FIVB STRATEGIC VISION 2032

TOGETHER AS ONE!

Professionalism, Integration, Empowerment and Mass Participation.

My name is Fabio Azevedo, and I have worked in the sport of volleyball for more than 30 years.

I have been working as the FIVB General Director for the last 11 years and before that I served the sport of volleyball at the Brazilian Volleyball Federation for almost 20 years.

I am 53 years old. I was born in Brazil, and I now live in Switzerland. I have been married for 23 years to Flavia Morato de Avellar Azevedo and I am the proud father of two boys, João (16) and Gabriel (13).

And I want to keep working for and serving the sport of volleyball as the FIVB President because I believe that, together with the FIVB professional team and all volleyball stakeholders, we can make our sport even bigger and better across the world, and contribute to making global society better through the sport of volleyball.

I am calling this next level for volleyball around the world "FIVB – Phase 3".

I believe that "Phase 1" started in 2012 with the newly elected president, Ary Graça, and the new leadership team when we had to fix the FIVB in terms of credibility, product building, good governance and professionalism.

We continued with these reforms until 2018, when we consolidated the sport presentation "magic", launched the challenge system, the world ranking concept and the worldwide calendar, and delivered a vast number of high quality events and fan engagement.

"Phase 1" finished with the launch of the first edition of the Volleyball Nations League (VNL) which was created in 2017 and launched in 2018 with great success.

After that, we moved to "Phase 2" when we were certain that an external investor would be able to bring fresh knowledge, investment, experience and networking to the game, mainly related to a commercial, brand building, digital, direct-to-consumers approach, and internalising the services of media rights distribution and content production.

During that phase, the Volleyball World initiative was born, the company CVC Capital Partners came onboard and with the new financial investment the FIVB launched the very successful Volleyball Empowerment programme in February 2021, and the Volleyball Foundation in May 2024.

The Volleyball Empowerment programme is now, after almost four years, in more than 200 countries, running more than 1,100 projects and has already invested approximately 40 million USD in volleyball and beach volleyball national teams and athletes.

The return of investment (ROI) of the programme is, and has always been, performance – teams participating more and winning more points, sets, matches and championships. And we saw this in the last Olympic cycle when many national teams could improve their performance with the help and support of the Volleyball Empowerment programme.

The pinnacle of "Phase 2" was the Olympic Games Paris 2024. We were the poster child of the Games with a fantastic atmosphere in volleyball and the iconic location of the beach volleyball arena – "the best sports arena on earth, ever". We sold close to 1.2 million tickets, reached more than 5.7 billion people and earned a media ROI of about 1 billion USD.

Immediately after the FIVB World Congress 2024, we want to move to "Phase 3".

The vision for the next Olympic cycles is to move our organisation from an international sports governing body to a worldwide movement. In the same way we call Olympism the Olympic Movement, let's start calling ourselves the Global Volleyball Movement. Every single player, young person, athlete and fan counts. Fans and athletes must always be at the centre of all our actions.

This phase is all about moving our sport from political to professional, integrating all volleyball stakeholders and products in the world, making the sport more accessible, connecting with our fan base of 800 million people around the world and doubling that number in the next Olympic cycles. Ultimately, it is about empowering National Federations, Zonal Associations and Continental Confederations to improve their products and events, and become self-sustainable.

I believe that by making all volleyball stakeholders stronger and better, the entire volleyball ecosystem throughout the world will grow stronger and more relevant commercially, technically and socially.

Volleyball is a great sport and reflects the values that our society needs the most: collaboration, integration, peace and solidarity. Volleyball has the power to bring people together and make the world a better place.

Let's do it all together. Together as one!

I count on your partnership, and I promise you hard work, focus, planning and excellency in every move. The FIVB is ready to serve the Global Volleyball Movement, moving our sport to the next level, together as one!

Onwards and upwards!

Fabio.

TOGETHER AS ONE!

After listening to National Federations and volleyball stakeholders from around the world, these are the key focal points of attention for the coming years.

These points are part the FIVB's Strategic Vision 2024–2032 and will be developed and executed by the FIVB Councils and Commissions, Executive Committee and Board of Administration, with the full support and participation of the FIVB and Volleyball World's teams of professionals.

1

CONSOLIDATION OF VOLLEYBALL WORLD CUP AND VNL TO NEW HEIGHTS

The sport of volleyball have already had great success, being played, followed and watched by hundreds of millions of peoples across the world.

The VNL is already a great success with steady annual growth, responsible for 52% of the total media revenue of the sport worldwide.

And the biennial Volleyball World Cup are already a successful reality and will inspire a new generation of fans and athletes around the world.

Both are to be improved so that they continue growing annually.

BEACH VOLLEYBALL TURNAROUND

2

Beach volleyball has always been the poster child of the Olympic Games, getting the best venues and great media coverage.

However, this success is not yet mirrored in the period between Olympic Games, and beach volleyball events are still struggling to get sponsors, promoters, organisers and government support.

Consequently, beach volleyball athletes still face challenges in performing and thriving as they do not receive a monthly salary, unlike volleyball athletes playing in national leagues of clubs.

We believe that the beach volleyball annual league (the Beach Pro Tour) needs the same investment and treatment from the FIVB as the VNL. It makes sense as beach volleyball is the product with the most potential to grow in the entire FIVB ecosystem.

Elevation of Beach Volleyball World Championships is also a priority of the beach volleyball turnaround.

3

FIVB WORLD RANKING

We currently only have 86 National Federations in the Men's World Ranking and 77 in the Women's World Ranking. My vision is to double the number of countries represented in the FIVB World Ranking by 2028. This will be achieved by enabling Zonal Association events to generate points in the World Ranking system as well as serving as a qualification pathway to the continental and international championships.

4

FIVB WORLD CALENDAR 2029-2032

The publication of a solid calendar, taking into consideration all stakeholders involved, has proven a very important initiative. The FIVB World Calendar is published until 2028, considering the club season from 2028–2029.

In 2025, we will already start working on the Volleyball Calendar 2029–2032, factoring in the entire qualification process towards the Olympic Games, World Cup and World Championships, and once again involving all stakeholders, including athletes, clubs and leagues.

5

ATHLETES, HISTORY AND HERITAGE

We must keep giving the athletes a voice and improve athlete services at FIVB events. Our objective for the next eight years will be to increase the overall prize money, to improve the travel and participation conditions, and to create a revenue share model in the VNL and the Beach Pro Tour.

Similarly, we want to explore a post-career programme to help athletes transitioning from playing to working in the sport in the future.

The FIVB will also improve its partnership with the International Testing Agency, in tandem with the World Anti-Doping Agency, to manage our testing process in an even more transparent way and to expand the programme to the entire Global Volleyball Movement.

The sport of volleyball must be better at honouring its history and heritage. We live in a world with fast content and access to multiple platforms and, at the same time, our younger generations must be reminded of the history and the legends of our sport.

6

TECHNOLOGY AND INTEGRITY OF THE GAME

The vision of the future of international events is that technology should be used more prominently to facilitate and improve the integrity and transparency of the sport. Our objective is that every single moment of play in the future can be verified in real time and the correct decision taken immediately.

At the same time, the FIVB must help our stakeholders in accessing affordable technology to guarantee and preserve the integrity of the game at national, zonal and continental events.

VOLLEYBALL WORLD

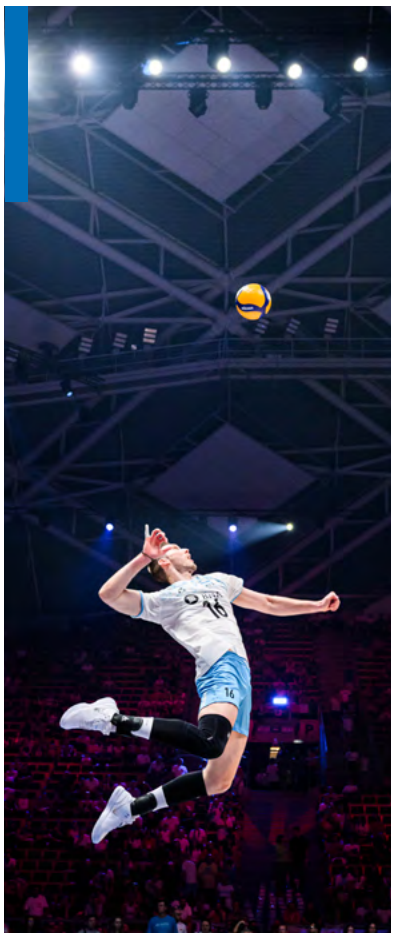
7

Volleyball World is the commercial arm of the Global Volleyball Movement, and its aim is to grow the business and market share of our events all around the world. However, there is no way for the business to grow if the sport does not grow. As such, the objective of Volleyball World is equally to make the sport of volleyball bigger and better worldwide.

Following the business plan that is ready until 2032, and in progress for 2036, Volleyball World will generate the necessary funds to cover the activities of the FIVB and international events, as well as the funds for the payment of prize money and the Volleyball Empowerment programme.

To improve the sport presentation “magic” launched in 2016 and make it more accessible to every single volleyball and beach volleyball event around the world, at all levels.

Nowadays we can see monster blocks and super spikes everywhere in the world and I believe that this is the right moment to refresh and make the sport presentation programme even better and more accessible to the entire Global Volleyball Movement.



8 VOLLEYBALL EMPOWERMENT 2.0

The consolidation of the current Volleyball Empowerment programme, improving the support towards volleyball and beach volleyball national teams, and the launch of Volleyball Empowerment 2.0 will positively impact the management of the National Federations.

Similarly, we want to launch a product building phase together with the Zonal Associations and Continental Confederations, helping their events to become more relevant and sustainable. The main objective is to make these events a success and in turn make the institutions self-sustaining.

We want to create new products, integrate our assets and make the entire world of volleyball better.

The FIVB will have a team dedicated to improving communication, both to serve the National Federations through the Volleyball Empowerment programme and support the Zonal Associations.

Volleyball Empowerment and National Federation/Zonal Association relations will play a vital role in helping our members to achieve their objectives.

9 KNOWLEDGE TRANSFER AND SUSTAINABILITY

We must improve all educational, transfer of knowledge and e-learning programmes, including safeguarding, anti-doping and anti-match manipulation, and launch an FIVB Sustainability Programme which makes a positive contribution to society in the field of climate change.

The world is facing unprecedented climatic, environmental and societal challenges. The ability of our global society to respond to that and counter such challenges will define the coming decades and next generations.

In my vision, the FIVB must establish a sustainability strategy for the sport of volleyball and its connected entities for the future. It will be a learning journey, and we must be aligned with the IOC and join the United Nations Sports for Climate Action initiative to benefit from their guidance and support.

The FIVB must also fight even more for gender equality and to develop programmes for female coaches, managers and leaders. Volleyball is the only collective sport where men and women have the same value, audience, prize fund and so on. The effective increase in the participation of women is one of our priorities.

10

INTERNATIONAL CENTRES OF EXCELLENCE

In partnership with several National Federations, the FIVB has co-created centres of excellence to allow athletes to train and prepare, offering physical training, strength training, medical and physiotherapy facilities, and more.

So far, the National Federations of Japan in the city of Fukuoka and the Netherlands in the city of The Hague have already committed through a Memorandum of Understanding (MoU) to creating an International Centre of Excellence which serves all athletes and national teams from around the world.

Many other National Federations are currently discussing this partnership with the FIVB as they also intend to help make the sport more accessible by having their own centres of excellence.

11

FIVB REGIONAL OFFICERS

The FIVB has been investing in a regional officer for Asia and Oceania with great success and I believe this programme should be expanded to other continents and countries.

The role of regional officers is to serve as communication hubs, facilitating efficient interaction between the FIVB headquarters and the FIVB members within each region. Improved coordination of events, and Volleyball Empowerment and Development programmes at the regional level would ensure better alignment with local needs and preferences.

The proposal is for the FIVB to have managers linked to the FIVB headquarters and working primarily in partnership with Continental Confederations.

This project is focused first and foremost on helping Africa and India, equally improving our existing partnership with AVC and coordinating an integrated effort with CEV, NORCECA and CSV for future events together.

12

FIVB GOOD GOVERNANCE – STATE OF THE ART

The FIVB has significantly improved its commitment to good governance and best practices, following principles and guidelines set out by the ASOIF Governance Task Force and, consequently, we have improved the FIVB's ranking in the ASOIF International Federation Governance Reviews.

For the future I want to see the FIVB as state of the art, serving as the good governance benchmark for the entire Olympic Movement.

To make regulations better and up to date, the FIVB will propose an in-depth revision of the regulations, as well as a better integration between the regulations and constitutions of the Continental Confederations and other stakeholders of the Global Volleyball Movement.

The plan is to position the FIVB as one of the top three international sports governing bodies, compliant with all aspects of good governance in sport.

13

NATIONAL FEDERATIONS' CATEGORISATION AND MEMBERSHIP

An in-depth study is to be undertaken by the FIVB on the categorisation of the National Federations, with a clear objective of giving better recognition in the FIVB ecosystem to National Federations who are moving up in the World Ranking.

Currently there is a huge inconsistency between the membership of the National Federations of the FIVB and regional members recognised by the FIVB and/or the Continental Confederations.

The vision is that all territories throughout the world, working for the sport of volleyball, must be welcomed and officially be part of the family, even if they are represented by the same National Olympic Committee – while respecting Olympic qualification principles.

Therefore, the idea is that the FIVB Legal Commission and Legal Department conduct a full analysis in 2025 and find a solution for all active members of the FIVB to be recognised and included.

The new National Federation categorisation and revised membership must be conducted in conjunction with and be presented to the FIVB Board of Administration for approval.

14

INTERNATIONAL RELATIONS AND THE OLYMPIC MOVEMENT

The FIVB has significantly improved its relationship with the IOC and all stakeholders within the Olympic Movement.

My vision for the future is for the FIVB to be more proactively part of the Olympic Movement – a part of IOC and ASOIF Commissions at least.

The FIVB must work for a revision of the Olympic revenue distribution, pushing for more funds. Currently we are in Group B with the second tier of Olympic revenue; our aim is to climb to become a Group A sport.

The FIVB must push to increase Olympic roster sizes. The number of athletes in indoor volleyball during the Olympic Games needs to be 14, as it is in all of our international competitions.

For beach volleyball, the FIVB must push to increase the number of events in the discipline to give more chances to National Federations and athletes to win Olympic medals.

15

SOCIAL RESPONSIBILITY AND MASS PARTICIPATION - VOLLEYBALL FOUNDATION

The Volleyball Foundation will play a vital role in serving every single viable volleyball project in the world that promotes the values of our sport. The Foundation's actions will include making the sport more accessible and working on mass participation projects.

The mass participation pillar of volleyball also means that all forms of volleyball should be recognised and celebrated. Volleyball activities that are promoting similar values of collaboration, integration, respect, friendship, teamwork and family are encouraged and welcomed.

The Volleyball Foundation will be ready to collaborate and help promote all forms of volleyball. This will start with the signing and activation of MoUs with various organisations promoting sitting volleyball, standing Para-beach volleyball, street volleyball, volleyball 3x3 on grass, 4x4, 9x9, balloon volleyball in China, mama-san volleyball in Japan, recreational and school leagues, and our own snow volleyball.

FIVB STRATEGIC VISION 2032

1 CONSOLIDATION OF VOLLEYBALL WORLD CUP AND THE VNL

2 BEACH VOLLEYBALL TURNAROUND

3 FIVB WORLD RANKING

4 FIVB WORLD CALENDAR 2029-2032

5 ATHLETES, HISTORY AND HERITAGE

6 TECHNOLOGY AND INTEGRITY OF THE GAME

7 VOLLEYBALL WORLD

8 VOLLEYBALL EMPOWERMENT 2.0

9 KNOWLEDGE TRANSFER AND SUSTAINABILITY

10 INTERNATIONAL CENTRES OF EXCELLENCE

11 FIVB REGIONAL OFFICERS

12 FIVB GOOD GOVERNANCE – STATE OF THE ART

13 NATIONAL FEDERATIONS' CATEGORISATION AND MEMBERSHIP

14 INTERNATIONAL RELATIONS AND THE OLYMPIC MOVEMENT

15 VOLLEYBALL FOUNDATION SOCIAL RESPONSIBILITY AND MASS PARTICIPATION – VOLLEYBALL FOUNDATION