

MATS ÅRJES

Candidate for FIS President



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Dear friends and colleagues,

Snow sport has been a passion all my life, as it has been for you. So I am proud to announce that I am standing as a candidate for the FIS Presidency. I believe that I start from a strong position as I have experience across all levels of our great sport:

- **As President of the Swedish Ski Association** for 10 years, and as Secretary General for four years, I have experience and understand the complex demands of running the sport. I have a deep knowledge of the operational challenges that National Ski Associations are facing and know first-hand the need to attract and keep new participants, sponsors, media partners and fans.
- **As a member of the FIS Council since 2010, Vice President, FIS Treasurer and Acting Chairman of FIS Marketing AG**, I already work tirelessly to make sure FIS works in the best interests of you, the National Associations.
- **As Chief Executive and Board Member of SkiStar** — one of the world's leading snow-tourism, ski and snowboard resort businesses and listed on the Stockholm stock exchange — for 17 years, I understand the needs of the business community that serves our sport. I also understand how our sport can learn from business.

- **As President of the Swedish National Olympic Committee**, I have good relationships with stakeholders throughout the global Olympic Movement, which remains so important to our future.
- **As an athlete**, I competed as a junior at national level before injury — but I am as keen to ski now as I was then! I have never forgotten the needs of athletes.

So I passionately share the FIS vision and in this manifesto you will see that I have set a bold ambition for FIS to become the leading Olympic International Federation.

How we execute that ambition will be shaped by you because I will ensure that your voice is heard and represented in the decisions we take.

To be successful, a hands-on President will be required. Therefore, I am ready to move to Switzerland to dedicate myself to this cause, working closely with you all from the FIS Headquarters.

Yours in friendship,

A handwritten signature in black ink, appearing to read 'Mats Årjes'.

Mats Årjes

My AMBITION

FIS: THE LEADING OLYMPIC INTERNATIONAL FEDERATION

As one of the leading Winter IFs, I firmly believe that FIS can achieve even more by making our voice heard. My ambition is for FIS to become the leader among all Summer and Winter IFs, measured by:

- Good governance and integrity
- Number of new and retained participants
- Commercial revenue growth rate
- Digital and traditional media coverage
- Fan and athlete engagement

My POLICY

TO BUILD ON THE BEST OF FIS HERITAGE THROUGH SUSTAINABLE INNOVATION

We all are part of the FIS heritage. We have travelled a long way together and achieved so much. But our world has been changed by COVID-19, and FIS must react quickly and decisively to the new reality. We must move forward by innovating and demonstrating sustainable and long-term benefits for all participants in our sport.

Key to our work will be ensuring that we:

- Promote even better governance
- Strengthen stakeholder engagement
- Limit negative impact on the environment, to ensure ski and snowboard's environmental sustainability
- Invest substantially in FIS assets



My TIMELINE

Drawing on the wealth of experience and expertise in the FIS family, as well as my own background, my first priority will be to undertake the biggest review in our sport's history to establish where we are strong, and identify where we can grow together through sustainable innovation.

We have a strong foundation, but working closely with you all, I propose that we review the following areas:



My first priority for you

Governance

- Establish a FIS integrity unit to monitor and investigate any potential wrongdoing
- Improve representation in FIS decision-making bodies, including gender equality
- Increase transparency and accountability across all areas of our sport
- Find ways to enable our athletes to have a stronger voice

Stakeholder engagement

- Consider what modern technologies can be used to maximise engagement
- Improve current event formats
- Update digital communications
- Engage with ski and snowboard destinations (making use of my extensive industry contacts) to improve access to the sport, especially for young people

Environment

- Evaluate where there are environmental solutions we can action
- Develop best practice guidelines for National Associations
- Build on best practice and lessons learnt from quarantine

FIS assets

- Identify where additional investment in FIS assets is required
- Review existing coordination between the different FIS disciplines
- Run a strategic commercial review of our content strategy, media operations, broadcast partnerships and sponsorships
- Enhance work to ensure the safest possible high-performance sport in all disciplines



My first year commitment to you

In my first year, I will assess, approve and begin to implement reforms proposed by the review undertaken above.

This would depend on the output of our sport-wide review, but could include:

- Implementing necessary reforms to further strengthen our good governance
- Engaging all National Associations to agree what modern technologies could be adopted to enhance FIS events
- Enhancing social media and digital communications to better connect and engage with our audiences
- Providing easily-applicable and understandable guidelines for National Associations to implement best practice in environmental sustainability
- Developing and implementing integrated campaigns designed to increase youth participation in our sport
- Discussing innovative methods of expanding the FIS and National Association membership base and exploring ways to make better use of our incredible data to secure potential partners



My first term commitment to you

By the end of my first term, together we will have made demonstrable progress on our mission of building on the best of FIS heritage through sustainable innovation. We will have:

- Continued to innovate and find new ways of establishing FIS as a leader in good governance
- Tested innovations and reforms to FIS events for introduction by the 2024/25 season
- Enhanced FIS's position and influence to take a global leadership role in environmental sustainability and in improving awareness around reducing climate-change
- Secured enhanced existing, or new, commercial partnerships



Dear friends, working with you all,
I am committed to drawing from my
knowledge and experience across all
areas of our sport, to ensure that we
build on our foundation and establish
FIS as the leading Olympic International
Federation that serves all its National
Associations and athletes.

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