

ISU Vision 2030

Together, we strive for excellence as the preeminent winter sport that inspires and develops athletes, new skaters and fans worldwide

Growth

- 1 **Excite and attract global fans** through sharper fan engagement
- 2 Reach and engage more fans through **clearer rules and decisions**
- 3 **Maximize revenues** to fuel sustainable growth

Opportunity

- 4 **Expand global skating population**
- 5 Provide guidance and resources to have skaters from **more countries on the podium**

Innovation

- 6 **Evolve skating product** to be relevant to the next generation
- 7 **Innovate our way of working** e.g., social fan engagement

Safeguarding

- 8 Promote **athletes' physical and mental wellbeing**
- 9 Enforce **zero tolerance of doping and competition manipulation** for clean competition
- 10 Do our part in **Sustainability**

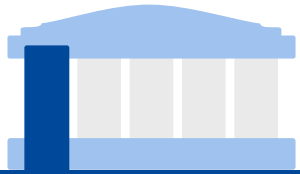
Unity

- 11 **Enhance collaboration** with internal and external stakeholders
- 12 **Strengthen ISU's governance**

Embrace a **culture of openness** and willingness to change

Acquire **new capabilities** to be competitive in a fast-changing sports world

Invest to fuel the progress and change we desire



Growth

1. **Excite and attract global fans** through better fan engagement

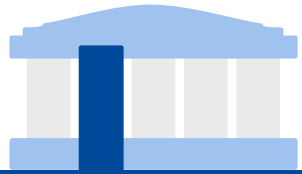
2. Reach and engage more fans through **clearer rules and decisions**

3. **Maximize revenues** to fuel sustainable growth

- A. Upgrade the TV presentation of ISU Events to attract more viewers
 - B. Improve the in-person event presentation and experience to drive higher interest and attendance
 - C. Explore new ways to reach fans (e.g., OTT and streaming)
-

- A. Simplify rules without compromising the quality of sport
 - B. Communicate official's decisions clearly to skaters and fans
 - C. Better explain rules and decisions to the fans through video content, graphics, and interviews with current/former skaters
-

- A. Increase the number of corporate sponsors and sponsorship value by improving ISU's offering
- B. Maximize value from our TV and media partners (e.g., revamp our media strategy)
- C. Explore new business models and sources of revenue
- D. Modify our wealth management strategy to grow investment incomes



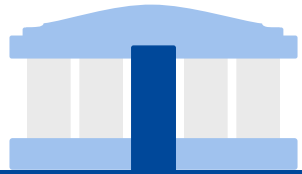
Opportunity

4. Expand global skating population

- A. Promote skating through grassroots initiatives (e.g., World Ice Skating Day)
- B. Support in new territories
- C. Foster inclusiveness and create more opportunities for skaters with disabilities or challenges due to social, cultural or economic background

5. Provide guidance and resources to have skaters from more countries on the podium

- A. Fully leverage ISU Centers of Excellence to develop aspiring skaters who wish to compete at highest levels
- B. Expand ISU eRink content and usage to educate more skaters, coaches and officials at scale
- C. Scale up International Junior Events
- D. Review allocation of funds to target specific, high-need development areas



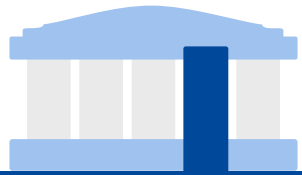
Innovation

6. Evolve skating product to be relevant to the next generation

- A. Shorten event length and breaks (e.g., eliminate opening ceremonies and standalone official introductions)
- B. Innovate formats and rules (e.g., ISU World Cup Short Track Crystal Globe)
- C. Re-invigorate key ISU events (e.g., Figure Skating Gala) and explore the introduction of completely new competitions and events (e.g., ISU Skating Awards)
- D. Evolve long-term event calendars to provide more predictability and marketability
- E. Fill the gap between seasons with new content and events and explore cross-collaboration with other sports

7. Innovate our way of working

- A. Prioritize social fan engagement to build a direct connection with younger fans all year round
- B. Invest in new types of content including off-field content and athlete stories to better connect with fans
- C. Explore the strategic use of state-of-the-art technology to improve our sport
- D. Define a robust data strategy to understand our fans better and enable future innovation in our sport



Safeguarding

8. Promote athletes' physical and mental wellbeing

- A. Reinforce ISU Athlete Safeguarding efforts
- B. Develop athlete safeguarding education and training
- C. Provide resources and support to Members to develop their own safeguarding program
- D. Support the IOC in the development of new IOC athlete safeguarding initiative

9. Enforce zero tolerance for doping and competition manipulation for clean competition

- A. Educate athletes on clean sports through our Pure as Ice Program
- B. Reinforce the ISU Anti-Doping Testing Program (e.g., continued research, improve the use of intelligence gathering and investigation)
- C. Uphold highest standards in refereeing and judging

10. Do our part in environmental sustainability

- A. Create and implement ISU's sustainability mission and vision
- B. Fulfill commitments of Sports for Nature Framework to deliver transformative nature-positive action across sports
- C. Provide guidelines on building and maintaining eco-friendly ice rinks and manual for sustainable event organization (e.g., IIHF collaboration)



11. Enhance collaboration with internal and external stakeholders

- A. Strengthen internal communication and collaboration
- B. Leverage expertise from ISU family members
- C. Step up collaboration with the IOC and other International Federations
- D. Intensify collaboration with media and commercial partners to leverage their capabilities

12. Strengthen ISU's governance

- A. Modernize the ISU Constitution and regulations
- B. Continue to improve good governance and efficiency
- C. Finalize detailed ISU Vision 2030 reflecting member input and mobilize resources to take action