine through.

There can be no place for elitism or prejudice in snow sports. If there is an athlete who wants to compete, a fan who wants to engage or a tourist who wants to hit the snow, I am determined to ensure that no obstacle stands in their way.



Snow sports must be for all, regardless of sex, race, age, nationality or disability.

Where there are contentious issues – such as around the participation of trans athletes – as President I will always be clear and fair about where we stand.

I will always be resolute, too, on the issue of political neutrality. Whatever the pressures placed upon us, we must keep sport separate from global conflict and division.

Competing in and enjoying sport is a human right, regardless of where you are from.

Snow sports for all

What we have done...

- **Supported the IOC in its stance upholding the Olympic Truce for the Paris 2024 Olympics, making clear our support for the principle of political neutrality in sports.**
- **Ringfenced women's sport, resisting any attempts to put ideology before biological facts.**
- **Taken over full governance of several Para snow sports disciplines, with FIS now overseeing 50% (3 out of 6) of the sports and 74% (58 out of 79) of the medals featured in the Paralympic Winter Games programme.**
- **Invested more than USD 5 million into Para disciplines to ensure equal access to competition, visibility and development opportunities.**
- **Become a member of the International Paralympic Committee (IPC) and Association of Para Sport Organisations (APSO).**
- **Built a team to lead the development of Para snow sports, including seven FIS staff members, four support staff and three Race Directors.**
- **Launched the Women Lead Sports Masters Program, to empower future female leaders in snow sports.**
- **Signed an agreement with Virtus, the international federation for athletes with intellectual impairment, to support the inclusion of these athletes in high-level competitions, including potentially the Paralympic Winter Games.**

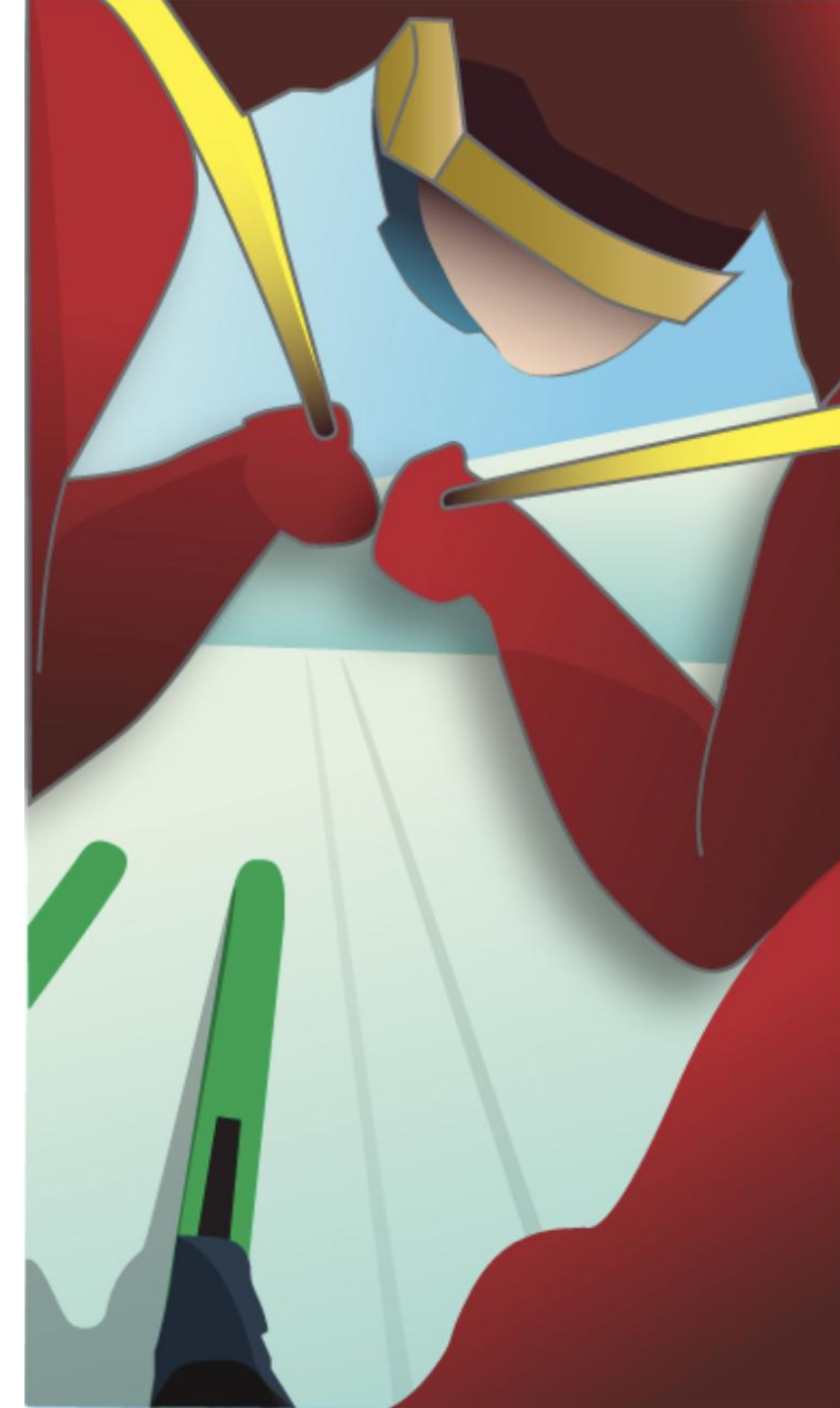


How we will aim higher...

- Maintain the principle that **athletes will never be weaponised**. As long as I am President, whatever the pressures, we will fight to protect political neutrality.
- **Explore and evaluate the inclusive sport concept**, including joint able-bodied and Para events, to help drive new fans to engage with Para disciplines.
- **Renew efforts to improve the quality of the Para Snow Sports World Cup and World Championship events**, from finessing exposure and storytelling to enhancing the competition structures.
- Seek to **increase the number of medal events at the Winter Paralympic Games**.



- Work hard to **increase the presence of Para World Cups and World Championships on streaming and broadcasting platforms.**
- **Expand strategic collaboration with the IOC and IPC.**
- Continue to insist that the integrity of women's disciplines is sacrosanct, with **women's sports ringfenced** based on biological facts and sex at birth.
- **Recognise that every human being should be able to not only participate in sport but compete at the highest levels.**
- In practice this could mean, for instance, exploring separate categorisation based not only on current gender identity but on science-based metrics.





STRENGTHENING FIS

Strengthening FIS



Change was never going to be easy. Transforming governance structures and modernising a century-old organisation inevitably requires difficult decisions. But change was also essential.

It’s only by having strong systems of governance in place – and a fair spread of decision-making power – that we can achieve all our ambitions. It’s vital, too, that we hardwire ethics and accountability into the structure of our federation, striving for gender balance and diversity at all levels.

All voices and ideas must be heard; all must be empowered to play a part in the FIS story – not only because this is the fair thing to do, but because diversity of opinions will always lead to a better outcome.

As we shape our organisation, we must be conscious of the fact that our most important asset is our people. Having the right people with the right skills in the right positions is critical to our success.

My approach has always been to appoint the right people for the right positions and give them the freedom to shine – and that will continue as long as I am President.

We have built a first-class team across the organisation, whose expertise, dedication, and professionalism is second to none in international sport. Their work behind the scenes has been instrumental to every step of the progress we have achieved.

What we have done...

- **Introduced a rolling five-year strategic plan to increase our momentum and ensure the entire FIS team is pulling in the same direction.**
- **Involved all stakeholders in drawing the strategic plan, with all members having a say on our future.**
- **Reviewed and updated our statutes to improve governance, such as by decreeing that FIS governance structures should be inclusive.**
- **Established the Independent Ethics Committee to monitor the FIS Code of Ethics.**
- **Increased women's representation in the FIS Council to 30% – and to 40% across all FIS Standing Committees.**
- **Instituted a term limit for the President.**
- **Merged women's committees into a single group in order to improve knowledge sharing and increase impact.**
- **Built up capability and capacity across the federation by recruiting dynamic new team members, creating new teams such as the Sustainability Unit, and fostering a highly committed, professional and forward-thinking FIS team.**



Take bold steps to ensure we are world-class when it comes to gender and diversity at the highest levels of FIS, working towards a target of gender balance in at least the 60/40 range.

Review our HR processes through the lens of diversity, ensuring that all hiring is blind to characteristics such as age, sex or race.

Continue to promote a broader definition of diversity; one which goes beyond gender to encompass age, nationality, race, physical abilities, and more – and we will work on this within all spheres of our organisation.

Strengthen our relationship with the IOC, with the attitude that we are different branches of the same team: a team passionate about the power of snow sports to inspire the world.

I will use my unique position as President of FIS and member of the IOC to strengthen collaboration across both movements, foster synergies, and promote the sharing of best practices for the benefit of our sports.

Continue to aim for the paradigm where 1 + 1 = 3. Collaboration is an incredibly powerful force. In an environment that increasingly demands we do more for less, harnessing this collective strength is essential. We will draw on the full breadth of talent across our organisation, fostering greater creativity, sharper thinking, and continuous innovation in all FIS forums and activities.



**GENERATING
VALUE**



“We must redouble our focus on value generation and stay ahead of the commercial curve.”

Value generation is everything. The more we invest, the more spectacular our events, the more we reward our athletes, the more we drive sustainable practices, and the more we lift smaller NSAs. A strong bottom line is the foundation for aiming higher – for everyone. In my first term, I focused relentlessly on creating that value: centralising international media rights, strengthening sponsorships, and transforming our digital capabilities. We have achieved much in five years, but this is only the beginning.

To stay ahead of the commercial curve, to outpace other international sports, we must constantly innovate, crafting content that captures the next generation of fans.

The media landscape is changing before our eyes. Audiences are streaming, skimming highlights, seeking storytelling and personality, and turning to creators and platforms we once overlooked. FIS cannot simply follow. We must anticipate, lead, and shape these trends.

Our business models must evolve. Technology and AI must drive efficiency and performance.

FIS must stop thinking like a traditional federation and start acting as a global winter platform. Growth will come from new regions, new audiences, and new ways of engaging. Freeski, Freestyle, and Snowboard are not just disciplines – they are cultures, lifestyles, and engines of growth, each demanding a unique approach.

Climate resilience will redefine our calendar and hosting models. Commercial success will go far beyond rights fees and logos. The beginner journey on snow must be a strategic product. Data must become a strategic asset. NSAs are not just members – they are partners in growth, to be empowered, professionalised, digitised, and equipped to deliver sustainable, world-class experiences.

FIS must evolve from regulator and rights holder into a product builder. We will link elite success, mass participation, and societal legitimacy into a single, unstoppable mission.

This is how we will stay ahead, grow globally, and create value that lifts every athlete, fan, and community we touch.

What we have done...

- We have brought **Media and Marketing fully in-house, giving us greater control, agility, and consistency in how we showcase our sport.** This allows us to tell our story more powerfully, engage our audiences directly, and maximize the value for our athletes, member associations, and partners.
- **Finalized a landmark exclusive distribution agreement with Infront for the international distribution of media rights** to the FIS World Championships in Alpine, Nordic, Snowboard, Freestyle & Freeski and Ski Flying for 2026-2029.
- **Estimated 10M increase in World Cup Media Rights Centralisation Agreement revenue (13%)** for the 2026–2030 cycle.
- Ensured that for the first time, the **media rights to all FIS World Cups and FIS World Championships are consolidated under a single framework.**
- Created a **significantly enhanced offering** for broadcasters and media partners.
- **Defended the interests of the federation and the wider snow sports community by fighting our corner during a number of complex challenges,** thus protecting the long-term stability of FIS, avoiding significant financial losses and safeguarding the future commercial structure of our sport.
- **Launched FIS TV** to provide live and on-demand content directly to fans via the web, the FIS app, and Smart TV devices while also utilizing our YouTube channels to reach and engage with global audiences.



What we have done...

- **Accelerated our social media activities with a reach of more than three billion (more than 1.000% increase vs. season 2020/21)** and a cumulative global television audience of approximately 4.8 billion viewers per World Cup season.
- **Brought Social Media Performance to a next level**, being acknowledged by the SportOnSocial International Federations 2026 report as #3 of Olympic International Federations and #1 among the International Federations from Wintersport.
- **Produced ‘On the Edge – World Cup Ski Racing’**, a five-part FIS documentary series that brings the human stories behind the speed, risk, and precision of World Cup racing to new audiences.
- **Created new formats and products** like the FIS Race Talk and three original podcast series.
- **Launched the FIS Content Exchange Platform (CXP)** to provide competition footage to National Ski Associations and athletes for usage and even commercialize on their own digital channels, enabling faster and more creative storytelling across the sport.
- **Entered the planning phase of the inaugural FIS Games** – a unique and ambitious concept that brings together all FIS disciplines under one unified event.



HOW WE WILL AIM HIGHER...

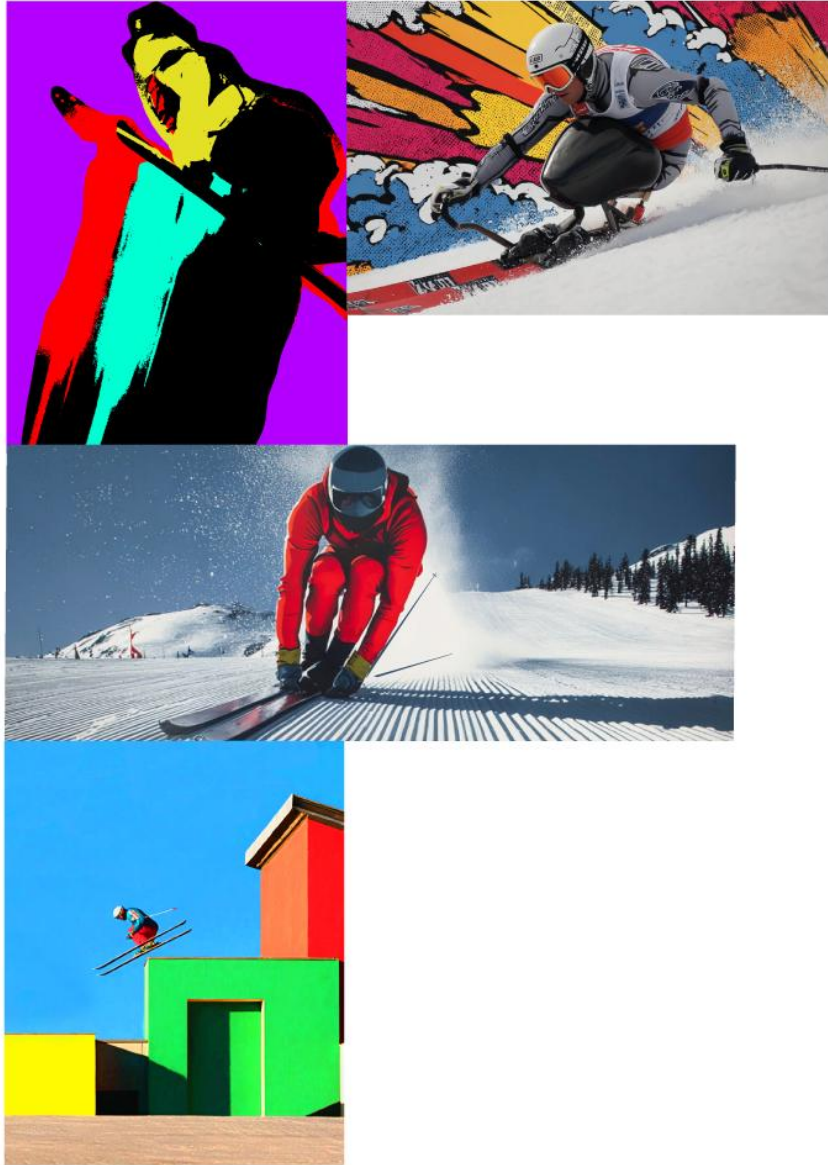
We will structure our strategy around three flagship commitments:

(1) a leading global snow sports media and content platform

(2) a data- and technology-powered fan and stakeholder ecosystem

(3) a stronger commercial and distribution model generating more value for all

Generating value



(1) a leading global snow sports media and content platform

- We will continue our evolution into a **global content, storytelling, data, and commerce platform**, placing the highest priority on maximizing relationship value with fans, athletes, creators, and partners.
- We will serve as a key enabler of this vision, building a **modern, end-to-end content, event production, and fan experience capability** that sets new standards in innovation by combining best-in-class creative and production partners with advanced technologies such as AI-assisted editing, automated highlights, remote production workflows, real-time data integration, augmented storytelling, and new camera formats including drones and athlete-perspective capture.
- We will continue exploring new ways to engage fans, from **cloud-based remote production and innovative perspectives such as drones, to personalized streaming and segmented product offerings** tailored to audience needs, markets, and levels of fandom.
- Rather than a one-size-fits-all approach, FIS will develop **differentiated experiences for diverse audience segments, emerging fan communities, and commercial partners, increasing relevance, expanding engagement, and unlocking new monetization opportunities** that support sustainable growth.
- We will **elevate fan experiences and act as a growth engine for the sport**, generating incremental reach, deeper fan engagement, and new commercial opportunities around snow sports events.
- We will prioritize **investment in innovation with the goal of transforming onsite fan experiences** – as seen in tennis, golf, sailing, and F1 – and media products, including interactive entertainment, data-driven storytelling, and personalized experiences.

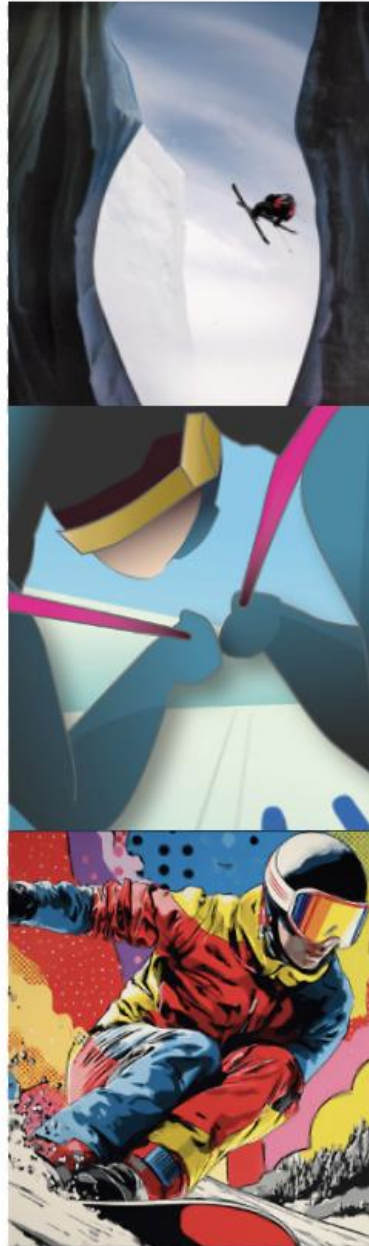
Generating Value

(2) a data- and technology-powered fan and stakeholder ecosystem

We will use **data as a strategic currency** to better serve stakeholders, deliver more relevant products and experiences, and unlock new commercial value.

This will be enabled through a **unified data hub connecting fan, content, and commercial data across all touchpoints.**

In practice, this will power **personalized fan communication, smarter content recommendations, enhanced athlete and member apps**, targeted education and development services, and more effective partner solutions built on measurable insight.



In this context, we will define and evolve a **new fan experience strategy**, encompassing fan group segmentation, youth audience initiatives, and new community and relationship models.

We will further prioritize the **responsible and sustainable use of technology and AI** to drive efficiency and enhance performance, seeking every opportunity to achieve more with less, realizing synergies, and making FIS leaner, more dynamic, and better positioned for the benefit of all.

“A new fan experience Strategy...”

Generating Value

(3) a stronger commercial and distribution model generating more value for all

We will leverage the **new access and opportunities created by the centralisation of international media rights** and its continuously evolving framework to benefit athletes, NSAs, and our commercial partners, creating and distributing compelling content, embracing innovative storytelling, partnerships, and new forms of monetisation.

We will **maximise the value of our products and distribution by developing innovative rights and access models** while expanding services for media partners, FIS TV, athletes, NSAs, creator-led distribution, and strategic syndication partnerships to grow reach, relevance, and commercial impact.

We will aim for **FIS to become a global platform and marketplace**, offering experiences, products, and services across everything snow sports have to offer, driven by content unique to our federation and stakeholders, supported by strong commercial partnerships.



We will evolve digital from an ancillary income stream into a core business and support pillar, targeting at least 35% of overall revenues through digital partnership activations, data services, subscription offerings, and a new “4R model”: Reach, Retention, Relationship, and Revenue.

**GOING
FOR
GROWTH**



GOING FOR GROWTH

“I have always said that FIS is a family – and every member of that family is equally special.”

In just over a hundred years, FIS has helped spread a passion for snow sports from a handful of nations to over 140. As President I have been passionate about growing our FIS family further, so that more people across the world can know the sheer joy of watching or participating in snow sports. It shouldn't matter whether you are born in an Asian city or in rural South America – the opportunity to enjoy snow sports must be available to you. That is why we have put unprecedented efforts into supporting younger ski nations, whether financially, logistically or through new training programmes. This is about more than spreading a love of snow sports. There is a clear commercial imperative for us to attract new fans from across the globe, increasing the economic potential of our sports and thus allowing us to invest more in the future of snow sports.

Going for growth

Over the past five years, we have made significant investments into the development of ski and snowboard nations around the world – both developed and emerging.

Between 2021 and 2026, more than CHF 100 million has been distributed in direct support to National Ski Associations through prize money, standard distributions, and special distributions. On an annual basis, this equates to approximately CHF 19.5 million in support for NSAs and Organising Committees, including CHF 5 million in basic distributions, CHF 7.5 million in special distributions, and CHF 7 million in prize money support.

In addition, we have invested a further CHF 7 million per year into key areas such as digital development, fluor transition, Para sport, anti-doping, and safeguarding – investments that strengthen the integrity and future of our sport. Taken together, this equals a total annual investment of approximately CHF 26.5 million, amounting to more than CHF 130 million over the five-year period.

Overall, this represents an increase of more than 200% compared to the pre-COVID period between 2016 and 2021. Crucially, this is not capital sitting idle. It is actively reinvested into the development of snow sports: supporting athletes, empowering coaches, enhancing infrastructure, and creating new opportunities for nations around the world.



What we have done...

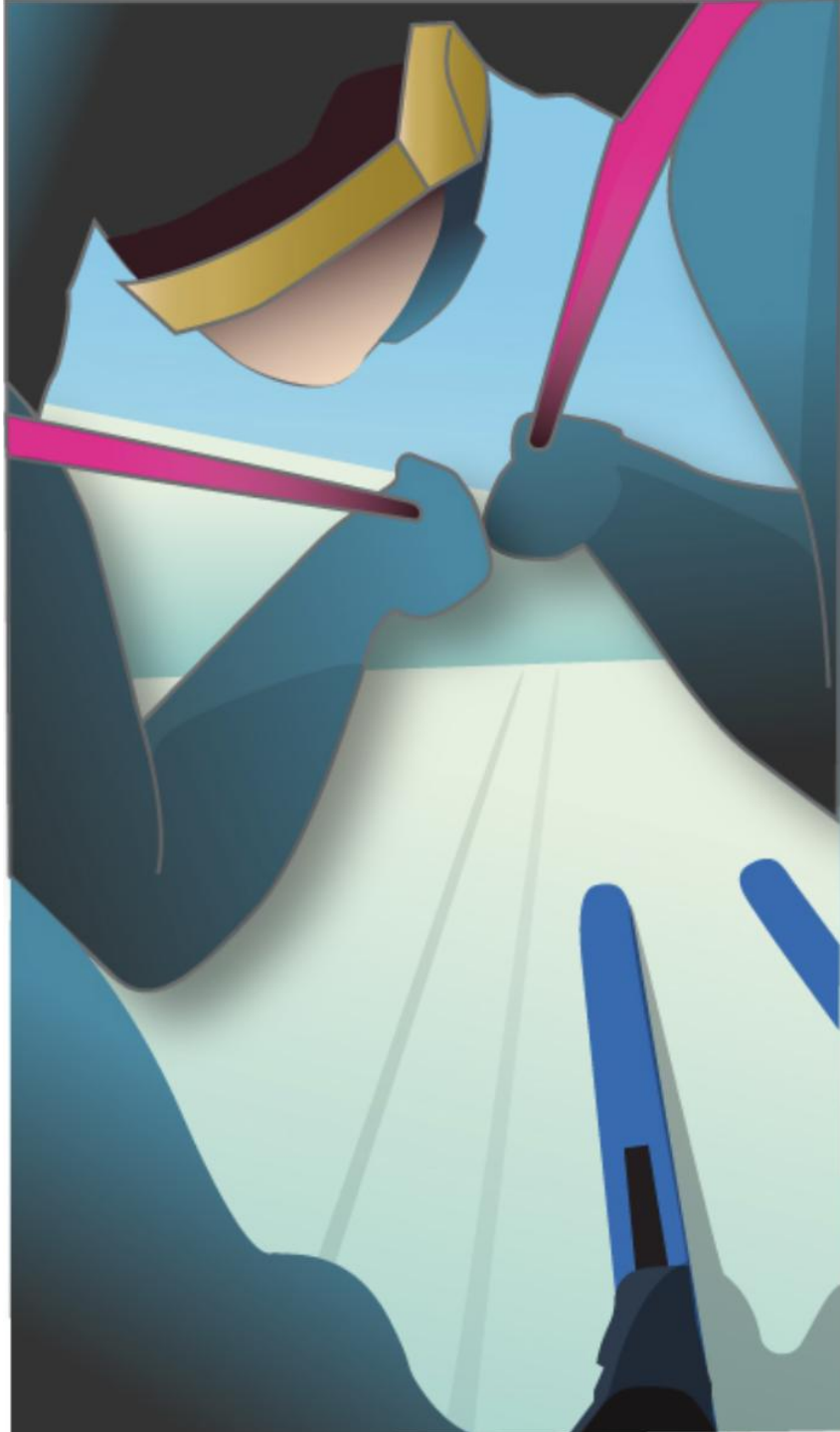
- **During my last term, we supported our NSAs and the sport with over 130 million in distributions and investments.**
- **EUR 30M** received from Infront distributed equally to all NSAs.
- **Welcomed ten more full or associate members into the FIS family since 2021;** Thailand (THA), United Arab Emirates (UAE), Saudi Arabia (KSA), Qatar (QAT), Guinea-Bissau (GBS), Azerbaijan (AZE), Saudi Arabia (KSA), Benin (BEN), Bhutan (BHU) and Indonesia (INA).
- **Established the FIS Development and Membership HUBs,** to offer tailor-made solutions to aspiring nations.
- **Established the FIS Summit for developing ski and snowboard nations,** giving dozens of members each year the opportunity to meet with FIS leadership, receive support and have their voice heard.
- Held the first **FIS Development Orientation Session,** giving NSAs the chance to learn about new strategies and initiatives.
- **Offered unprecedented new training and learning opportunities to NSAs,** from centralised development camps to regional clinics.
- **Delivered 6300 training days and education sessions during the 2024/25 season.**
- **Supported more than 815 athletes and coaches during the 2024/25 season alone** – an increase of over 80% compared with the previous season.
- **Engaged 87.7% of developing National Ski Associations in FIS development programmes,** demonstrating how targeted investment can unlock participation and performance worldwide.
- **Launched the FIS Start and FIS Plus Programmes,** offering a full directory in which NSAs can explore the support available and apply for it.
- **Created the FIS Knowledge Centre** to contain all FIS education activities under one roof.
- Demonstrated the impact of **targeted investments in National Ski Associations,** with developing nations showing increased participation and competitive performances at the Olympic and Paralympic Winter Games.

How we will aim higher...

- **Generate significantly more revenue to reinvest in the FIS ecosystem – supporting our NSAs, LOCs and athletes.** Expand distribution. Improve our product and raise athletes' earnings. Create even greater opportunities.
- Increase our training days, with a pledge to **deliver 10,000 training days by the 2029/30 season.**
- Support venue and infrastructure development in less established snow sports nations by creating a **Development Taskforce** which will provide expert advice and liaise with government-level contacts as required.
- Sharpen our **focus on four key regions for expansion:** Asia, North America, South America and Australia/New Zealand.
- **Further modernise development camps and regional clinics** to enhance their effectiveness, backed by significant investment.
- **Strengthen coach education** by establishing new, internationally-recognised benchmarks for knowledge and competency.
- Enshrine a **new equality rule in the FIS Statutes** stating that all members must have equal access to opportunities and resources.
- Establish pilot locations to trial out '**Bring Snow Sports to the Cities**' events, with a view to engaging younger audiences.
- **Accelerate the digital transformation of NSAs** through practical content support, shared tools and targeted capability programmes.



**Leading on
sustainability**



Leading on sustainability



“The climate crisis poses an existential threat to us all. In tackling it, sport has a critical role to play.”

For more than thirty years, I have been actively engaged in addressing environmental and climate-related challenges: chairing environmental foundations, setting up organisations to conserve rainforest and writing government reports, such as the *Eliasch Review* on financing global forests. Naturally, as President of FIS, this has been central to my agenda.

The creation of a team dedicated to sustainability directly linked to the President’s Office was a signal of my intent in this area. Guided by the science, we have set ourselves ambitious targets and changed the way we work across the organisation. The Impact Programme puts us right at the forefront of sporting organisations when it comes to sustainability. It ensures that in every action we take, at every event and in every decision, we are mindful of our impact on the environment and on the natural ecosystems on which winter sport depends, guided by data and measurable outcomes.

Aligning FIS with sustainability is a commercial imperative as well as a moral one. People around the world are crying out for integrity and transparency from their leaders. Increasingly, these calls are focused on climate change and the protection of nature. The urgency and scale of this challenge is increasingly real to people across the world, and they are desperately seeking practical and trustworthy leadership.

Younger generations in particular are increasingly looking for boldness from the brands and content they enjoy. Showing leadership on this front is critical to the reputation of international snow sports. For all these reasons, we must use all the tools at our disposal to secure a safer, more secure future for both climate and nature.

What we have done...

- **Signed up to** the UN's Sports for Climate Action initiative **and committed FIS to ambitious targets on reducing emissions and joined the Sport for Nature initiative**, committing to protect and restore biodiversity and ecosystems linked to our activities.
- **Initiated a wide-ranging and detailed scoping exercise to gather accurate data** on our carbon emissions, not only in FIS HQ but across our events as a first step towards establishing a robust and transparent emissions baseline.
- **Devised, consulted on and launched the Impact Programme**, a comprehensive, evidence-based roadmap that is guiding us to act more responsibly and sustainably every day.
- **Created the FIS Rainforest Initiative**, which funds deforestation projects in the Peruvian Amazon, to help offset our carbon emissions while contributing to the protection of critical natural ecosystems.
- **Introduced the FIS CO₂ Calculator** – a free tool enabling organisers and National Ski Associations to measure and reduce emissions from events and operations, with over 45 NSAs and LOCs actively using it and contributing to a more standardised and comparable data framework across events.
- **Completed eight education projects, welcomed 251 participants to sustainability courses**, received two sustainability awards, published four guides, directly engaged 20 athletes in education and awareness initiatives, established five institutional partnerships and collaborations with five international universities/research centres, hosted 16 sustainability webinars, handed over two sustainability awards; and launched an Erasmus project that has secured funding for several NSAs while advancing work on biodiversity and nature protection.
- **Raised the standards of energy and water efficiency** at our sites; implemented **sustainable procurement** practices; promoted **circular economy** principles; and encouraged **sustainable transportation** options for staff and stakeholders.
- **Used our platform to amplify the message of urgency around the climate crisis** and the need to protect mountain ecosystems and biodiversity.
- **Created guides and toolkits for stakeholders, giving NSAs, local organisers and resorts** practical advice on how to integrate sustainability into their activities.
- **Adopted a circular approach to waste, recycling and reuse across FIS events.**



How we will aim higher...

- **Make climate risk assessment and adaptation mandatory across all disciplines and event planning**, including World Cups, World Championships, and LOCs and require the systematic use of the FIS CO₂ Calculator.
- **Reduce FIS's own operational emissions by at least 50% compared to the 2023/24 baseline**, with a clear net-zero pathway to 2040, in line with the FIS Impact Programme targets and the UN Sports for Climate Action timetable supported by clearer milestones, improved data quality, and enhanced integration into governance and decision-making processes.
- Position FIS as a federation that **actively pushes the market toward circularity** – setting stricter rules on equipment and apparel to ensure use of recycled and recyclable materials and encouraging closed-loop supply chains.
- Commit to genuine nature protection by **integrating biodiversity safeguards into all decision-making**, prioritizing low-impact venues, preserving mountain landscapes, and restoring ecosystems where events take place in line with our commitments under the Sport for Nature framework.

How we will aim higher...

- **Support sustainable event delivery, working closely with LOCs, not only as a regulator but as a service partner, helping them choose lower-impact solutions for transport, food, logistics, temporary structures, and event energy consumption while continuing to assess opportunities to further optimise the race calendar in line with climatic, logistical, and environmental considerations.**
- **Use modern tracking tools to monitor travel and logistics more accurately, enabling FIS to make data-driven decisions for emission reductions and to optimize staff and team travel efficiency at all levels.**
- **Harness the insights of our athletes, offering training and employment pathways for former professionals to stay in the industry – including in sustainability-related roles beyond sports performance and sector.**
- **Mobilise the financial power of the snow community, encouraging resources to be directed into projects that are both financially viable and effective in decarbonizing ski resorts, building on concepts like a special green bond to support nature-positive investments.**
- **Act as an innovation driver by supporting transformative projects that regenerate mountain ecosystems, reduce emissions, promote circularity, conserve water, protect biodiversity, and advance science and data sharing.**
- **Make responsible sponsorship a priority, underpinned by a sponsorship framework that aligns commercial partnerships with sustainability values – avoiding associations with high-impact industries and favouring brands that actively contribute to climate action, circularity, and the protection of nature.**
- **Going forward, I will continue to insist that we are led by science rather than by public opinion. I care about what works, not what generates positive headlines.**

OUR BRIGHT FUTURE





***“The enduring strength of sport lies in the bonds we forge
and the horizons we dare to reach.”***

The past five years have proved what we can achieve when the FIS family moves forward together with vision, courage, and shared purpose. We have built a strong and diverse FIS team, strengthened our governance, and created a culture focused on execution and results. We have fortified our federation, created lasting value for our members, invested boldly in the growth of snow sports, and positioned FIS to thrive in a rapidly changing world.

Yet our journey is far from complete. The foundations are strong, the FIS team is ready, and the opportunities before us are boundless. If you give me your vote, I will dedicate myself fully to the work we have begun: empowering every member nation, safeguarding our athletes, and ensuring that snow sports continue to captivate and inspire generations to come.

Together, we will shape a stronger, more dynamic, and more united FIS: pushing boundaries, embracing innovation, and reaching higher than ever before.

Let us rise together – and make the future of snow sports extraordinary.

