



TABLE OF CONTENTS

PRESIDENT FOREWORD ISU VISION AND MISSION STATEMENT	3 4	INNOVATION	12
		3.1 Embrace technology3.2 Create a deeper fan connection through more social engagement and digital transformations	
GROWTH 1.1 Make our sport product more attractive	5	SAFEGUARDING	15
1.2 Revolutionize the fan experience through enhanced media production and event presentation 1.3 Boost revenues to invest back into skating		4.1 Promote skaters' wellbeing and safety4.2 Enforce zero tolerance for doping and ensure fair competition4.3 Advocate for environmental sustainability	
OPPORTUNITY	9	UNITY	19
2.1 Expand global skating population2.2 Support talented skaters for more countries on the podium		5.1 Enhance collaboration with internal and external stakeholders 5.2 Strengthen ISU's governance	

FOREWORD

Dear Friends,

Since my election in 2022, I have been struck by the passion and talent that define our skating community. I am, first and foremost, a fan with a deep love for ice skating. We have a fantastic sport with a bright future. I am committed to seeing it reach new heights globally.

Ice skating is blessed with rich traditions and history, and today's skaters continue to amaze and inspire us. As the level of competition rises across the world and the way people engage with content evolves, we have a unique opportunity to build on the sport's legacy by reaching new audiences, deepening fan engagement, and inspiring the next generation of champions like never before.

It is with much excitement that we present the ISU's newly articulated vision and mission statements, which will guide ice skating into the future. To achieve our goals, the ISU leadership —together with the broader skating community—has developed a strategic growth plan: ISU Vision 2030. This plan, which received overwhelming approval at the ISU Congress 2024, reflects our shared commitment to building an athlete-first, Member-friendly, and fan-centric ISU.

The present document outlines the strategic framework for building capabilities and implementing initiatives to advance ice skating. Our focus is on engaging fans, promoting mass participation, supporting and safeguarding both talented and top skaters, and collaborating closely with ISU Members and partners all over the world.

We are ready to grow our beloved sport with the global skating community. Together, we can and we will go further!

Jae Youl Kim ISU President



SKATE ON, TOGETHER



VISION

A world where everyone can experience & enjoy the thrill of skating

MISSION

To sustainably grow & improve our sport by prioritizing our skaters, engaging fans, nurturing partnerships, and inspiring communities.

GROWTH

- 1. Make our sport product more attractive
- 2. Revolutionize the fan experience through enhanced media production and event presentation
- 3. Boost revenues to invest back into skating

PPORTUNITY

- 4. Expand global skating population
- 5. Support talented skaters for more countries on the podium

NNOVATION

- 6. Embrace technology
- 7. Create a deeper fan connection through more social engagement and digital transformations

SAFEGUARDING

- 8. Promote skaters' well-being and safety
- 9. Enforce zero tolerance for doping and ensure fair competition
- 10. Advocate for environmental sustainability

UNITY

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

CORE DNA

SUPPORTIVE

UNSTOPPABLE



GROWTH

1.1 MAKE OUR SPORT PRODUCT MORE ATTRACTIVE

Top skaters redefine the limits of athleticism and artistry every season. The ISU will continue to push the boundaries as well.

From bold new event formats and streamlined calendars to clearer rules and stronger incentives for top talent, we are reshaping the touchpoints of the sport experience to captivate modern audiences and deliver greater value to fans, skaters, and partners alike.

- Streamline the ISU Events calendar with a cohesive narrative across the winter season to build anticipation and deliver a predictable, engaging schedule for watching skating broadcasts
- Revitalize existing competition structures in the ISU disciplines
- Explore and pilot new events to attract a broader audience, with a focus on engaging younger generations of fans
- Introduce new concepts, such as events at iconic outdoor locations, and incorporate mass participation
- Make rules, scoring, and decisions easier to understand through enhanced visuals and supporting footage for TV and in-stadium viewers
- Boost skater rewards in recognition of their outstanding performances



GROWTH

1.2 REVOLUTIONIZE THE FAN EXPERIENCE THROUGH ENHANCED MEDIA PRODUCTION AND EVENT PRESENTATION

To grow the sport, we must engage loyal fans and win over new ones. Every ISU event, regardless of where or how it is experienced, should leave a lasting impression.

For digital audiences, the viewing experience must be immersive with dynamic visuals, smart graphics, and commentary that deepens understanding and connection. For live audiences, it's about generating electricity in the arena with unforgettable atmospheres, engaging activations, and fan experiences that excite and inspire.

- Deliver an immersive and dynamic broadcasting experience through enhanced and consistent event production quality
- Revamp event hosting and delivery model to ensure motivated hosting Member Federations are committed to driving quality events and packed stadiums
- Build internal expertise at the ISU level to better support and guide event organizers and drive economies of scale for high-quality events worldwide
- Enhance on-site fan experiences with improved stadium aesthetics, fan zones, entertainment, and interactive experiences
- Redesign corporate branding architecture to refresh look & feel of the ISU and skating and create a cohesive, modern identity that resonates with global audiences
- Put the spotlight on the skaters with enriched storytelling that brings their performances to life like never before
- Increase media & communication tools with real-time graphics, digital overlays, and expert commentary to provide a clear breakdown of performances



GROWTH

1.3 BOOST REVENUES TO INVEST BACK INTO SKATING

Revenue is not just a means to maintain our sport. It is a catalyst for transformation and growth. Unlocking new growth allows us to enhance athlete rewards, empower ISU Members to invest in local programs, and deliver greater value to our commercial partners.

- Strengthen the ISU's global commercial strategy
- Revamp sponsorship offerings to deliver greater value to both commercial partners and the ISU
- Optimize media rights across live broadcasts, highlights, shortform content to balance revenue generation with audience reach, particularly on digital and streaming platforms
- Explore new business models including licensing, merchandising, OTT services, and emerging digital opportunities
- Continue to monitor and advance the newly introduced investment policy by working closely with an external investment firm to ensure smarter financial stewardship of ISU's assets





OPPORTUNITY

2.1 EXPAND THE GLOBAL SKATING POPULATION

Ice skating is for everyone. For some, it's a recreational pastime. For others, a path to competitive greatness. But every journey begins the same way, with a single step on the ice.

To inspire future champions and lifelong fans, skating must be accessible everywhere. That's why the ISU is accelerating global exposure by bringing events to new territories and launching local initiatives.

Exposure is just a start. The ISU is doubling down on early development, embracing grassroots programs, and encouraging accessibility so that skating's next generation is more diverse, inclusive, and globally connected than ever before.

- Develop grassroots programs to introduce first-time skaters to the ice and build on the momentum of ISU World Ice Skating Day
- Expand skating into new territories to grow the global fan base and increase participation worldwide
- Support initiatives that promote diversity, inclusiveness, and accessibility across all levels of the sport
- Explore competitive pathways for skaters from countries without ISU Membership
- Stronger support for regional events and development efforts to inspire new fans and skaters and accelerate growth at the local level



OPPORTUNITY

2.2 SUPPORT TALENTED SKATERS FOR MORE COUNTRIES ON THE PODIUM

For over 30 years, the ISU's development program has nurtured talent worldwide and coached future champions. The impact is clear with alumni stepping onto podiums, earning historic medals, and elevating the sport on the world stage.

Now, we are planning to go further. Priorities include strategically targeting development funds, intensifying successful programs, creating competitive pathways for more athletes, and enhancing junior events to better support emerging talent.

- Review and reinforce the ISU
 Development Program to more effectively target high-need ISU

 Member Federations
- Double down on successful programs, including "Visiting Coaches" and "Road to Ice," which have already helped produce first-time champions in a number of countries
- Explore and test new programs aimed at educating coaches and identifying and supporting talented skaters
- Upgrade ISU Junior Events to bring more exposure and opportunity to young skaters





INNOVATION

3.1 EMBRACE TECHNOLOGY

As part of our commitment to continuous growth and progress, the ISU is embracing technology to elevate all aspects of our sport. This starts from within, and the ISU is modernizing its internal systems and processes to better serve skaters, Members, and stakeholders.

Looking ahead, the ISU is exploring new innovations such as artificial intelligence and wearable devices to drive more accurate officiating, deeper insights for broadcasters, better training tools for the skaters, improved collaboration with ISU Members, and more access to fans.

- Explore the use of Al:
 - To support officiating and judging
 - To assist in developing more effective training
 - To create valuable information that can be used in commentating and TV graphics
- Continue to advance the technology behind officiating systems
- Leverage dynamic and interactive digital event signage, along with other innovations, to elevate event presentation and maximize sponsor visibility
- Explore new camera technologies to enhance TV production
- Modernize ISU IT systems to improve operational efficiency and communications across the ISU and its Members



INNOVATION



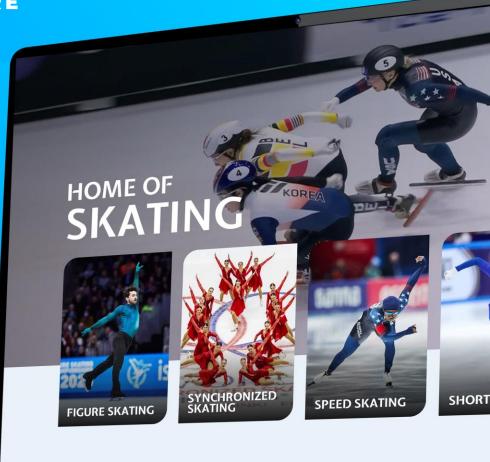
3.2 CREATE A DEEPER FAN CONNECTION THROUGH MORE SOCIAL ENGAGEMENT AND DIGITAL TRANSFORMATIONS

In today's digital-first world, fan engagement moves fast, spanning platforms, formats, and time zones. To meet this moment, the ISU is reimagining how it connects with audiences around the world.

A comprehensive revamp of the ISU's digital ecosystem is underway, with investments in new capabilities designed to deliver seamless, interactive experiences for fans, athletes, and partners alike. Bold, engaging content will strengthen engagement and attract new audiences. Enhanced data and analytics will inform strategy and drive commercial performance. And the ISU will continue to explore emerging digital frontiers to ensure the sport remains relevant, visible, and accessible to the next generation.

KEY INITIATIVES:

- Continue refining the newly launched ISU websites and app to serve as the digital home for fans and stakeholders
- Boost the production of on- and off-ice content, including behind-the-scenes footage and stories of athletes
- Build on efforts to bring localized content to key markets with partners
- Invest in digital and social media analytics tools to monitor online performance and improve data-driven decisions, audience insights, and commercial value
- Launch a centralized media database and personalized content library for easy access by skaters, ISU Members, and partners
- Develop a comprehensive fan database to better understand, measure, and grow the global skating audience
- Support documentary series spotlighting skaters to boost public interest and broaden awareness of the sport
- Facilitate music rights clearance for the ISU,
 Members, and skaters through collaboration with major music labels



TOP STORIES



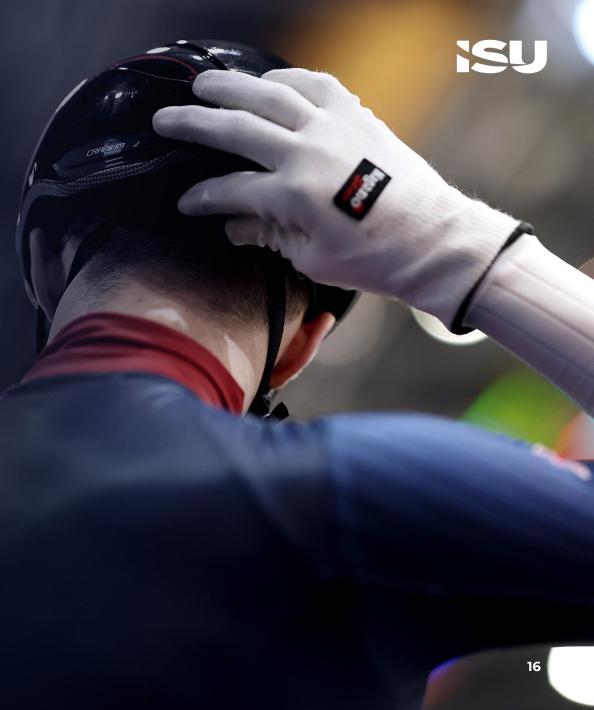
SAFEGUARDING

4.1 PROMOTE SKATERS' WELL-BEING & SAFETY

Athletes are the heart of our sport, and their physical and mental well-being comes first. The ISU is committed to creating a safe, healthy, and empowering environment where skaters, especially minors, are protected and supported on and off the ice.

True safeguarding starts at the local level where athletes train, grow, and compete. The ISU is investing in stronger policies, better education, and clearer reporting tools to ensure skaters are protected, supported, and heard. Beyond competition, the ISU aims to develop programs to help skaters navigate life after sport by offering guidance and resources to thrive beyond the ice.

- Physical well-being: Improve safety measures and injury monitoring to support skater longevity
- Mental well-being: Boost mental health resources for skaters
- Athlete safety: Increase Safeguarding Officer appointment, support for the establishment of safeguarding policies and education at the local ISU Member level
- Strengthen reporting mechanisms, with the Skating Integrity Unit playing a central role
- Moderate and monitor online abuse
- Explore initiatives to support skaters with their postcompetition career development and transition



SAFEGUARDING

4.2 ENFORCE ZERO TOLERANCE FOR DOPING AND ENSURE FAIR COMPETITION

Integrity is the foundation of sport and non-negotiable. The ISU is committed to fairness, transparency, and clean competition at every level.

The ISU is reinforcing its antidoping framework with stronger enforcement measures, enhanced testing protocols, and expanded education for skaters, coaches, and support teams to advance a global culture of clean sport.

To uphold fairness on the ice, the ISU is also leveraging technology to increase transparency and reduce inconsistencies in officiating.

Regular evaluations of judging systems and officials will ensure decisions remain accountable, unbiased, and aligned with the highest standards of the sport.

- As a signatory, full compliance at all times to the World Anti-Doping Code
- Complete outsourcing of the ISU
 Anti-Doping program to ITA for independent and effective testing, investigating and education programs in the ongoing fight against doping
- Explore programs to elevate the quality and consistency of officiating across all events



SAFEGUARDING

4.3 ADVOCATE FOR ENVIRONMENTAL SUSTAINABILITY

The ISU recognizes its responsibility to advance sustainability and reduce its environmental impact across all ice and winter sport environments.

Minimizing the carbon footprint of ISU events is a priority, with strategies to optimize arena energy use, promote sustainable travel, and reduce waste.

The ISU is also working with communities and experts to develop energy-efficient rinks and eco-friendly maintenance solutions. By teaming up with sustainability-focused partners, we can accelerate real progress and shape a more sustainable future for skating worldwide.

- Reduce carbon footprint of ISU events by sharing best practices with event organizers and ISU Members
- Gather the global ice-skating community to shape the future of ice rinks and arenas with sustainable solutions, in partnership with IIHF
- Promote responsible ice stewardship and advocate for the protection of natural environments—such as glaciers—through collaboration with organizations like the United Nations



STRATEGIC PILLAR #5: UNITY

UNITY is fortifying collaboration across the skating family and streamlining the ISU's governance



UNITY

5.1 ENHANCE COLLABORATION WITH INTERNAL AND EXTERNAL STAKEHOLDERS

The future of skating depends on strong, sustained collaboration across its global community. That starts from within. The ISU is committed to deeper engagement with its Member Federations and skaters through direct dialogue, regular consultation, and feedback-led initiatives that ensure our policies reflect the evolving needs of the skating world.

Externally, broadening partnerships with other sporting organizations will bring new perspectives and shared innovation. Strong alignment with public institutions and the IOC will help accelerate global growth and elevate skating's impact on the world stage.

- Increase workshops, updates, online meetings with ISU Members and skaters to enhance transparency and encourage collaboration and idea sharing
- Develop programs to honor past skating legends while keeping former skaters engaged and connected to the sport
- Foster strong collaboration with the IOC, extending beyond the Olympic Winter Games
- Share knowledge and work closely with other International Federations to advance common goals
- Expand cooperation with public authorities and intergovernmental organizations



UNITY

5.2 STRENGTHEN ISU'S GOVERNANCE

The ISU is modernizing its governance and placing transparency, accountability, and strategic focus at the core of operations.

We are refining internal structures, strengthening regulatory frameworks, and increasing Member participation and collaboration across stakeholders to build a more agile, responsive organization.

By raising ethical standards, streamlining decision-making, and expanding stakeholder engagement, we are shaping a governance model that is rooted in integrity, champions fairness, and supports sustainable growth for the future of skating.

- Modernize the ISU Constitutional framework to reflect good governance practices, accelerate the growth of skating, and enhance its adaptability for the future
- Restructure ISU Congress to ensure time and energy are directed toward the ISU's most urgent and strategic matters
- Establish Skating Integrity Unit, Elections Committee, and Audit, Risk, & Investment Committee
- Stimulate a culture of openness, service excellence, and willingness to change



