



2019 SEASON'S GREETINGS

Dear Skating Friends,

The festive season is approaching. On behalf of the International Skating Union and the Council, it is my great pleasure to wish you and your family:

A wonderful Holiday Season and a Happy New Year!

It is the time of year to reflect on what has passed. We experienced many joyous ice skating moments at the Olympic Winter Games and ISU Events this year. Athletes lived their dream and touched many people around the world with their amazing performances and stories. One of these athletes was Denis Ten from Kazakhstan. The skating community is very saddened by the passing of this brilliant Skater who was admired, liked and respected by all. He is in our thoughts and remembered with affection.

We have started a new Olympic cycle. As ISU Council, we set **priorities** for the period 2018-2022 to further promote and develop all ISU disciplines together with our Members. The focus remains on three pillars along with running the ISU's ongoing operations, competitions and activities. The ISU Council will exchange thoughts and ideas with Members on key topics at the **ISU Conferences** that will take place in February and March 2019.

Development

In view of the ISU Development Program, new projects have been launched to increase the quality and quantity of Skaters, Coaches and Officials worldwide. Well-appreciated examples are the ISU traveling Coaches and transition support for Skaters who have recently retired. Other areas of focus are on the creation of an ISU online learning platform, Centers of Excellence and an education program for Coaches. Additionally, we are working to further improve the quality of the ISU Officials and officiating systems. The implementation of the new Grades of Execution and Scale of Values in Figure Skating and the updated Video Replay service in Short Track Speed Skating are some examples in this respect.

Marketing & Promotion

Our ambition, with the ISU Members and business partners, is to further increase the ISU's global fan base and its engagement. In light of the ISU's fan-centric digital strategy, we are creating and publishing more content for fans on digital platforms than ever before, which also allows us to better promote events. According to the annual Redtorch report **Sport on Social**, which analyzes the presence and performance of 35 International Sports Federations on social media, the ISU is the second highest climber, taking the 7th place this year. To further promote the ISU disciplines on TV and digital platforms we are also in the process of signing new contracts with media partners.

Good Governance

The ISU aims to be at the forefront of good governance and sustainability. According to the yearly independent governance assessment, the ISU has the second-best moderated score among International Winter Sports Federations. We want to keep improving, which is why, the **ISU Code of Ethics** was recently updated. Other key topics include increasing sustainability at ISU Events and other ISU activities and the IOC Gender Equality Recommendations. Moreover, we are committed to protecting vital competition principles. Aside from updating regulations and assuring compliance regarding, for instance, safety matters, anti-doping and impartial officiating, prevention through education and awareness activities, such as the **Pure as Ice** campaign is essential.

In the end, the promotion and development of all the ISU disciplines is a great worldwide team effort. I would like to sincerely thank all the passionate ISU Members, Office Holders, Staff members, Skaters, Coaches, Officials and ISU Partners for their hard work this year. Let 2019 be a marvelous skating year for all of us!

Best wishes,



Jan Dijkema
ISU PRESIDENT