



2024 EDITION

FIS FIVE-YEAR ROLLING STRATEGIC PLAN

CONTENT

FOREWORD	3	BUILDING VALUE	20
INTRODUCTION	4	5.1 BUILDING GROWTH MARKETS	21
VISION AND MISSION	6	5.2 DETERMINING OUR DESTINY	22
2.1 OUR ECOSYSTEM	7	5.3 GROWING AUDIENCES AND PARTICIPATION	24
2.2 SUMMARISING FIS VISION AND MISSION	7	5.4 SHAPING AND MODERNISING THE SPORTS PRODUCT	25
2.3 UPDATED FIS VISION AND MISSION	7	5.5 IMPROVING AND INNOVATING MEDIA PRODUCTS AND FAN ENGAGEMENT	26
2.4 RATIONALE: FIS IS EXPERIENTIAL	8	5.6 MORE REWARDING FOR OUR STAKEHOLDERS	32
STRATEGIC PLAN SUMMARY	9	GROWTH	34
3.1 STRATEGIC PLAN YEAR 1-2	10	6.1 EDUCATION, WELFARE, AND KNOWLEDGE SHARING	35
3.2 STRATEGIC PLAN YEARS 3-5	10	6.2 MEMBERSHIP SUPPORT HUB: DEVELOPMENT ZONE, MEMBERSHIP AND EDUCATION UNITS	35
3.3 STRATEGIC PLAN YEAR 5 OBJECTIVES	11	6.3 CHILDREN AND YOUTH PATHWAY DEVELOPMENT	38
3.4 THE KEY PILLARS: ATHLETES ARE CENTRAL TO OUR UNIVERSE AND SUCCESS	12	6.4 RECREATIONAL, TOURISM, AND GROWING OUR SPORT	39
GOVERNANCE	13	6.5 FOCUS ON EMERGING AND DEVELOPING SNOW SPORTS NATIONS	41
4.1 WORLD-CLASS GOVERNANCE	14	6.6 EXPANSION: PARA SNOW SPORTS	41
4.2 GENDER, DIVERSITY, INCLUSION	14	6.7 EXPANSION: FREERIDE WORLD TOUR	42
4.3 INTEGRITY	16	EVALUATION CYCLE	43
4.4 FIS STATUTES: OBLIGATION TO DELIVER A FIVE-YEAR STRATEGIC PLAN	17	7.1 SETTING OF ANNUAL EVALUATION AND STRATEGY CYCLE	44
4.5 BUILDING FIS CAPABILITIES	17	SUMMARY AND CONCLUSIONS	45
4.6 SUSTAINABILITY AND CARBON REDUCTIONS	18		

FOREWORD

2024 EDITION OF YOUR STRATEGIC PLAN

In 2023, the first-ever International Ski and Snowboard Federation (FIS) Strategic Plan was delivered after an 18-month-long process of consulting and drafting.

According to the Statutes approved in 2021, (which require FIS to deliver a five-year rolling Strategic Plan), we now present the 2024 edition.

In our 2023 Plan, we laid the foundation for transformational growth, with a vision of determining our destiny around core principles of modernisation, centralisation, inclusivity, integrity, sustainability, and excellence.

We embark upon the second year of our strategic journey with renewed vigour, a team capable of delivering, and a steadfast commitment to shaping the future of snow sports worldwide.

This update aims to: give an insight into our dynamic world; summarise the fast-paced technological advancements we are embracing; and capture the drive that is propelling FIS forward, in the direction determined in 2023.

FIS remains committed to fostering excellence, innovation, and building upon the successes of last year.

As FIS marks its centenary, the 2024 edition of the Strategic Plan again charts an ambitious yet pragmatic 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 deliberately intends to remain a high-level, macro document that provides a vision and a direction of travel for our future.

Consideration has been given to the diverse “broad church” that is the FIS membership, and the need to encompass all areas with their respective contrasts and complexities.

Individual business plans and strategies for specific areas, such as the Impact Programme and the Digital Centralised Strategy, have also been created as we move forward into the next phases of our journey.



INTRODUCTION

OUR ONGOING VISION AND EVER-EVOLVING LANDSCAPE

Delivering the FIS Vision and Mission through diligent planning and timely execution

FIS is currently undergoing a significant transformation. While we are proud of our past, we are also determined to face our organisation to the future. To that end, we are modernising our governance structures and our organisation – and bringing FIS into the 21st century.

What we do over the next five years will secure our sport for the next decades, and this document is the roadmap that will guide the changes we are making.

The purpose of the rolling five-year Strategic Plan is to describe the actions which will deliver the goals and objectives of FIS. It will be evaluated and updated annually. The FIS Statutes, which were confirmed with an overwhelming majority at the extraordinary Congress on 5th October 2021, mandate the Council to produce a regular Strategic Plan. In May 2023 the Congress was presented with the finalised inaugural Strategic Plan.

Our overarching goal is simple

“Let’s deliver the best snow sports.”

FIS President Johan Eliasch

Though 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. While the Strategic Plan serves to ensure that leadership is accountable for delivering against transparent objectives, the plan must also be dynamic enough to evolve 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 busy making important changes which will enhance our ability to manage the new Strategic Plan – and much has been accomplished in a very short period.

In the 2024 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. Centralisation remains a pivotal goal. Our strategic roadmap is designed to propel our sport and its stakeholders towards growth, enhanced collaboration, and increased revenues, while preserving our dedication to excellence and progress.

In FIS’ 100th year we embrace innovation while upholding the rich traditions, history and values that define our snow sports culture and ecosystem.

GOVERNANCE

Our Governance framework continues to be enhanced by updating our Statutes, putting sustainability and climate change at the forefront of our priorities, bringing more diversity and gender ratios to the FIS Council, and creating additional flexibility to adapt our media rights structure. The new guaranteed representation for one-vote and two-vote countries on the Council broadens participation and further develops and promotes our sport globally. This will improve the engagement of new members and associate members.

INNOVATION

FIS has set about developing and innovating what we show and how we present ourselves to the world.

The concept of the “FIS Games,” has been developed and introduced to the marketplace. Starting in 2028 we will have the platform to highlight the diversity and strength of our disciplines, showcasing the essence of FIS with thrilling competitions that have the potential to attract and captivate huge audiences worldwide.

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 and participation of our sport.

NSA INPUT VIA THE WORKING GROUPS, STRATEGIC PLAN SURVEY, AND FEEDBACK FORUMS

In 2021/22, 15 Working Groups with 105 members from 60 NSAs provided input and ideas to FIS. This work gathered expertise from across our highly experienced member Federations and stakeholders.

The Working Groups reviewed and made proposals on improvements for all areas across FIS from governance, development, growth, and our sport disciplines.

Strategic Plan Consultation: Survey and Feedback Forums

Similarly, an extensive consultation process in 2022/23, including a survey and feedback forums, informed the inaugural Strategic Plan. All members' input was thoroughly considered and reflected in the text. Moving forward, we will incorporate as much experience and understanding as possible in our decision-making processes, to help shape a more prosperous future for our sport.

INTERNATIONAL PARALYMPIC COMMITTEE (IPC) PARA SNOW SPORTS

Para Snow Sports was successfully transferred to FIS from 2022 onwards, integrating full governance and management of the three Para Snow Sports: Para Alpine, Para Cross-Country, and Para Snowboarding. Bringing Para Snow Sports under the FIS umbrella has enabled closer co-operation and more effective deployment of resources.

Para Snow Sports are now an integral part of our stable of snow sports, and consequently are always included in our references to events, competitions, and disciplines.

Para Snow Sports have also been integrated into the FIS Committee structure, including Athlete and Coaching Advisory Groups. Seven dedicated Para staff members within FIS oversee the complete Para Snow Sports agenda, ensuring careful integration and growth within the FIS family to the benefit of all.

FIS MEDIA AND MARKETING (M&M)

In 2023 FIS entered a new era with the establishment of the new commercial structure of FIS M&M, led by seasoned, experienced executives in sponsorship, media, and broadcasting. This pivotal shift has triggered significant transformations as FIS M&M proactively applied more direction over commercial inventory and fostered direct relationships with sponsors and partners.

A diverse in-house marketing team was assembled to drive these initiatives forward. The strategic focus shifted from discipline sponsorships to a Global Premium Partnership Platform. A robust key account management system was introduced, strengthening sponsor relationships, and expanding the scope of partnerships. Notably, FIS increased its World Cup series partnerships from five to eight, achieving full capacity in Alpine, Cross-Country, and Ski Jumping disciplines. These achievements signify a new chapter of opportunity and growth for FIS.



2



VISION AND MISSION

2.1 OUR ECOSYSTEM

FIS is the governing body for international skiing and snowboarding, with 142 full and associate member countries (NSAs). It is a democratic organisation that represents all members and governs through its statutes.

FIS is recognised 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 framework and professional management of all its disciplines in order to deliver events of 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 co-operation 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

Set a compass for a new direction and future

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 to reflect the evolution and modernisation of the federation and to provide a compass for our new, dynamic direction.

The updated statements aimed to encapsulate all current and future FIS snow sports, under the FIS umbrella. It aimed to inspire and be relevant in today's fast-changing world and drive the FIS leadership to delivering.

The previous Vision and Mission statements did not capture the full extent of our existing activities and ambition, and certainly not our ambitions for the future.

GUIDING PRINCIPLES

As we mark FIS' 100-year milestone, we must look forward, whilst respecting the long and rich traditions of our sport. It's essential to be inspiring and aspirational, while remaining true to our values. Sport mirrors society and shapes future role models. Our sport is uniquely dependent on the environment, so we must support, invest in, and drive a more sustainable agenda in all our endeavours.

With these Guiding Principles in mind, we updated the Vision and Mission statements in 2023, which serve as the foundation for all our actions. These were consulted on and supported by our membership.

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 organise 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 positive.
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 it.

FIS has a range of audiences it needs to communicate with effectively and with consistency: from high performance athletes to the occasional snow sports enthusiast; across different disciplines; across the globe in different locations, cultures, and environments.

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

Snow Sports have the advantage of a large recreational market alongside dedicated followers and viewers, offering 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, ignite a passion that is shared, long-lasting and rewarding; where our delivery is outstanding wherever you are in the world and regardless of who you are.

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



3



STRATEGIC PLAN SUMMARY

3.1 STRATEGIC PLAN | YEAR 1-2

Laying the Foundations

Several critical strategic challenges faced by FIS and its members were identified. Since June 2021, our leadership and organisation have been working tirelessly and at pace to modernise FIS. We are pleased to have delivered on a long list of time-sensitive initiatives, which help pave the way for building a stronger FIS.

The following document provides an overview and showcases the work done by FIS in the last year.

3.2 STRATEGIC PLAN | YEARS 3-5

Determining our Destiny

The next three years are crucial in our efforts to build a greater FIS. Now is the time for us to determine our own destiny, and we are excited to work diligently to develop our sport and grow a stronger and more prosperous FIS. As requested by NSAs, and as soon as we are able, FIS will deliver on centralising the media rights.

We have set out high-priority strategic initiatives with the ultimate goal of expanding FIS for the benefit of our sport, members, athletes, stakeholders, and our planet.

As FIS consists of 142 NSAs, it is vital that we ensure that FIS has the capacity and know-how to 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 sustainable. We can enlarge our share of the economic pie with a centralised approach to media rights. We will increase contributions to members, increase prize money, invest further into formats, and improve the overall value for our sponsors and athletes.

The bedrock for all workstreams conducted in FIS is a solid governance framework, an uncompromised approach to being more sustainable and a commitment to carbon reductions.

Our Strategic Priorities will be as follows:

GOVERNANCE

1. **World-Class Governance**
2. **Gender, Diversity, Inclusion**
3. **Integrity**
4. **FIS Statute Obligations**
5. **Building FIS**
6. **Sustainability and Carbon Reductions**

BUILDING VALUE

1. **Growth Markets**
2. **Centralisation of Rights**
3. **Shape the Product:** Build Formats, Content, and Calendar
4. **Improve the Product:** Production Values and Telemetrics
5. **Modernise the Product:** Digital media platform, Broadcast TV, Streaming
6. **Expand the Product:** Extend our Reach, Improve Fan Engagement
7. **More Rewarding for Athletes**
8. **FIS Games**

GROWTH

1. **Education, Welfare, and Knowledge Sharing**
2. **Membership Support**
3. **Children and Youth Development**
4. **Recreational, Tourism, and Growing our Sport**
5. **Emerging and Developing Snowsport Nations**
6. **Expansion: Para Snow Sports**
7. **Expansion: Freeride World Tour**

3.3 STRATEGIC PLAN | YEAR 5 OBJECTIVES

Measuring and evaluating the successful implementation

To measure and evaluate how we progress with the implementation of our strategic objectives, the FIS Leadership and the Strategic Planning Committee will report on an ongoing basis to the FIS Council. The reporting will be a combination of qualitative status and, whenever 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

- New FIS Statutes in 2021, 2022, and 2023 have been implemented and are being followed.
- A wholly independent Ethics Committee has been appointed, ensuring high standards.
- Continued modernisation of our governance model to be best-in-class.
- The FIS Impact Programme - our roadmap to a more sustainable and inclusive snow sports ecosystem - was launched at the beginning of 2024.

Growth in participation numbers | Quantifiable objectives

- Recreational participation, youth adoption, and competitive participation are being measured and assessed across all FIS verticals and disciplines.

Higher ratings | Quantifiable objectives | Catering for changes in consumer preferences

- Measuring increases of ratings across a combination of TV airtime, viewers, streaming services, and live attendance at events across all NSA jurisdictions.
- Measuring increases in social media monetisation, 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 evolve.

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.
- Part of our success criteria will be to deliver new destinations for events.
- We will also drive the inclusion of Para Snow Sports in regular day to day operations in 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 be a natural consequence of successfully growing our share of the economic pie. Hence, the first step is to increase the economic value of our sport, through strategic initiatives and investments.
- We will expand and diversify our overall monetisation 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 prioritisation 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 pathway from local to international sports.
- The participation in numbers via the 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. Audiences are following brands less and people more. Brands are using alignment with individuals' personal channels. Athletes are a valuable asset and we will work to further nurture their interests. Their performances and interaction with audiences and media channels will be a key determinant of growth and value creation.

Athletes
central to our success in our snow sports universe

World-Class Governance

- Strengthen Governance Framework
- Deliver on new statutes
- Gender balance, Diversity, Inclusion, Accessibility, Safeguarding
- Volunteer workforce
- Integrity: Ethics Committee
- Deliver new statutes
- Structure FIS for growth, success, and transformation
- Building capabilities and resources
- Culture of continuous improvement and excellence
- Drive to be more sustainable: IMPACT Programme

Building Value

- Build growth markets potential
- Determine our destiny: centralisation of media rights
- Boost partnerships and ROI
- Increase value and revenue
- Grow audiences and participation
- Shape, Modernise sports product
- Develop and create new assets
- Expand and innovate portfolio
- Improve and Innovate Media Products
- Centralised Digital Platform
- Fan engagement
- Value Creation: Content, Channels, Services
- FIS TV, Streaming, Broadcast and Digital developments
- More rewarding for Stakeholders

Global Growth

- Education, welfare, knowledge sharing
- Membership Support Hub: for Development and Education
- NSAs, Athlete's Health Unit
- Children and youth pathway
- Growing recreational and tourism sectors, "get people on snow" initiatives
- Emerging and developing NSAs focus
- Emerging markets growth post major events – OWG, FIS Games, WSC
- Para Snow sports development progress
- Freeride World Tour integration and growth

4



GOVERNANCE

4.1 WORLD-CLASS GOVERNANCE

A Governance framework 'fit for purpose' to deliver our Vision

One of the most crucial parameters in any international sports federation is a solid framework for governance. Governance is the bedrock that safeguards the interests of an organisation 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 balances, making sure our leaders are challenged to bring forward the best solutions in the interest of all our stakeholders.

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

There is great potential to harvest new, innovative ideas and see our world more broadly through diversity and inclusion on multiple levels. Striving for gender balance and diversity at the highest levels of FIS – reflecting our stakeholders and society.

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

Updated Statutes establishing a modern framework for quality governance

Reviewing and updating our statutes – as was the case in the 2021, 2022, and 2023 editions of the Congress –, provides several vital initiatives to safeguard the governance of our organisation, such as:

- FIS shall perform its activities according to the highest ethical standards, which will be 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 prioritise 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 the FIS.

- FIS will encourage and promote diversity and gender equality in electing and appointing officials and members of the Governing Bodies and Committees of the 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 evolve.
- 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 on 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 best in class. It is acknowledged that some countries are world leaders but in a multicultural setting, FIS is very differentiated on this topic.

Ensuring diversity goes far beyond gender equality to encompass age, skills, sexual orientation, nationality, race, physical abilities, and more. It involves all spheres at FIS: athletes and management, staff and NSAs, technical delegates (TD) judges and coaches, 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 diversity, gender equality and inclusion are considered in decision-making at all levels of the organisation;
- Demonstrate strong leadership on an everyday basis with a gender balance, diversity and inclusion lens for hiring and management practices;
- Work towards a significantly changed mindset and culture which embraces these changes;
- Establish a framework to achieve better diversity, aiming for a 50/50 gender balance with a 60/40 range;

- Include Committees and Sub Committees to aim for better gender/diversity ratios: 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; workshops;
- Ensure gender balance and inclusivity in all communications;
- Establish a forum for diversity, with an initial key focus on gender, but broad enough to evolve and encompass further initiatives as the world and FIS evolves;
- Develop a thorough EDI policy framework for future implementation.

SPECIFIC INITIATIVES

A focus on women in FIS

- A FIS steering group is currently reviewing and identifying key projects.
- Webinars on training female athletes (under the leadership of the FIS Nordic Women’s Committee) are being held throughout 2024;
- Women’s Committees will be unified into one group for more effective knowledge sharing and the development of projects that are applicable across FIS.

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 2028
- FIS World Snow Day
- FIS Snowkidz
- Engage with younger generations: promote the sport, sustainability, environmental protection
- Positive changes to food systems, nutrition for FIS community, athletes, and fans
- Attention to our Para Sport disciplines
- Improve Accessibility – maps and information

- Assessing 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 over the next 12 months
- The importance of considering human rights in a sporting context: FIS Seminar in May 2024

HARNESSING AND ENCOURAGING OUR GLOBAL VOLUNTEER WORKFORCE

FIS recognises that its backbone is a large and passionate volunteer group. As we modernise and professionalise our sport, we need to be mindful of this important community that underpins the successful operation of our sport across the world. When developing new initiatives, we will consider how we communicate with and motivate volunteers, as they are fundamental to the success of many FIS activities.

DEDICATED VIRTUAL SUSTAINABILITY RESOURCE SPACE

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

- A place to build, share knowledge and educate on sustainability and conservation;
- Hosting webinars for all stakeholders on environmental and social issues specific sustainability communications plan to help disseminate information effectively: e.g. World Earth Day activation
- Showcase UN and IOC programmes like “be a mountain hero in 10 steps”

It is envisaged that there will be a similar virtual space for event organisers that will be developed within the recently established knowledge transfer platform (TOK) for World Championship organisers.

FIS SUSTAINABILITY FORUM

FIS has established a Sustainability Working Group that is structured on sustainability and knowledge sharing.

This focus group, comprising 15 people, will review and develop information that will be directed towards training courses, education initiatives, and sharing programmes which will then be disseminated to all stakeholders.

4.3 INTEGRITY

Ensuring the integrity of our sport

FIS has a long history of protecting the integrity of our sport. Our statutory framework and ongoing improvements include clearly articulated standards and rules, so that all 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 will specifically ensure that we have the resources to work towards proactively promoting 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 to oversee this area.

- Ongoing monitoring of FIS Code of Ethics to keep it up to date;
- Organising 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 underpinned by strong governance:

- The FIS Rainforest Initiative boosts the human rights of local communities in the Amazon;
- On procurement decisions, consideration will be given to human rights in the supply chain;
- The FIS Sustainable Sourcing Guide advises partners on ethical procurement;
- The drive to grow snow sports participation will include those who historically were less likely to participate.

SAFEGUARDING

Build knowledge and understanding of best practice across all sports, events, and digital spaces

- 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.
- FIS will join safeguarding projects with the IOC, UNICEF, and other international federations
- In 2023 FIS entered into a cooperation 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. [\(Link\)](#)

TOOLKITS, EDUCATION, POLICIES, RULES, AND REPORTING

- Safeguarding training was integrated into team briefings at the recent FIS Junior World Championships, and the following activities will be integrated into our sport:
 - Toolkits for LOCs are underway for the season 2024/25;
 - A hotline for reporting is in place and additional safeguarding expertise has been made available;
 - Policies and Rules are under ongoing review to ensure the highest standards, and that adaptations are athlete-centred, trauma-informed and evidence-based.
- 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 five-year Strategic Plan

The new Statutes include a requirement for FIS leadership to deliver a rolling five-year Strategic Plan.

The link to the FIS Statutes is [here](#).

This is good practice. By being open and transparent about our plans, our members can more easily hold us accountable, while planning the 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 organisation and be in line with the Vision and Mission statements.
- It shall seek approval from the Council of 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

- The change of leadership in 2021 prompted an evaluation of the organisation's capabilities, assessed against the new strategy, goals, and objectives. While it was clear that FIS has an excellent employee base, fit to deliver on the fundamental parameters of our services, it was also apparent that to deliver on the new strategic initiatives effectively, FIS needed to strengthen resources and capabilities. Since then, big strides have been taken to build our organisational structure in order to deliver our vision, mission, and strategic initiatives.
- Most important to FIS capabilities are its people. In the last year the following new team members were added:
 - Dedicated Membership Manager and Development Co-ordinator, who have commenced a full programme of initiatives to better service our members
 - Sustainability Director
 - Growing in-house FIS M&M team
 - FIS TV Director
 - Content creators for each discipline
 - FIS Project Manager Education
- Building our capabilities has meant continuous development of FIS digital products and platforms, and investment in our digital infrastructure. In the past year, a streaming platform, new website, new app, expanded social media, and other direct-to-consumer digital offerings have commenced, with the focus on bringing FIS up to the highest modern standards.
- In addition, we are building a research and archive platform for FIS and all NSAs to share available information, research, templates, Event IP (WSC), and identify key trends.
- In the past year we have also established the resources, and investment to deliver on centralisation of media and marketing rights.

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, clarity in responsibility, authority, and accountability will be essential for our organization's success.

4.6 SUSTAINABILITY AND CARBON REDUCTIONS

FIS Sustainability Roadmap: IMPACT Programme

FIS recognises the urgent importance of addressing climate change and protecting the winter environment on which our sports depend. We acknowledge our responsibility to contribute to the global effort to reduce our carbon emissions and be more sustainable. This will only happen if we are committed to a serious and deliverable programme, linked to younger audience engagement and all FIS relationships across our entire ecosystem.

Under the new 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. ([Link to Impact Programme](#))

CLIMATE CHANGE

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

Reduce carbon footprint of FIS activities:

- Collecting data from the 2023/24 season covering FIS and events
- The process involves calculating, tracking, and reducing emissions for FIS activities and events including:
 - Office, travel, renewable energy use, events calendar optimisation, LOCs CO2 reduction activities, reduce CO2 emissions from FIS' direct activities (travel, offices, procurement, energy etc.)
- Draw up a carbon footprint reduction plan
- Implement offsetting for unavoidable emissions within our organisation

Actions and Projects:

- FIS will participate in working groups organised by:
 - UN Sports for Climate Action Framework (UNFCCC)
 - IOC Sustainability programmes
 - UN Framework Convention on Climate Change
 - COP

- Webinars: FIS will lead and host education and training on climate change and environment protection
- Create nature-based projects that help reduce CO2 emissions
- Build an online CO2 calculator for fans. It will be a platform with pledges to help fans to be more sustainable in their daily life
- Provide sustainability guides and tools for LOCs, NSAs, ski resorts
- Establish a dedicated sustainability section in FIS App for fan mobility
- Develop a Sustainability Rewards programme to recognise organiser's progress
- Capitalise on communication and engagement opportunities to raise awareness about climate change: e.g. climate stripes on bibs

Form a Climate Action Winter Sports Coalition

- All stakeholders: athletes, media, sponsors, partners, fans
- Introduce conservation projects

Longer term:

- Support CO2 reduction activities inside events – projects with a focus on, purchasing, energy, and food
- Establish a platform to help NSAs, LOCs, athletes, 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, glacier environments
- FIS Plus Programme to support NSA projects

NATURAL ENVIRONMENTS

Focus on biodiversity and contribute to nature-based protection

Action and Projects:

- Participate in the working group organised by Sport for Nature
- Training and checklists for LOCs, FIS staff: homologators, RDs, TDs, venues
- Rainforest initiative: 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

Longer Term:

- Develop local projects that protect or create native forests, biodiversity, pollination: *FIS4Trees* – beehives project
- Snowmaking: aim to reduce the environmental impact of snowmaking systems by supporting the ‘Snow for the Future’ project
- Create a Pilot Project to support water and biodiversity footprint calculations to reduce water use, and evaluate and promote biodiversity for large FIS events

CIRCULAR ECONOMY

Reduce environmental impacts across events, facilities, and equipment

The objective is to minimise waste, extend the life cycle of products, and use secondary raw materials and innovation to reduce carbon footprint and be increasingly sustainable.

Some organisations involved in our sport are already taking steps to recycle, reuse, and reduce waste through innovation for a more sustainable future.

A focus on:

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

Actions and Projects:

- Development of a Sustainable Sourcing Guide
- Provide an Event Guide to reduce environmental impacts
- Establish criteria for temporary infrastructure for major events
- ISO 20121 will be mandatory for FIS World Championships from 2028

Longer Term:

- Establish a pilot project to calculate circularity of some major events to reduce waste generation and increase circularity of future events
- Minimise food waste at events
- Set out measures to advance the use of ski and snowboard clothing and equipment with a lower environmental impact profile
- Study the impacts of broadcasting and digital
- Support circular projects for ski and snowboard clothing and equipment

FIS RAINFOREST INITIATIVE

In October 2021, FIS announced its FIS Rainforest Initiative. Conserving rainforest is one of the most valuable climate actions we can take, potentially providing 23% of the climate mitigation urgently 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. We believe that by working together with our partners and stakeholders – all guided by the latest science – we can create a more sustainable future for snow sports. 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

The future of our organisation will be secured by a combination of commercial and social goals;

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

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

Growth can be achieved by:

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

Of course, people may fall into both categories.

Given the importance of audience enhancement to build value, we need to embrace change to thrive in the fast-evolving environment of the attention economy: prioritising the viewer experience, and getting our sport closer to young fans.

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, hosting 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 supporting capacity building for event hosting, grassroots sport development, education, and athlete success.

We will identify the critical factors for success, such as key target markets, optimal market entry, local investment support, suitable disciplines, smart product development, and post-event leverage strategies.

Using this research, FIS will evaluate and consider support levels required, as outlined in the Healthy Events System section.

Targeting 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 like Mikaela Shiffrin and Michael Kingsbury. 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 culture 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 potential. 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

Benefits of Centralised Media Rights

It is only when we have the ability to influence our own destiny that we can make our vision for our sport a reality. Centralisation of our media rights is the key mechanism and our next pivotal move to unlocking a prosperous, successful future for all of FIS and for snow sports. This is the mechanism with which we can drive greater value and generate increased revenue, coupled with appropriate investment for our entire ecosystem.

“We should work towards extracting synergies for our NSAs by an integrated approach to optimising the value of sponsorship and TV rights.”

President Eliasch’s manifesto 2021

Maximise our potential and generate greater value and revenue

Centralisation will open up the pathway to developing our assets, structuring media and access to distribution rights for different disciplines and, ultimately, building more value. It will enable skiing and snowboarding to compete with other sports for fans and athletes; indeed, most successful international sports federations have already embraced centralisation of media and marketing rights. With this tool, FIS can effectively represent all member associations to ensure future growth and protect the sport.

Centralised media rights empower FIS to:

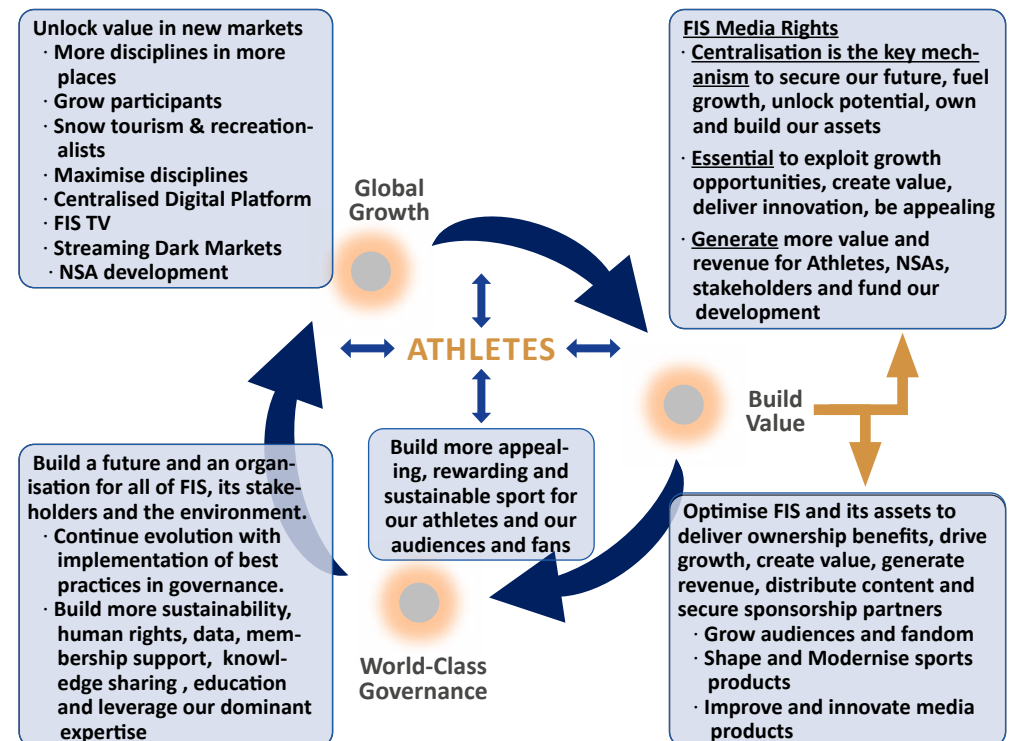
- dramatically increase the value of our sports;
- ensure higher-quality production, modern digital services, and more engaging content;
- extend its reach with new technologies, drones, cameras, real-time data, and more;
- increase the “pie” with greater exposure for increased value;
- enable a media platform with richer emotive content that will forge a deeper connection between athletes and fans;
- reinvest in our own growth, benefiting our sport and our stakeholders;
- elevate all our disciplines and explore additional and fresh markets;
- captivate global audiences in a way that hasn’t been possible before;
- guarantee revenues and increase profit share for NSAs;
- future-proof our sport to anticipate and keep abreast of future shifts.

We recognize that this is not an easy step for everyone. It involves a significant change to the current operating model. However, the benefits for the FIS family – including all our athletes and wider stakeholder group - are so substantial that we are committed to moving forwards at pace, particularly now that centralisation is a reality.

On Friday 26th April 2024, the FIS Council voted in favour of the centralisation of media and broadcast rights, paving the way for FIS to sign an exclusive agency agreement with Infront.

“This decision by the FIS Council offers the opportunity to elevate our sport to new heights, to showcase the incredible talent and dedication of our athletes on a global stage and to establish a long-term calendar that provides stability for our World Cup hosts, while challenging us all to deliver events that captivate audiences and inspire generations.”

FIS President Johan Eliasch



Sponsorships, media rights, and commercialisation

With full oversight and management of sponsorship, marketing and sales, the FIS M&M team have made strong progress in the last year. The team is moving from a sponsorship to partnerships model: building stronger relationships; implementing a key account management system; exploring more global partnerships across all Disciplines.

Current and future work streams include:

- ITT and go-to-market with FIS World Championship 2027/2029 media rights in domestic and international markets – as well as the FIS Games 2028;
- Restructuring our media rights distribution system including improved segmentation by discipline and creating best possible market-by-market competition to maximise revenues;
- Implementing a developed centralised media rights proposition together with NSAs and marketing partner – go-to-market in Q3 2024 (tbc, subject to further developments);
- Focus on filling remaining gaps in FIS World Cup sponsorship sales for 2024/25 season (NC & FS/SB);
- Rebranding FIS into a desirable B2B2C Platform;
- The overall partnership programme will focus on increasing return on investment (ROI) for partners by integrating the following elements: a business and purpose-driven approach; customised partnership agreements; use of the Impact programme where appropriate; and tailored access to FIS's new centralised digital platform, content, and channels.
- Starting a pilot programme to identify commercial recreational opportunities to leverage growth in newer winter markets (e.g. Asia);
- Strengthening collaboration and synergies with NSAs and LOCs.

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 technology evolve, so too must the brand to compete for audiences. Regular refreshes ensure that a legacy brand like FIS continues to thrive.

It is envisaged that we will commence a brand review over the next 2 or so years to revitalise our identity, refresh our brand story, and reinforce our core values.

This will also provide the opportunity to enhance and improve the synergies between the different FIS disciplines and the FIS master brand.

Ideally, FIS will face the world in a strongly coherent way, with a unified presentation of our master brand and its individual disciplines and sporting products so they are aligned, embodying and reflecting what we do, what our values are and, importantly, who we are.



5.3 GROWING AUDIENCES AND PARTICIPATION

Making our sport more appealing for a fan-oriented future

Changing consumption of sports content

We shall adapt to how our audiences consume our content and better determine how and who to target. All generations matter. The media consumption habits of Millennials, Gen X, and Gen Z differ from older, traditional audiences. Prioritising strategies tailored to younger demographics is essential for future commercial success, necessitating continuous adaptation to evolving consumption patterns of all our audiences. As we adapt, we will be mindful that we are competing for viewers' attention against myriad other sports and entertainment options.

CHANGING SPORTS CONSUMPTION

Younger fans prefer digital over traditional

- Social media ranks as the top way 18–34-year-olds engage with sport
- They over-index on other digital platforms such as online, via streaming services or video games

Bite size content is more popular in younger age groups

- Short-form content to catch up with the latest events, pre-game interviews, and game stats and analysis is the format of choice for younger consumers
- The 18–24-year-old category is the only age group with the preference for clips or highlights over watching live games in their entirety

How consumers engage with the sports they regularly follow by Engaged Sports Fans								
	Global total	18-24	25-34	35-44	45-54	55+	Male	Female
Watch live sports on a TV channel	51%	31%	36%	44%	56%	75%	52%	49%
Social media	33%	41%	43%	38%	33%	19%	32%	35%
Watch non-live video content online	28%	32%	31%	28%	24%	16%	28%	21%
Reading sports content in print or online	26%	20%	22%	22%	27%	31%	26%	20%
Watch live streamed video content online	24%	31%	30%	27%	25%	13%	26%	20%
Watch live content on video streaming services	22%	22%	23%	24%	23%	17%	24%	19%
Watch non-live sports on a TV channel	20%	19%	20%	21%	22%	20%	23%	18%
Play sports video games	18%	20%	22%	17%	13%	4%	18%	11%
Listen to sports radio	15%	6%	12%	14%	15%	18%	17%	11%
Visiting team or league websites	14%	14%	15%	16%	15%	12%	18%	10%
Watch non-live content on video streaming services	10%	14%	16%	11%	10%	4%	11%	8%
Listen to sports podcasts	10%	12%	13%	13%	9%	4%	11%	7%
Sports betting	10%	11%	13%	12%	11%	7%	13%	7%
Purchasing live events on Pay-Per-View	6%	8%	8%	8%	5%	2%	7%	5%

Q Which, if any, of the following ways do you engage with the sports you regularly follow? (i.e., in the last 30 days).

Our core audience

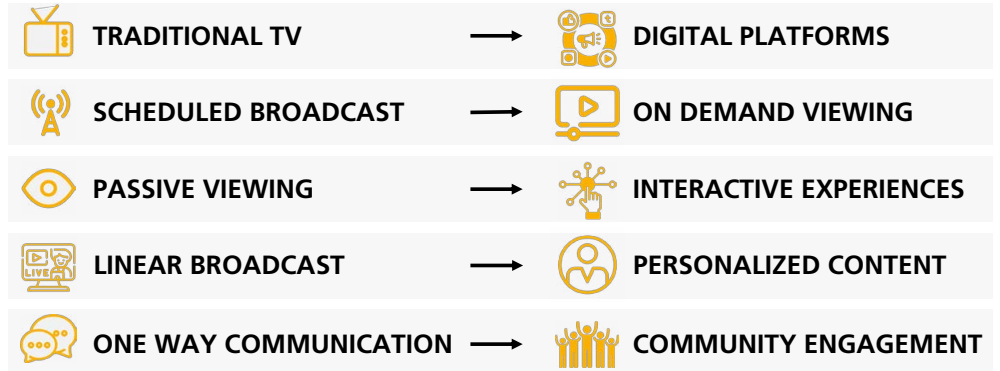
FIS values its existing audiences, including older generations who prefer traditional, passive forms of media consumption such as live sports on linear TV. We will continue to cater to this group's needs while recognizing their engagement across various platforms, including streaming, social media, and the FIS app. This blend-

ing of traditional and modern media consumption highlights the evolving nature of viewer behaviour, emphasising the importance of public TV supplemented by digital innovation and distribution.

Shifting live sports consumption trends

away from

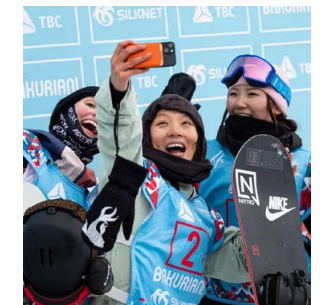
towards



Optimising direct to consumer based on new behaviour and expectations.

REACHING GEN Z: THE NEXT GENERATION OF SNOW SPORTS FANS

- **35% of global population is Gen Z** (first digitally native population; with 98% owning a smartphone)
- **40% of Gen Z never watches sports** (while 50% of millennials, said they watch live sports at least once a week)
- **32% of Gen Z watch live sports through authorized streaming services** (with only 28% watching via broadcast or cable TV)
- **31% consume sports news via YouTube** (26% via Instagram, 24% via TikTok as most popular sources of sports news)
- **35% of Gen Z follow sports teams or athletes on social media platforms** (with only 27% of millennials)



5.4 SHAPING AND MODERNISING THE SPORTS PRODUCT

Centralisation paves the way to unlock our potential

CALENDAR

The events calendar serves as an important tool for both operational delivery and the long-term development of our sport. It aligns with strategic objectives such as value enhancement, market expansion, sustainable growth, and environmental considerations. Smart calendar planning allows us to strategically arrange events in geographic blocks, include iconic destinations, and explore opportunities for extended seasons, all while prioritising athlete welfare.

OUR DISCIPLINES

Change is inevitable. Markets shift, audiences evolve. Continuous review and development of our disciplines is essential to maximising their potential. While our current pathway produces top-tier athletes, certain disciplines require attention and support due to declining participant and/or audience numbers. These areas necessitate product development to remain appealing and commercially viable amidst evolving attention landscapes.

MAXIMISE THE TRUE POTENTIAL OF EVERY DISCIPLINE

The diversity of our disciplines is a significant asset for FIS, allowing us to appeal to various target groups and demographics. Tailoring specific solutions for each discipline will be important for success. With oversight of our media rights, we can strategically distribute and optimise our product and channels with broadcasters for mutual benefit. This balance ensures long-term gains for all stakeholders. Olympic data underscores the potential of many under-exposed disciplines, which, when effectively showcased, possess significant audience appeal and commercial value.

EXPAND AND INNOVATE OUR PRODUCT PORTFOLIO

New trends and innovations continue to emerge in sport. For example, Padel Tennis (or Pickle Ball), is now one of the fastest-growing sports in the world. Today such accelerated growth is no longer driven just through word of mouth, but also by social media, which helps shape and spread such innovations at unprecedented speed.

In this era, FIS will be open to embracing innovations that involve pioneering product variations for the next generation, paving the way for the birth of entirely new forms of our sport that have not yet been imagined. A recent example of this is our purchase of the Freeride World Tour.

AREAS OF ONGOING EXPLORATION INCLUDE:

- More night competitions mid-week (investment in this level of infrastructure needs longer-term thinking and commitments by FIS and involved parties);
- Urban events for Freeski/Snowboard, where appropriate and realistic (commercial feasibility and environmental impacts will be considered when planning night and urban events);
- The establishment of an improved world ranking system;
- Simplification of the rules to enable the presentation of more appealing formats, while retaining safe and fair events;
- Possible revamp of the Continental Cups and the creation of a viable “B-Tour” where this level is more valuable, rewarding, and attractive;
- The development and commercialisation of the World Junior Championships;
- New formats or versions of snow sports over the long term.

MAJORS

FIS envisages designating specific iconic events as “majors” and elevating their status on the annual calendar. This will be part of the enhancements post consolidation.

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 or events that are new to locations. To maintain quality standards, we are building capacity to deliver support and expertise when they are needed for the effective standards and presentation of our sport, to provide the expected viewing experience for modern audiences and to foster growth.

SPECIFIC EVENT PROJECTS INCLUDE:

- Review and update of the accreditation management system and processes for the FIS World Championships and World Cups;
- Review of Junior World Championships management and promotion of cross-department collaboration in order to enhance the product and create value for young athletes;
- Delivery of the FIS 100 Years Celebration;
- Delivery of the 55th FIS Congress;
- Delivery of the 2025 FIS World Championships and final test events for Milano Cortina 2026 Olympic and Paralympic Winter Games;
- Going into the preparation phase with the organizers of the inaugural FIS Games to establish a unique Ski and Snowboard event.

FIS GAMES

An immense opportunity to showcase FIS sport, unite our athletes, and achieve commercial success

The FIS Games is an exciting and ambitious new event concept now in development and planning; the inaugural FIS Games is scheduled for the winter of 2028.

Highlights

Quadrennial Cycle: Taking place in a 4-year cycle between each Olympic/Paralympic Games, the FIS Games may be hosted by one region or by multiple hosts across a variety of locations - even across borders, 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, and including Para Snow Sports. Our full suite of sports and athletic talent, from Alpine to Nordic, Telemark to Ski Jumping, Freeride to Para disciplines will be showcased in front of a global audience.

A landmark celebration: 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 TV viewing experience and deliver a commercial success.

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

HALL OF FAME

FIS will establish a Hall of Fame in which our heroes and champions are celebrated, where great sporting achievements live on, and where the long history of snow sports is recorded. The Hall of Fame offers an opportunity to create new events and content; a strategy and plan will be undertaken to assess the best structure and parameters for this new asset. In the longer term, there is the possibility of creating a FIS museum to help record and showcase our long history.

ALUMNI

In the medium term, we will establish a FIS Alumni, extending the FIS family beyond active competitors to retired or former athletes, officials, staff, and volunteers. This will enable the FIS family to stay connected across the globe. Embracing former athletes with diverse skills, resources, businesses, and spheres of influence back into our fold could greatly aid FIS in fulfilling its growth agenda.

5.5 IMPROVING AND INNOVATING MEDIA PRODUCTS AND FAN ENGAGEMENT

Digital value creation driving our transformation

CONTENT STRATEGY

Content is at the core of everything

FIS must follow our existing and future fans onto their preferred platforms or channels and cater to their consumption habits. It is imperative for growth to customise content to specific audiences, on platforms they use, in formats they prefer. To keep abreast of consumption behaviours we will scrutinise relevant research, consult experts, broadcasters, working groups, committees, athletes, and other stakeholders.

Content is at the core of value creation in this digital age. FIS has embarked on the development of one of the most critical components for successfully growing the value of our sport by increasing the volume and the quality of the content. Tailoring, optimising, and customising the content output to the realities of modern broadcasting landscapes and digital platforms will be a key focus, whilst keeping

abreast of the changing behaviors and values of younger audiences from around the world.

Today's consumers are spoiled for choice. Countless sports and entertainment options are on offer, the competition driving higher benchmarks and, with them, increased expectations. To compete in this context we must continuously update our formats and content to captivate new audiences.

Our efforts to enhance the viewer experience have begun and will continue in earnest, using every opportunity to apply existing and new technologies to deliver a more attractive commercial product, engage more fans, attract more athletes, harvest better broadcasting income, increase sponsorship, and deliver a clear win for all stakeholders.

As FIS continues its pursuit of growth and revenue, a key advancement lies in centralising FIS media rights. Once centralised, FIS can elevate broadcaster standards and spearhead innovation in production techniques, paving the way for broadcasters to allocate airtime to a full spectrum of FIS events and live stream to dark markets.

We are moving towards:

- Digital platforms
- On-demand viewing
- Interactive experiences
- Personalised content
- Community engagement

Creating a digital content exchange platform will accelerate content output on FIS platforms.

FIS has made a significant start on the modernisation:

- Digital media platforms and channels
- More extensive use of social media channels
- FIS TV streaming in dark markets
- Partnering with global broadcasters' coverage for as many events as possible
- Embracing technology to deliver more comprehensive fan engagement

IMPROVING VIEWERSHIP

With oversight of our rights, FIS can now ensure widespread distribution on multiple channels; better promotion of our sports to boost value and interest from sponsors and partners; enhance the entertainment value of our sporting events through improved formats, production and technology utilisation; cross-promote events between various distribution channels, social media, games, fan engagement, and more.

Content remains a key driver to deliver better engagement and visibility to generate more touchpoints between our sport, our fans, recreationalists, and winter sport hospitality tourists.

All this will pave the way to drive greater reach.

THE BALANCE BETWEEN MONEY AND VIEWERSHIP

When analysing data from the Olympic Games, the viewing numbers across all disciplines are strikingly well-balanced; almost equally divided between Alpine, Nordics, and Snowboard/Freestyle/Freeski. This data is in sharp contrast to our events outside the Olympic window, where Alpine continues to drive audience consumption.

Inspired by this data, our leadership has analysed audiences and developed a digital strategy for stronger engagement, growth, and retention strategies for non-Alpine events.

BROADCASTING QUALITY AND STANDARD

Strategy: Improve and standardise broadcast quality and then move on to optimisation and innovation of content.

FOCUS ON TV BROADCAST PRODUCTION VALUES AND STANDARD IMPROVEMENTS

We will continue to endeavour to get viewers as close as possible to the action, delivering new perspectives and providing a higher standard of viewing experience:

- **Drones:** On-board camera technology will continue to be expanded, offering new angles and new perspectives. Large-scale deployment will be explored and drone workshops held, with an approach mindful of both 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 contents such as on-board camera, audio, team communications, warm-up and start, ceremonies.

- **Standards:** Broadcast standards documentation is being produced for each World Cup discipline.
 - Broadcast standards are being created for all World Ski Championships
 - Audit of World Juniors and Continental Cup broadcast is being conducted. Aiming to have identification tools and editing of guidelines.
- **TV Graphics development:** general capacities, harmonisation, new templates, consistency, modern motion graphics, and animations (ident and break bumpers).
- **Athlete Imagery:** implement a system for managing broadcast imagery of athletes using still and animated photos, with a management tool supporting multiple formats.

SPORTS PERFORMANCE DATA STRATEGY

- Live data auditing to be conducted through all disciplines
- Data Record Hub to be established
- Data feed to be upgraded to cover live, near live, and post analysis content production
- LIVE data collection extended: GPS in Nordic disciplines and Alpine Speed events, motion sensor in ski jumping and freestyle
- Expansion of electronic live timing in Alpine (Giant Slalom and Slalom in 2024/25)
- Further development of comparison tools: head-to-head graphics (GFX) tools to be implemented from 2024/25 season 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, the cost of athlete mistakes, athlete performance comparisons and insights, instant audio translation

TV BROADCAST AND LIVESTREAMING INNOVATION

Some innovations have already been implemented in the last year; forthcoming innovations will be subject to centralisation and further modernisation of the broadcast product:

- Live sensors in all disciplines, with the aim of implementation by the 2025 World Championships;
- LED start wall, implemented over time in conjunction with NSAs and LOCs;
- On-board camera/audio (prototypes currently being tested; safety exam-

ination and business model development underway; implementation once centralisation is complete)

- Team radio on stream currently being trialled with business model development; aim for implementation by Nordics and Alpine WSC in 2025;
- Athletes' presentation: aim to deliver tailored sequences with animated picture and data;
- Near Live comparison tool to be aired simultaneously on different channels;
- Output formats: Additional feed with GFX layout for digital (mobile viewing, vertical video, and appropriate screen optimised graphics templates); A business model will be developed with media rights centralisation;
- AR (Augmented Reality): in the frame but subject to overcoming technical and cost barriers in the future: examples: Jump comparisons in Alpine, Ski Jumping and Skier/SB Cross events; height of Big Air jumps; mistakes and the resulting cost in time/loss of position or performance;
- 3D visualisation tools will be utilised when cost and technical challenges allow.

CENTRALISED DIGITAL PLATFORM STRATEGY

Innovation to innovator

FIS introduced its centralised digital platform strategy in September 2023. In parallel, FIS has laid the foundations to realise our collective ambitions and deliver a new digital creation-oriented era for our sport. Within the next three years, FIS aims to go from “second mover” on digital and social media among international sports federations to innovator. With ever-changing media behaviour and content consumption, swift, nimble adaptation will be essential and ongoing.

The Centralised Digital Platform Strategy provides a vision, objectives, and models towards the ambition of increased value capture - all while protecting, balancing, and even expanding existing values and revenues with broadcasters and media partners.

KEY OBJECTIVES HIGHLIGHTS:

- Expand global audiences and reach younger generations
- Increase engagement and revenues
- Maximise efficiencies and synergies
- Enhance brand exposure and product consistency
- Optimise digital audience data strategy for improved targeted fan engagement: first-party data, including re-engagement campaigns

THREE DIMENSIONS OF VALUE CREATION

Digital value creation is clustered in the following three dimensions:

- (1) Content
- (2) Channels
- (3) Services

Three Dimensions of Digital Value Creation



Content

Modern content rights framework, content production and services incl. immediate access to digital content from our competitions



Channels

OTT, mobile app, website, and social media channels



Services

Content exchange, white label OTT / video services, OTT streaming into dark markets, events management, data analytics

(1) CONTENT

FIS needs to create better content with more frequency and to optimise the distribution of that content based on channel specifics and user preferences on their respective platforms and channels.

Content Coordinators: FIS has introduced new content coordinators and a social media playbook in the 2023/24 season. As a result, FIS has seen a significant growth of followers, reach, and engagement as well as authentic community engagement, including very positive feedback from athletes and the FIS family.

Exchange Platform: FIS has already set up a content exchange platform to provide national associations and athletes with their competition footage. During the 23/24 season FIS conducted successful automatic editing and distribution experiments for Alpine Ski and Snowboard competitions.

Digital Guidelines: FIS also established digital guidelines as a governance framework for content utilisation in consultation with its National Associations.

Having already delivered several proof points in the 2023/24 season, FIS is exploring the following:

Distribution

- Create faster distribution of video highlights / near-live highlights and more extensive event moments with better quality
- Collaborate with National Associations, athletes, local organisers, content creators, and influencers to produce and distribute more impactful value and growth-driven content that drives higher engagement with events, increased watch time for broadcasting and media partners as well as commercial value

Content

- Continue to shape a roadmap and delivery architecture for reciprocal content creation and contribution with all FIS stakeholders
- Customise content to audiences, channels, and intended objectives, e.g. differentiation between content that serves existing communities or audience development as well as sports performance-oriented content or entertainment and athlete profile-building formats
- Utilise archive as a tool for promotion once we have full access
- Explore and apply benefits of AI and automation of global and localised content creation and distribution
- Evolve content and livestreaming offerings for Junior World Championships and Continental Cup formats, while trying to maximise the global and local reach and respective refinancing options and benefits for national associations and local organising entities
- Utilise content as a strong campaign currency and engagement opportunity for FIS Impact strategy and other value-oriented activities
- Provide better and deeper data and emotion-driven second screen live experiences and services

Formats

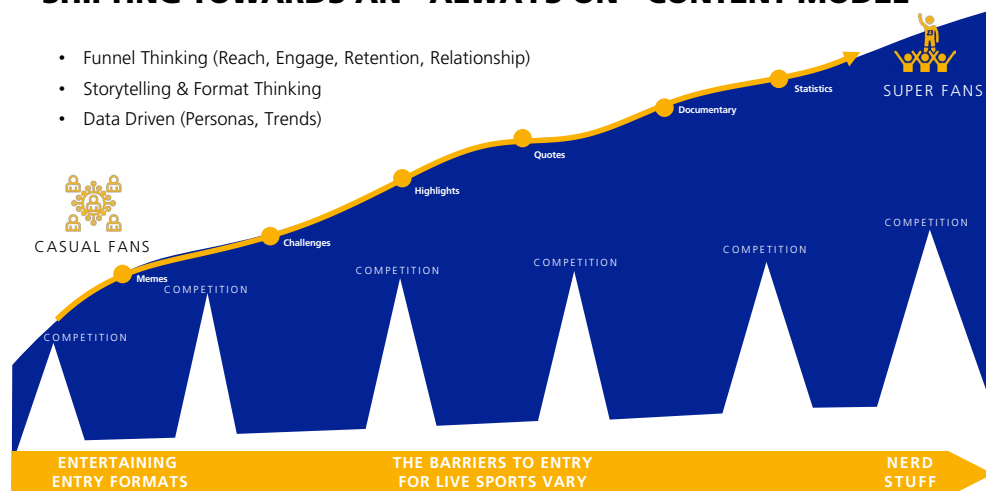
- Provide more behind-the-scenes and athlete-led formats
- Explore and establish new content formats (vlogs, podcasts, digital live shows, interactive streaming, etc)
- Expand vertical video strategy with more social media short-form content, e.g. Instagram reels, YouTube Shorts, TikTok material; investigate vertical long-form and live formats

Value

- Modernise digital rights and access framework in synchronisation with established media rights values
- Establish digital content as a relevant form of revenue based on the unique propositions that FIS as a platform can create in a competitive marketplace (e.g. branded / sponsored content)
- Continuously use audience data insights to improve content strategies as well as optimise distribution via platforms where the design often needs to include the customisation for algorithms and other technical specifications

SHIFTING TOWARDS AN “ALWAYS ON” CONTENT MODEL

- Funnel Thinking (Reach, Engage, Retention, Relationship)
- Storytelling & Format Thinking
- Data Driven (Personas, Trends)



Shifting from competition coverage to ‘always on’ content model

Vertical video

We will shift towards vertical video to optimise social media engagement because this caters to the way people naturally hold their phones and consume content on mobile devices. Platforms like Instagram, Snapchat, and TikTok have embraced vertical video formats, leading to its widespread adoption.

(2) CHANNELS

During the 2023/24 season FIS relaunched its entire digital content management infrastructure as well as launching a new mobile app and website. Based on a ‘fan first’ orientation and modern web technologies as well as an open content management system, FIS is now in a position to further develop digital product features and services in a more effective, efficient way - and to develop in a way that is open to the future benefits of AI and automation.

Furthermore, FIS has launched FIS TV as a video experience platform with a designated platform for all video content (watch.fis-ski.com) while enabling video as an asset class that can be integrated in any digital services and experiences, e.g. on the home feed of the new mobile app based on the user’s preferences for disciplines. In order to further maximize its reach, FIS has also launched apps on Android TV and Apple TV to be present on relevant smart TV ecosystems.

The website will be further optimised, while the mobile app will be further developed as a ‘companion’ with unique propositions for our fans and various communities.

Enhancing FIS digital experience for growth and engagement; focus areas and actions:

- Increase reach and retention of the mobile app;
- Integrate video at a deeper and more customisable level into the mobile app;
- Increase reach and retention of FIS TV;
- Provide better orientation for “where to watch” to drive value for broadcasting and media partners;
- Optimise visibility of events, including “where to watch” information, as well as content in search engines and on relevant platforms;
- Assess additional channels to reach younger audiences as well as priority markets, including gamification, gaming, and interactive entertainment propositions;
- Collaborate with platforms on marketing and monetisation opportunities;
- Expand newsletter and emailing services;
- Explore and establish personalisation services for the FIS channels, including the wider FIS family “myFIS profiles and services”;
- Optimise channel set-up to better address niche communities in an algorithm-driven digital economy, e.g. Snowboard and Freestyle;
- Further develop FIS TV and other livestreaming platforms (e.g. YouTube and TikTok) as a scalable and commercially viable service for national associations and local organising entities;

- Utilise content and designed user journeys and funnels to drive awareness and traffic to content themes / microsites on the website and the mobile app;
- Expand on new fan data acquisition and consolation strategy with focus on engaged users and gamification / mini-games;
- Expand and adopt FIS content exchange platform, providing National Associations and athletes with their highlight clips from all World Cups and other competitions to co-create and collaborate on relevant content;
- Explore gaming and e-sports opportunities as a springboard for new marketing and commercial opportunities.

(3) SERVICES

FIS wants to further position itself as a service to National Associations but also to a broader spectrum of FIS stakeholders.

There are various services in the areas of content, channels, data and technology that can unlock new value and cost synergies for National Associations.

FIS will further explore a service roadmap, e.g. on video services, content exchange platform, digital asset management systems, and social media analytics for the mutual benefit of the FIS family.

Furthermore, FIS will:

- Optimise and increase photography services;
- Increase promotion and exposure of live events;
- Support media rights partners with content and promotion as a service;
- Continue to develop the content exchange platform and promote its benefits;
- Explore and implement data analytics and insights reports as a service;
- Provide online education courses, resources, and support, e.g. for athletes on social media, media values, etc.

FIS TV AND STREAMING STRATEGY

FIS TV was launched in August 2023. FIS has teamed up with Endeavor Streaming, a streaming market leader in the sports and entertainment sector, to deliver its global integrated streaming solution. FIS TV brings snow sport competitions as well as wider sports, athletes, and entertainment narratives to new audiences and markets as well as serving our existing communities.

FIS TV is our own platform and video service. We intend it to be developed and promoted as a destination, building a user habit for competition coverage and more. With FIS TV, we want to maximise seamless access to the sport.

As the audiences for FIS TV need to be continuously built, FIS is continuing to utilise other platforms such as YouTube, Instagram, TikTok, Facebook, X, Weibo, Douyin, and Red to provide video experiences and services to global audiences and maximise our reach.

Coming out of the 2023/24 season, FIS has achieved the following:

- Highlights: Production of high-quality highlights for FIS TV and YouTube with expert commentary (in English) on the same day as the competition
- Dark markets: Dark-market livestreaming with English expert commentary for the entire Alpine ski season, as well as selected highlight events from all other disciplines, ensuring global access to competitions
- Archive asset: Utilisation of archive material for promotion of upcoming events on all channels
- Livestreaming:
 - Global livestreaming of Junior World Championships competitions via FIS TV and YouTube (e.g. more than 500,000 livestream views for FIS Nordic Junior World Championships in Planica)
 - Successful experiments for livestreaming Europa Cup and Continental Cup competitions (e.g. Women's Ski Alpine Europa Cup in Malbun with 50,000 livestream views)
- FIS 100 Years: Production of short-form "This is #FIS100" stories from the "for the love of snow sports since 1924" documentary, targeting younger global audiences on FIS TV and YouTube

FUTURE DEVELOPMENTS AND IMPROVEMENTS

- Promoting FIS TV and driving retention, encouraging "FIS TV as a habit"
- New content formats, especially those geared towards promoting events and competitions, athlete identification and enhancing the narratives within our sport
- Interactive livestreaming
- Increased integration of video into the mobile app
- Optimisation of the utilisation of archive and near-live highlights and moments

- New channels aimed at reaching younger audiences, e.g. Twitch
- Establishing FIS TV and mobile app as a powerful marketing platform, including branded and sponsored content, mini documentaries, datatainment, education, and youth development formats
- Optimising global livestreaming and further developing untapped opportunities (e.g. Junior World Championships, second tier competitions)
- Vertical video strategy and livestreaming-see p.12
- New content collaborations, including influencers, behind-the-scenes footage, and unique perspectives beyond highlights, recaps, and livestreams
- Aggregation opportunities with National Associations, athletes, local organisers, and relevant stakeholders

BEHIND-THE-SCENES DOCUMENTARY SERIES

The surge of sport documentaries on subscription services has resulted in remarkable growth and revitalisation of certain sports, attracting new audiences, and fostering engaging cultures. Though FIS will be a ‘late mover’, a docuseries still has the potential for us to showcase our sport, athletes, locations, lifestyles, audiences, and more.

Our goal would be to create captivating, consistent storytelling that drives global audience development, ignites fresh excitement and interest in our people and sport, and ultimately generates value for all our stakeholders. We will be able to show who we are, not just what we do.

Centralised media rights is an essential stage on the journey to such a product; in the meantime, FIS continues to explore opportunities with major streaming platforms as well as global digital platforms.

BUSINESS INNOVATION

As business models are evolving, this provides new opportunities that FIS intends to explore.

DEVELOPMENT AND EXPLORATION

- Develop new content syndication and monetisation models with platforms
- Develop dedicated new business and value creation models for Junior World Championships and Tier 2 event series

- Develop new marketing and revenue benefits for gaming, esports, metaverse and collectibles, especially targeting younger audiences and their media realities
- Establish and preserve a broadcasting archive for NSAs and future content requirements
- Explore new consumer products and services for broadcasters / media partners based on emerging technologies such as Virtual Reality, Augmented Reality Experiences to generate new exposure, experiential values and incremental revenues
- Explore digital platform expansion and the opportunity to tap into transactional revenues and revenue participation (e.g. marketplace approach)

5.6 MORE REWARDING FOR OUR STAKEHOLDERS

Making our sport more valuable for our stakeholders

FIS and its member NSAs have a range of stakeholders that are part of our thinking and plans. They form an important component of our current ecosystem and future value building aspirations. The following is not an exhaustive list, and all our stakeholders will be considered.

Our immediate mission is to make our sport more attractive so that we combine with stakeholders to make our sport more visible, appealing and rewarding for everyone.

• Athletes:

FIS is committed to working towards increased prize money – as well as towards 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, balance risk and reward, and deliver 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 deliver our events to the world.

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

The IOC has a very important role in preserving sport as a neutral space. It is an important relationship that FIS values and nurtures. FIS is unique within the Olympic movement as it represents nearly 50% of the Olympic Winter Games medals, and 97% of the medals of IPC. In 2026 three more FIS events have been added to the OWG taking the total number to 58.

- **Ski industry (SRS):**

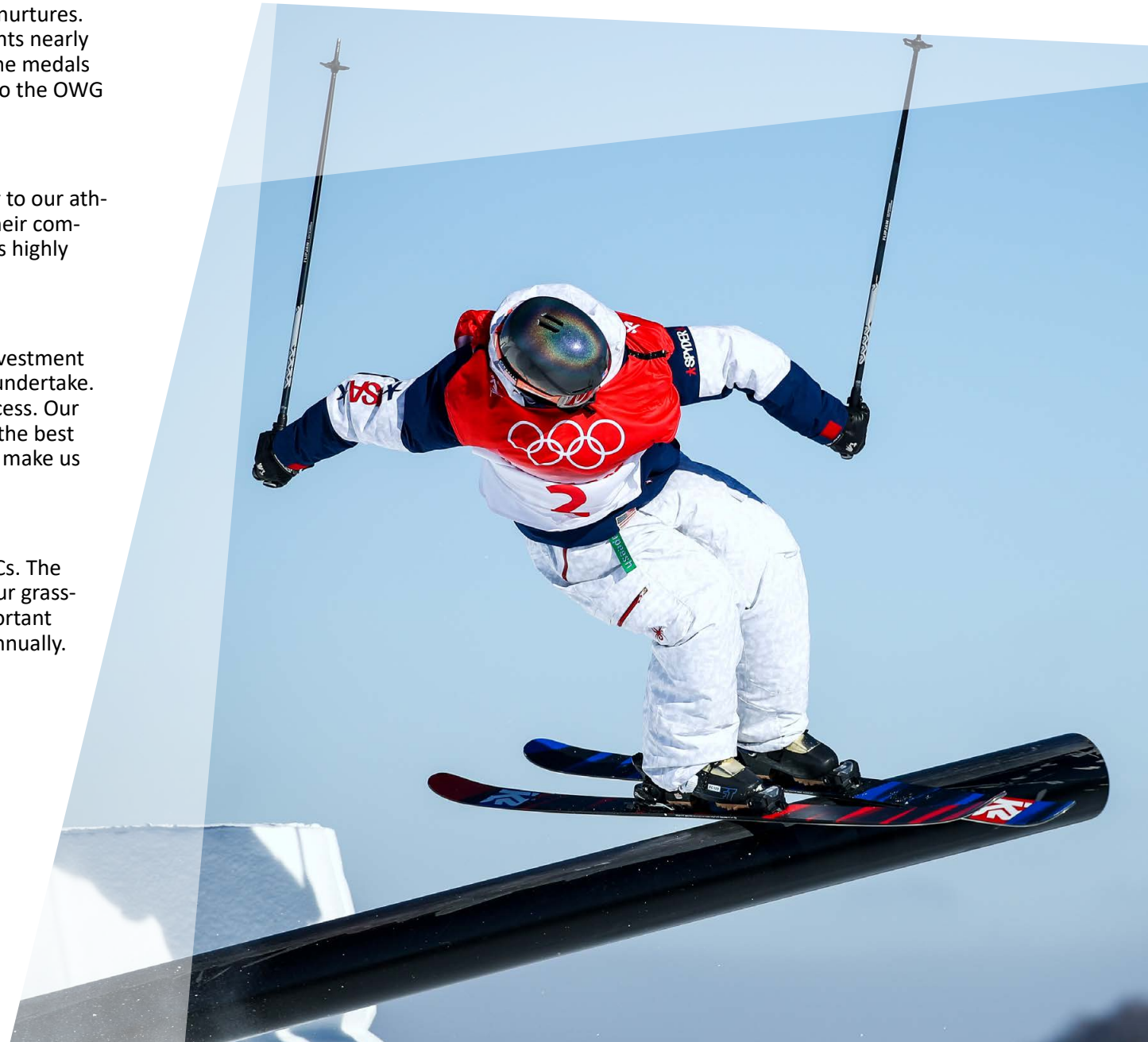
The Ski Industry is by far the biggest financial contributor to our athletes and by far the biggest sponsor community in FIS. Their commitment, investment, specialist expertise, and resource is highly valued.

- **Sponsors and partners:**

Creating and building value to attract sponsorship and investment 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.

- **Local Organising Committees (LOC)**

Underpinning our events system and product are the LOCs. The LOCs are connected to local snow sports communities, our grassroots, and snow sports participants. They are a very important part of the global delivery system of over 7,000 events annually.



6



GROWTH

The growth and development of our sport globally

In this section, the focus of growth is on sport development - distinct from the value building of commercial assets, products, events, and audiences detailed 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 multi-faceted 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

FIS can create content and share best practice with an excellent economy of scale

FIS is uniquely positioned to deliver the value of learning from its considerable base of expertise and experience to our members via a centralised approach to education and knowledge sharing. The approach needs to focus on accessibility for all and to be evidence-based.

While many NSAs have highly developed training programmes, the FIS strategy is to create, pool, and share knowledge of best practice across borders. FIS enjoys economies of scale which are not available to NSAs locally, and the ability to facilitate and co-ordinate activities.

Under the Events, Sustainability, and Development departments, a huge work programme has been developed and then activated or launched in the last year. FIS will also take a leading role providing education and activities to support our NSAs in the compliance and policy areas of sustainability, gender equity, diversity, integrity, and governance.

The new FIS Event Platform will continue to support the transfer of knowledge which will enable the organisation of state-of-the-art events under the FIS umbrella.

Likewise, the FIS Development Exchange Platform make development initiatives more accessible to NSAs.

6.2 MEMBERSHIP SUPPORT HUB: DEVELOPMENT ZONE, MEMBERSHIP AND EDUCATION UNITS

A more focussed and symbiotic relationship with NSAs through dedicated membership support

FIS recognises its role as an enabler with the unique ability to provide NSAs with services. A specific online membership area has been established to deliver a range of support options and be a catalyst for development activities around the globe.

FIS has established and resourced a Development department with Membership and Education units.

This first point of contact for NSAs covers many topics, including general assistance, services, expertise, good governance, building capacities in different areas, tailor-made training for new members, event support, insurance, surveys, liaison, coordination support of programmes, training activities and infrastructure sharing, mentoring, and connecting.

A first FIS Summit with developing ski and snowboard nations was held in Zurich in September 2023 when 47 nations discussed topics including the Strategic Plan and the centralisation of media rights.

FIS is involved in several mentoring programmes for women: 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 Organizations); and seminars and training camps for women coaches.

Free Training Days have been transformed into a new, modern, and successful programme. FIS has provided more than 1000 skiing days in Alpine skiing, Nordic, and Snowboard in the 2023/24 season.

In the 2024/25 season we aim to offer and deliver about 2000 skiing days to NSAs for their athletes and coaching development. FIS will appoint experts to be on site and ensure that all activities and training sessions are done accordingly to the modern training approach and training methodology where appropriate.

- Development and Membership HUBs are for all full and associated members and include:
 - Training camps and coaches' clinics
 - Mentoring programmes
 - Education programmes
 - Equipment programme
 - 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 upcoming and delivered activities, media content, and official report from our activities. [\(Link\)](#)
- Create more compatibility with our international programmes as we evolve.
- Continue to improve our membership structure and programmes.

Many larger NSAs already work with and support other NSAs. The approach is to have a more structured support system which is accessible to all NSAs and can be evaluated and adapted as required.

FIS continues to get to know its membership thoroughly so that the right kind of support can be advanced. 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 and tailor more effective NSA support aligned to different needs.

ATHLETES' HEALTH UNIT

The recently formed Athletes' Health Unit (AHU) is affiliated with the FIS sports department but operates independently with a primary focus on athlete welfare. Acknowledging the unique physical and mental demands of skiing and snowboarding disciplines, the AHU is committed to developing and implementing strategies that prioritise both of these aspects of athlete health to ensure sustained success and longevity in FIS sports.

- A balance between performance and health protection requires 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 information and conduct research aimed at co-creating strategies to reduce injuries and illnesses across all FIS sports. These collaborations yield long-term performance development, retain young athletes within the sport, support smaller federations and assist all stakeholders to promote and protect athletes' physical and mental health.

AHU CORE TASKS

- Development and maintenance of an injury and illness surveillance system including: data collection and analysis. Sources will be regular questionnaires, event statistics, anonymised health data from national monitoring systems, competition reports, and injury status application.
- Analysis of existing health-protection measures and gaps. Establish priorities of focus areas to be addressed in order of importance and urgency.
- Project development will involve collaboration with FIS staff, race directors, athlete representatives, NSA field experts, medical staff, scientists, technological partners, and sports industry.

Projects and activities will be divided into three pillars:

1. Athletes
2. Equipment
3. Performance Environment

- Co-operate with relevant FIS departments including education, safeguarding, and sustainability. We will also engage with external organizations like the IOC and others to support our activities.
- Procure existing relevant research and data from other sports or from other sports federations that have adopted best practices (e.g. head injury protocols or the latest ACL prevention and rehab protocols).
- AHU will co-create with race directors, coaches, technical and health experts (physios, doctors, physical trainers, etc.), plus FIS departments to provide implementation strategies:
 1. Conduct educational seminars, webinars, workshops, podcasts, infographics on FIS website and media channels for athletes, coaches, NSA staff in cooperation with the FIS Education Department
 2. Develop protocols and make recommendations. Areas may include: return-to-sport-guidelines post injury; injury prevention training measures; risk assessment and risk management tools; advanced personal protective equipment (cut resistant material)
 3. Develop rules and regulations related to health and safety issues
 4. Establish a network and effective communications and engagement with all stakeholders to share knowledge and best practices
 5. The risk environment of our sport and the ethical questions inherent in high-performance contexts will be taken into account

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

FIS EDUCATION

- FIS will develop a complete education system under one roof, that includes the existing FIS Disciplines Education Platforms
- Education will not be limited to officials such as technical delegates, jury members, judges, and those officiating events; it will also encompass the spectrum of FIS - coaches, athletes, specific women's topics, mentoring and more
- Education modules will be provided to all the FIS family

NSA DEVELOPMENT

- Governance development, IOC/IPC relationship, existing education programmes
- Education for officials, technical delegates, judges, jury members, event management. This is an important area for all of us, especially considering our sport is very reliant on volunteers who represent FIS and help deliver our final sports product
- A focal point of the Education Unit will be to ensure a professional approach, meeting uniformly high standards
- Coaches' education
- Free training days
- FIS seminars/workshops
- FIS disciplines training and development camps
- Venue and infrastructure development; FIS acting as an enabler and supporter when required for government-level submissions, or in providing official recognition when seeking investment or other appropriate FIS expertise
- Specific projects need to be more aligned with the new the FIS Development Programme in regions and countries



6.3 CHILDREN AND YOUTH PATHWAY DEVELOPMENT

Enable a more supported pathway for development and growth

The youth represents our future. A rich pipeline of athletes around the world is essential for the future health of our sport and the support of our key growth and participation objectives.

The success and growth of FIS development projects such as ‘Bring Children to the Snow’ demonstrates that FIS can have a valuable impact at the grassroots level. FIS’s role continues to be encouraging engagement and enabling more NSAs to develop the athlete pathway at the children (under 16) and youth (under 21) stages. This builds on the success of ‘Bring Children to the Snow’ and ‘World Snow Day’ and brings together FIS and NSA resources where they can have the greatest effect.

While many will not make the very top echelons of the sport, the beneficial side effect would be to create lifelong participants, future technical delegates, judges, coaches, leaders, fans, and followers.

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

COLLABORATIONS

FIS aiming to establish collaborations with various snow sport academies around the globe and across multiple Disciplines. For example, FIS has a pilot programme with Apex2100, International Ski Academy, who is providing two full scholarships.

[\(Link\)](#)

KEY ISSUES – ACCESS:

- Guaranteed access to specialised 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
- Costs to train, compete and travel
- Societal factors – competing for talent with more favoured super sports, risks, teenage years, educational priorities, cultural factors, motivation, lack of early success
- Access to equipment
- NSA delivery of development programmes vary, with some nations in a very strong position but others not

FIS AS AN ENABLER

FIS is in a unique position to be the enabler, supporting NSAs to deliver more effective development programmes. This would include education, information sharing, supporting organisation, coordination and deploying specific resources. FIS has access to:

- World-class expertise from competition directors, specialists, coaching experts, staff with global experience through to the FIS Committees and Sub-Committees across the disciplines
- An established global network of NSAs
- A dedicated Education Unit within the Development division
- Children and Youth Sub-Committees which provide an excellent source of information and wider sharing with NSAs
- Formal cooperation with the International School Sport Federation
- The Children and Youth competition framework

FIS is committed to valuing Para Snow Sports as an equal and important member of the FIS stable of sports, showcasing and promoting these disciplines as an integral part of the FIS offering as they share the same principles of excitement, risk-taking, and endeavour.

6.4 RECREATIONAL, 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 modernisation the recreational side will receive greater emphasis to develop its potential. It makes commercial sense to better connect with this large and valuable audience.

Skiing and snowboarding are unique recreational sports that provide cherished memories for families, coming together across generations, with sport as the unifying factor. We know that once a recreational skier/snowboarder is hooked on our wonderful sport, there is likely lifelong participation, with the potential for developing an active fan following our races and events on TV and social media.

Additionally, Para Snow Sports provides FIS with a new opportunity to engage with this specific recreational audience and include it in FIS youth and recreational initiatives.

Bringing children and families to the snow generates a bond with nature and creates a greater awareness of the importance of the risks of global warming, shedding light on the sustainability agenda.

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 will continue in underdeveloped markets and where projects can be effectively implemented when aligned with our growth agenda.
- ‘Bring Children to the Snow’ is a core FIS initiative that successfully brings thousands of kids to the snow every year through two main events: "SnowKidz" and "World Snow Day". FIS will continue to push forward with initiatives on this front, developing a Para Snow Sports model and will consider widening this to a Southern Hemisphere World Snow Day.

- Making recreational tourism easier and more attractive: Providing a best-in-class booking and travel search experience to our NSAs, to enable a wider recreational uptake in our sport (see below).
- Stronger connections to the competitive side of our sport: Development of channels and communities so that audiences and recreationalists can engage and interact with our sport in the way they want.
- "Bringing Snow Sports to the Cities": Assess the potential of hosting events in cities, to engage the young, increase the focus on recreational tourism, create an opportunity for fans to meet superstars of the sport, provide content for digital engagement, and deliver new ways to interact with our sport. Where there is sufficient snowfall in urban environments, appropriate events that deliver on these objectives will be considered.
- Produce content for iconic destinations: FIS will continue to develop a programme shining a light on the iconic destinations of our sport, showcasing spectacular mountain views and exciting competitions to inspire new fans around the world. The target is a high-profile streaming service with a well-established international reach.
- Bring more entertainment: Research shows younger audiences (Gen Z and Y) are more likely to engage with sport if there is a cultural or entertainment connection. So, FIS will continue to develop extraordinary events that include concerts, influencers, big air, and other disciplines.

RECREATIONAL TOURISM MODEL

Case Study

The Dutch Ski Federation has created a unique online platform for recreational skiers in the Netherlands. Despite being a country with no mountains and little snow on a *per capita* basis the Netherlands brings more recreational skiers to the snow across borders than any other country and has the highest of all NSA membership numbers: 5 million recreational skiers out of a population of 17.5 million..

The Dutch Federation’s online platform enables ski enthusiasts to book snow holidays via their website. There is a wide range of selection criteria, including facilities preferences, difficulty level, insurance, weather forecast, and social media interactions locally in the Netherlands and at the destination. Insurance services are offered on a highly competitive basis. The income stream from these online

travel-related activities provides the Dutch Federation with a significant ongoing income stream, which is then reinvested in the sport and the athletes.

The Dutch Federation has shared insights with FIS on utilising online channels for both the federation and our members interested in digital travel activities, services and potential income. FIS has developed a plan and is exploring the next steps to deliver this initiative for the wider benefit of our members.

6.5 FOCUS ON EMERGING AND DEVELOPING SNOW SPORTS NATIONS

All voices will be heard, making snow sports truly global

We know our sport has enormous economic potential, and that potential increases even further if we can expand into new countries or deepen our engagement in developing snow sports nations. 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 is a major financial contributor to the many smaller, emerging, and developing snow sports nations. Our goal is to facilitate access to our sport and all its Disciplines around the world.

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 in the FIS Council 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 programmes 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 newly established FIS Membership Unit promoting diversity and broadening our horizons.

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, the centralisation of our media rights will enable us to grow the economic pie and allow for larger distributions to all members, making a material impact on developing snow sport nations.



6.6 EXPANSION: PARA SNOW SPORTS

The transfer of governance enables enhanced development and focus

In recent years, the management of additional Para Snow Sports has been passed on to FIS, which now accounts for 65% of the sports featured in the Paralympic Winter Games programme.

(4 out of 6 sports), as well as for 97% of all medals (76 out of 78). With that, FIS has become a member of the International Paralympic Committee (IPC).

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.

MEDICAL CLASSIFICATION

Medical classification is key to the success of Para Snow Sports. FIS will continue improving the medical classification and environment, ensuring the best and most fair platform for athletes. For example, the review of the factor system and the recent implementation of the vision impairment classification. FIS has also engaged with external experts to conduct a rules audit to take Para Snow Sports to the next level.

INTEGRATION

The transfer of governance and management phase has been completed. Seven dedicated FIS employees are now driving the future of Para Snow Sports: four staff members and three race directors.

Ongoing areas of integration are:

- Embed the transfer of governance and management
- Working closely with the Sports and Events departments
- Facilitate dialogue, where needed, towards inclusion between NSAs and the National Paralympic Committee (NPCs) allowing for individual country variations
- Support engagement
- Online workshops
- Communication of planned activities

MANAGEMENT OF PARA SNOW SPORTS MODEL

Ensuring effective management of the complete Para Snow Sports agenda, which includes, but is not limited to:

- Para sport factors: the unique mathematical model developed for Para Alpine Skiing and Para Nordic that enables Para athletes with different Sport Classes to compete against each other in three groups: sitting, standing, and vision impairment;
- Competition administration for the four sports;
- Committee and Sub-Committee structures: classification expert groups including two very 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 Para Snow Sports, and how those athletes are assigned a Sport Class for competition.

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 reach of new countries, athlete numbers and events
- Look to build the programme to increase new medal events
- Explore the development of hybrid events between able-bodied and para athletes
- Continue the important theme of advocacy and communication

CLASSIFICATION

- Continuously improve the sport class and medical classification system and environment
- Continue to educate on the classification agenda for all parties including athletes, coaches, technical officials, FIS staff, event organisers etc.

6.7 EXPANSION: FREERIDE WORLD TOUR

Shaping the future of Freeride and captivating imaginations

Following the acquisition of the Freeride World Tour (FWT), FIS and FWT have worked closely on the integration of freeride skiing and snowboarding into the FIS framework with the creation of a Freeride Task Force and liaison with National Ski Associations.

HIGHLIGHTS:

- Increased participation across the board: + 20% on youth, +12% on adults, +15% of freeride events around the globe, and an exciting new FWT Pro stop in Georgia;
- Educational initiatives for athletes and NSAs to strengthen awareness and acceptance of freeride's integration into FIS;
- Freeride Toolkit: free access to knowledge about the discipline;
- Governance measures: including the alignment of FWT's rules with FIS regulations to ensure a harmonised approach while guarding freeride's culture, history, and accessibility;
- Strategic efforts to position freeride for potential inclusion in the Winter Olympics, with clear pathways outlined for collaboration between FWT, FIS, and other stakeholders.

7



EVALUATION CYCLE

7.1 SETTING OF ANNUAL EVALUATION AND STRATEGY CYCLE

Measuring and evaluating the delivery against the strategic objectives

The Strategic Plan sets out our broad objectives and direction for the next four years and will be 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 developing specific business or action plans with defined objectives, strategies, priorities and tactics for key areas of development and growth.

PHASE 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

PHASE TWO: COMPLETED

- Strategic Plan finalised and presented to the Online Congress and approved:
- Published in May 2023

ANNUAL STRATEGY CYCLE: COMMENCING YEAR 3 OF THE 5 YEAR CYCLE

- 5-year Strategic Plan Update 2024 Edition shared with Council May 2024
- Summary of the Strategic Plan shared with Congress / NSAs end May each year
- Yearly Strategic Plan Report: full-year evaluation of how we are tracking against our strategic objectives provided as a separate report.
- A new cycle begins in Q2 after the Congress
- Ongoing business plan development for specific projects shared with NSA and committees as required on an ongoing basis



SUMMARY AND CONCLUSIONS

Setting strategic goals, delivering value for all stakeholders, and protecting our planet

This marks the second and 2024 Edition of our five-year Strategic Plan under the new FIS leadership, aligning with the updated Statutes from 2021, 2022, and 2023.

The 2024 Edition of the Strategic Plan again outlines the priority areas aimed at propelling FIS and our sport forward. It has been updated and provided to the Council for approval. The final version was prepared for our 2024 Congress..

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 imperative that we are proactive on climate action, safeguarding our sporting environment for generations to come. Your leadership is grateful for the chance to champion initiatives that will carry FIS into the future and beyond.

Oberhofen, Switzerland, May 2024



President Johan Eliasch



Secretary General Michel Vion

Strategic Planning Committee

Chair: Fiona Stevens

Members: Deidra Dionne, Dean Gosper, Magdalena Kast, Rory Tapner

