



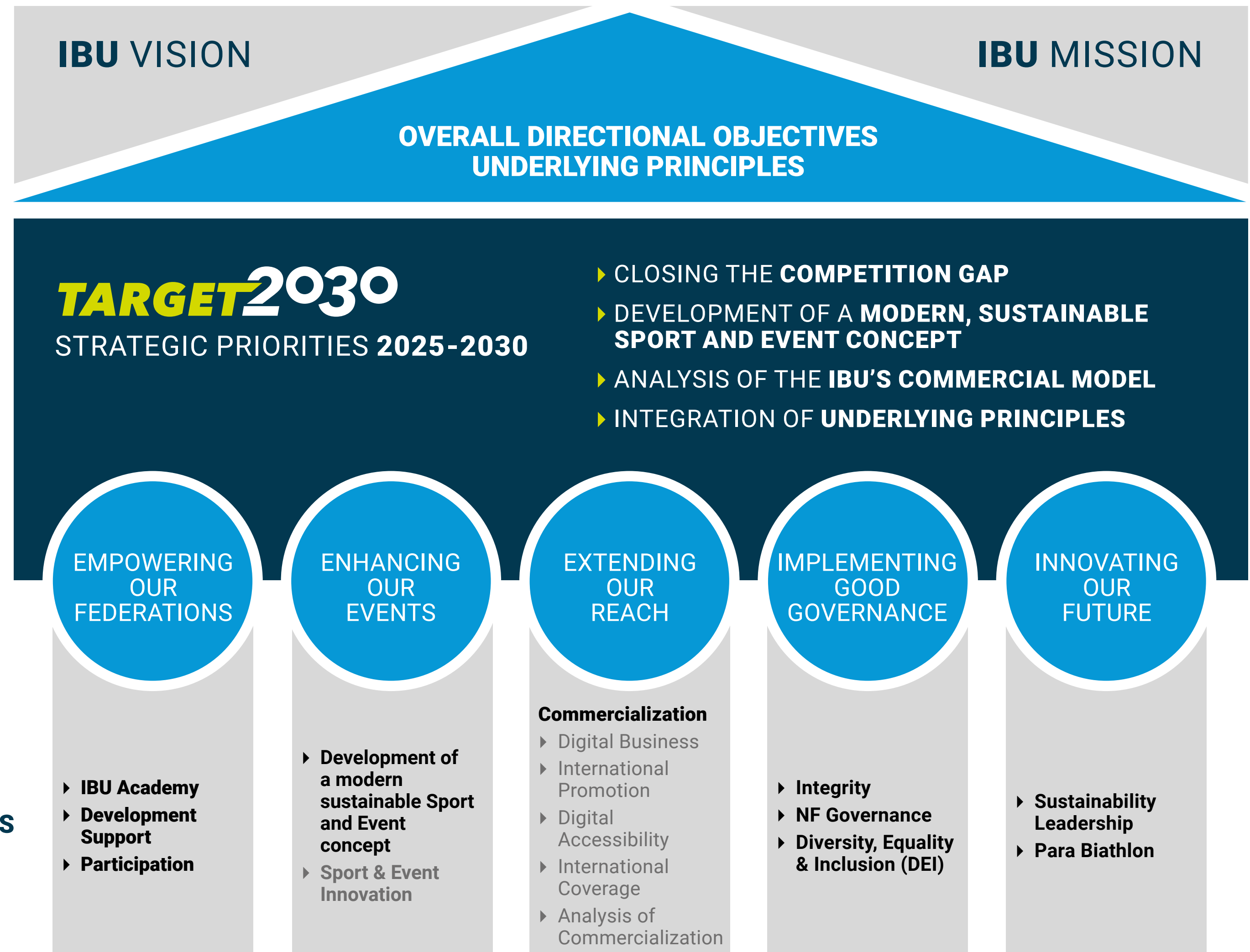
TARGET2030

STATUS REPORT

BUILDING ON **TARGET26**

- Good progress in last two years
- Not setting records
- Cascading timeline until 2030

PROJECTS

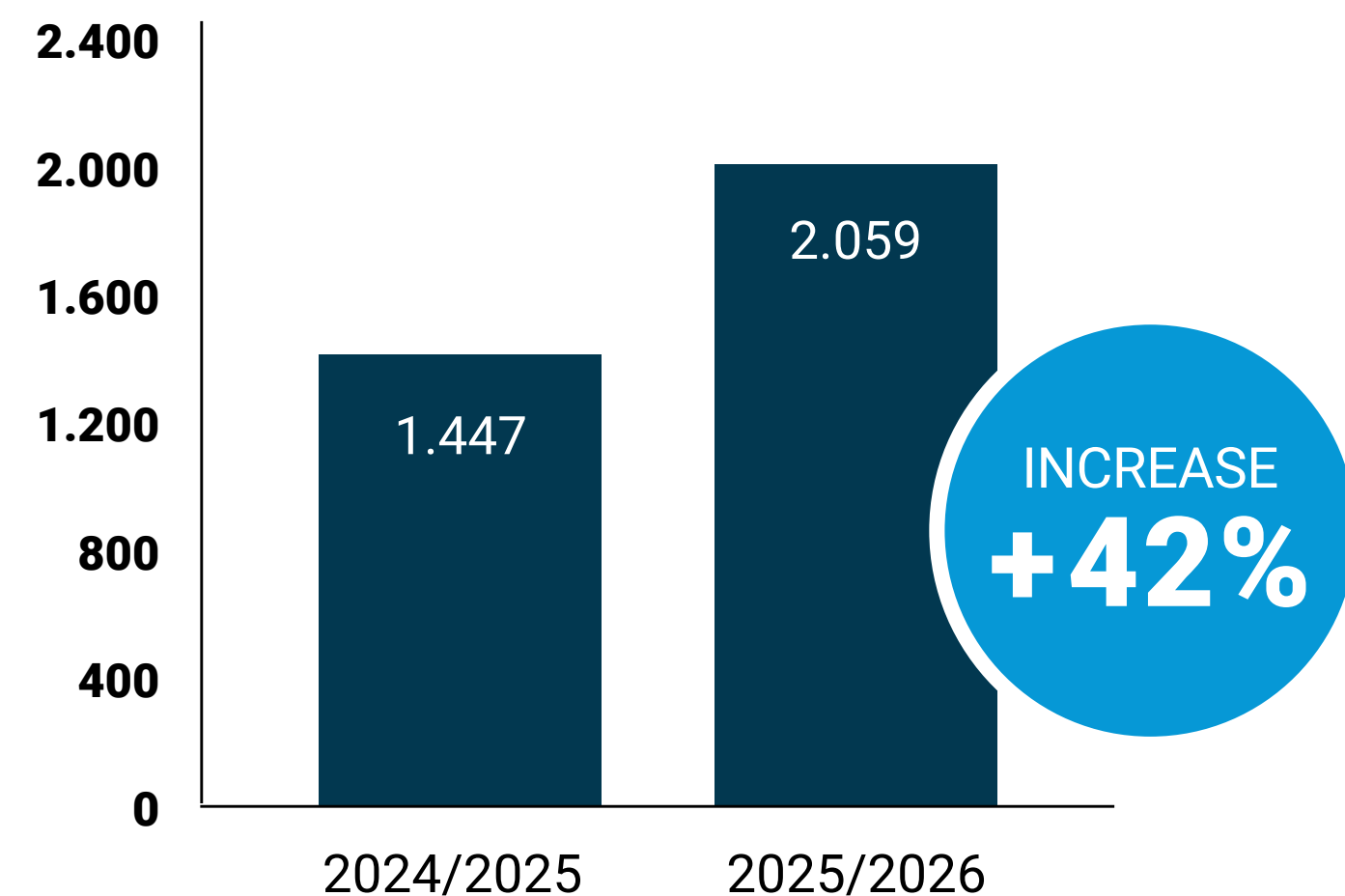


GREAT PROGRESS ON DIRECTIONAL OVERALL OBJECTIVES

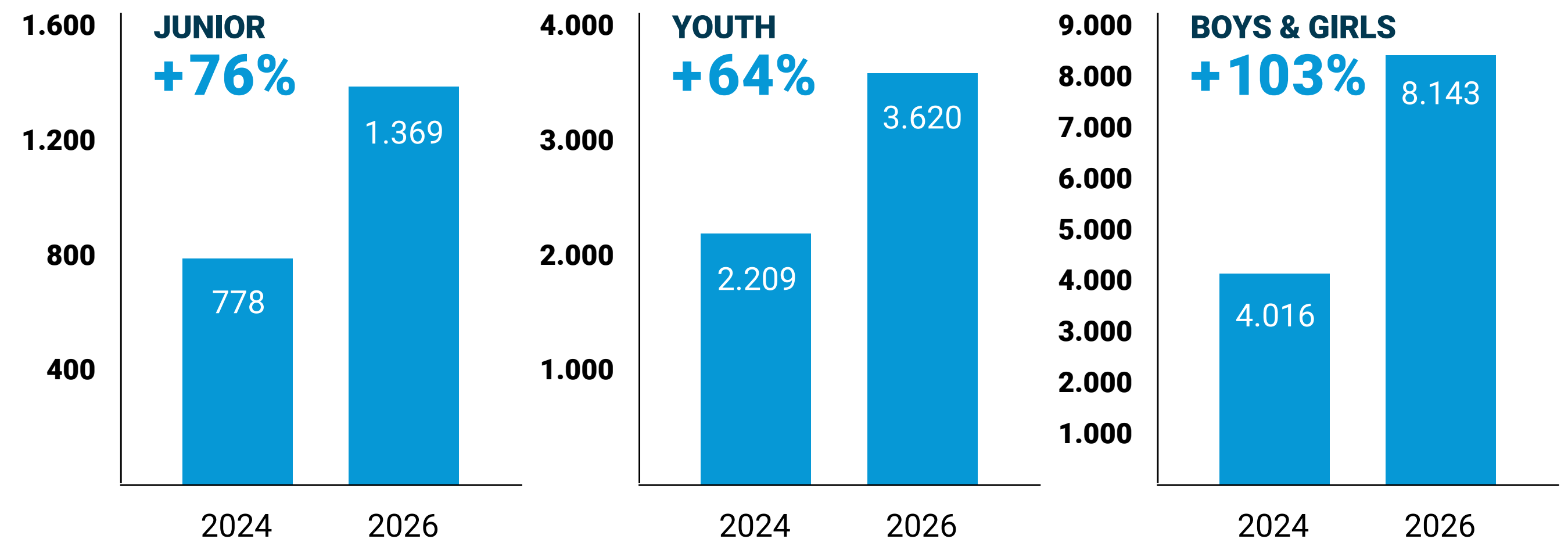
TARGET2030 OVERALL DIRECTIONAL OBJECTIVES - **STATUS Q3/2026**

ATHLETES Grow biathlon by doubling the total number of athletes with a focus on Youth

NUMBER OF REGISTERED BIATHLETES BASIC PROFILES



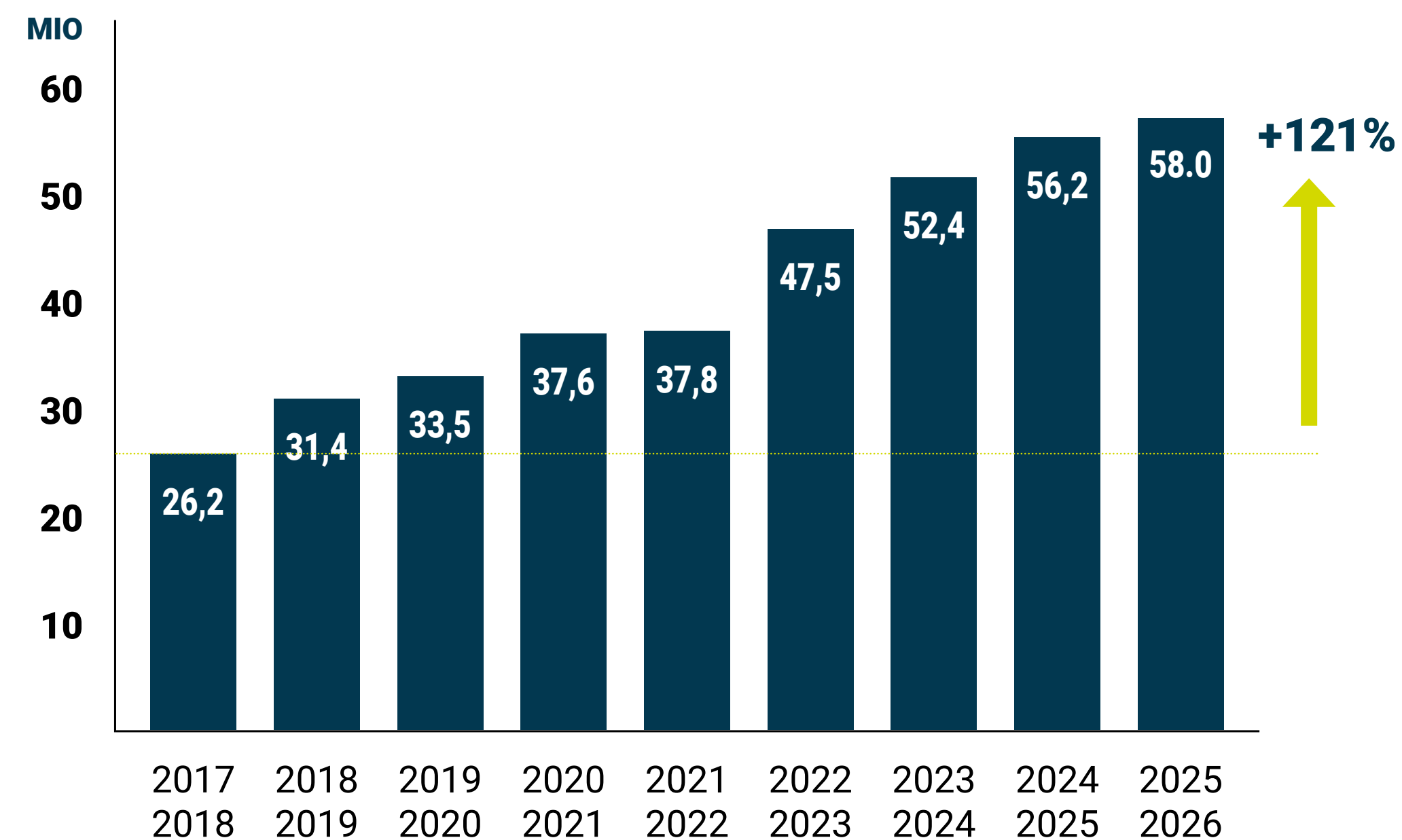
NUMBER OF ATHLETES (NF ONLINE SURVEY)



GREAT PROGRESS ON DIRECTIONAL OVERALL OBJECTIVES

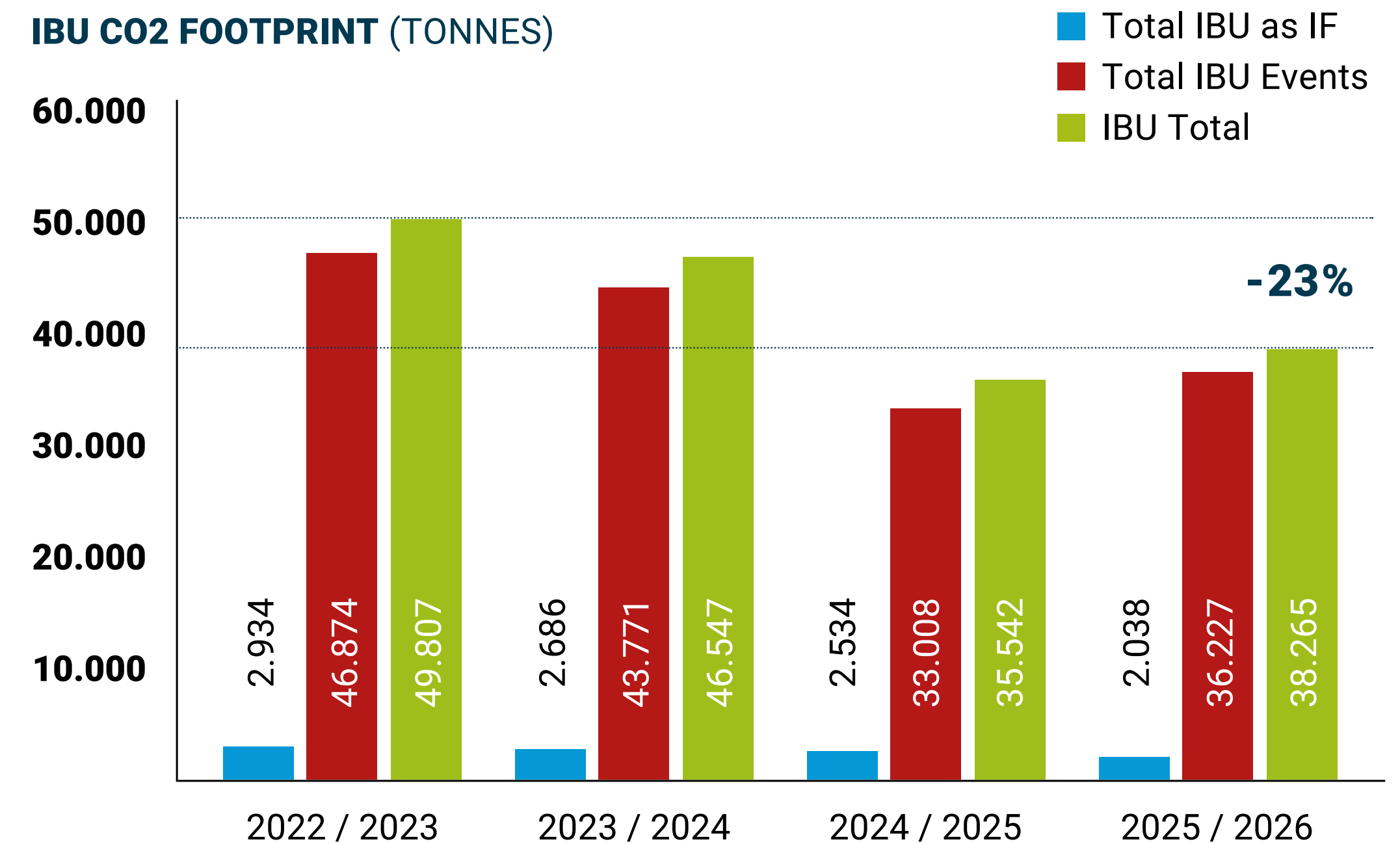
REVENUE Ensure that the interest and commercial value of biathlon grow - double the income for the IBU

LONG-TERM INCOME DEVELOPMENT (MILLION €)



IMPACT Reduce the sport's carbon footprint by 50% and align with netzero trajectory by 2040

IBU CO2 FOOTPRINT (TONNES)



PRIORITY 1
**CLOSING THE
COMPETITION GAP**

OLYMPIC GAMES
2026 TARGET ACHIEVED

KEY INDICATORS



8 NATIONAL FEDERATIONS

Won Olympic medals

TARGET ACHIEVED



29 NATIONAL FEDERATIONS

Represented at the Olympics

WIDEST REPRESENTATION



13 NATIONAL FEDERATIONS

With Youth & Juniors podium during the
WCHs 2026

STRONG PIPELINE



14 NATIONAL FEDERATIONS

Achieved Top-10 results at the Olympics

BROADER COMPETITIVE REACH



24 MEDALS

Won by France & Norway at the Olympics

PERFORMANCE STILL

CONCENTRATED AT THE TOP

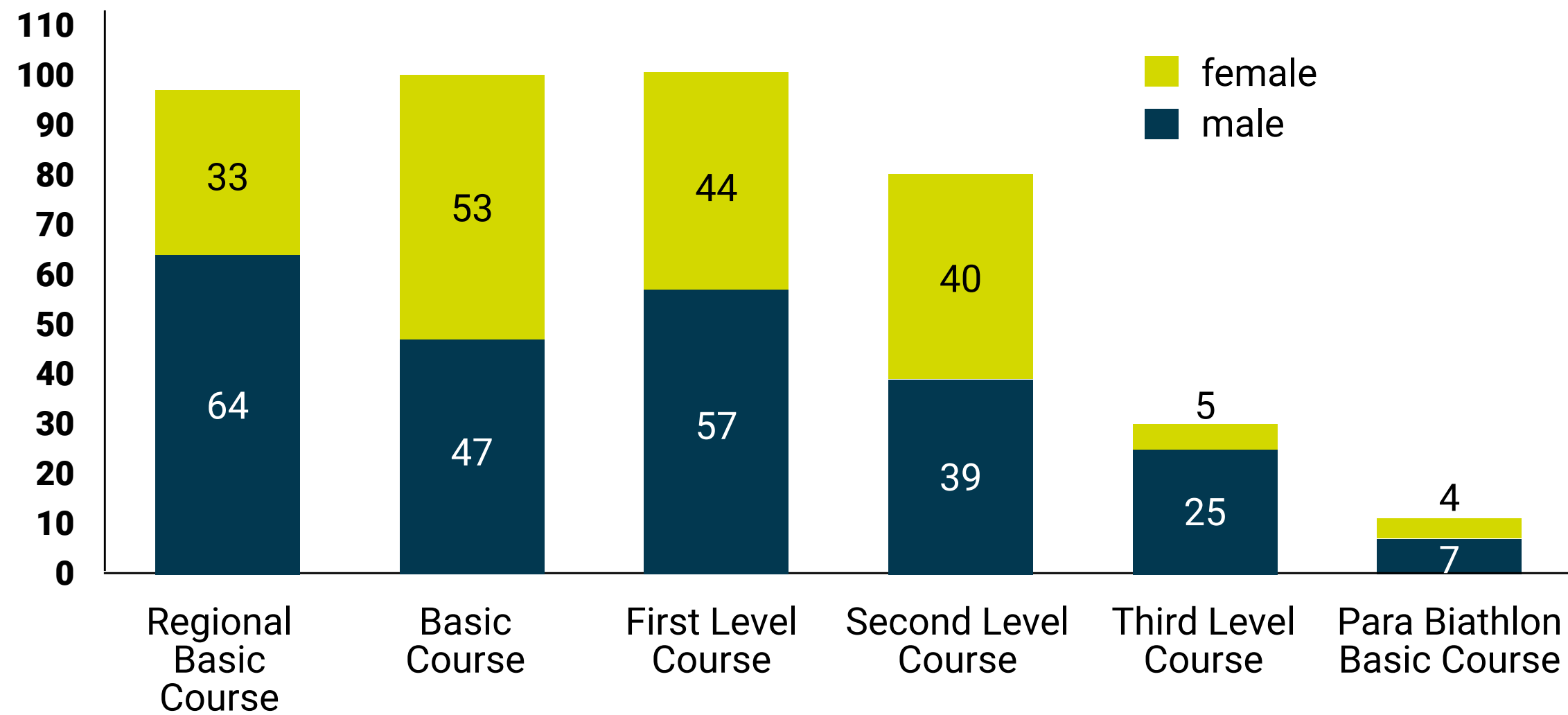
OLYMPIC WINTERGAMES

TOP PERFORMANCE BY NATIONAL FEDERATIONS

NATION	MEDALS	TOP-6 RESULTS	TOP-10 RESULTS
FRANCE	13	18	21
NORWAY	11	16	21
SWEDEN	3	7	13
ITALY	2	6	8
GERMANY	1	7	13
CZECHIA	1	4	4
FINLAND	1	2	8
BULGARIA	1	2	3
POLAND	-	1	3
USA	-	1	3
AUSTRIA	-	-	4
SWITZERLAND	-	-	4
UKRAINE	-	-	3
SLOVENIA	-	-	2

TARGET 1
EMPOWERING OUR FEDERATIONS IBU ACADEMY

COACH EDUCATION PARTICIPANTS PER GENDER AND PER COURSE

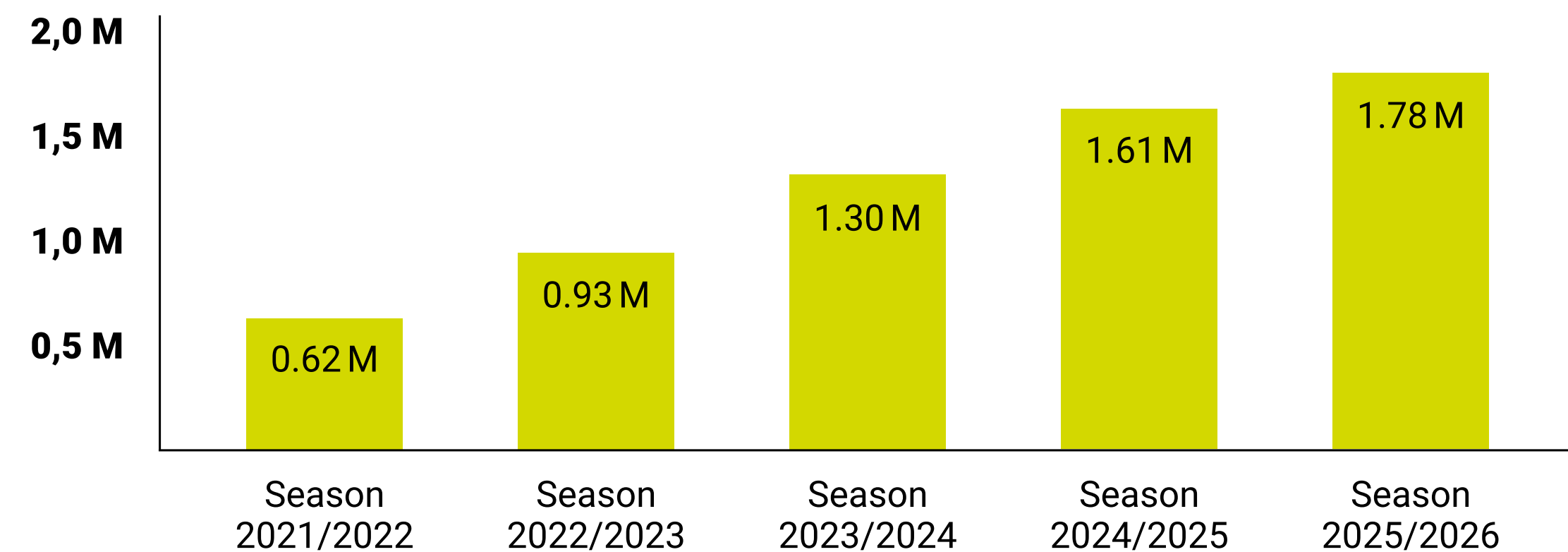


273 Coaches completed courses and graduated from 2022 to 2026	41 National Federations reached	90 experts lecturing on Academy courses	46 Mentees completed Mentorship Programmes	4,900 registered users on the IBU LearningSuite	>30,000 reads of the Journal of Biathlon Coaching
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TARGET 1

EMPOWERING OUR FEDERATIONS DEVELOPMENT SUPPORT

NFs DEVELOPMENT PROJECTS – BUDGET APPROVED



50

NFs funded through
development projects
since 2021/22

659

Development Support
Projects approved since
2021/22

121

Supported partnership
projects since 2021/22

€ 7.51 M

allocated to Development
Support Projects from
2021/22 to 2025/26

€ 2.065 M

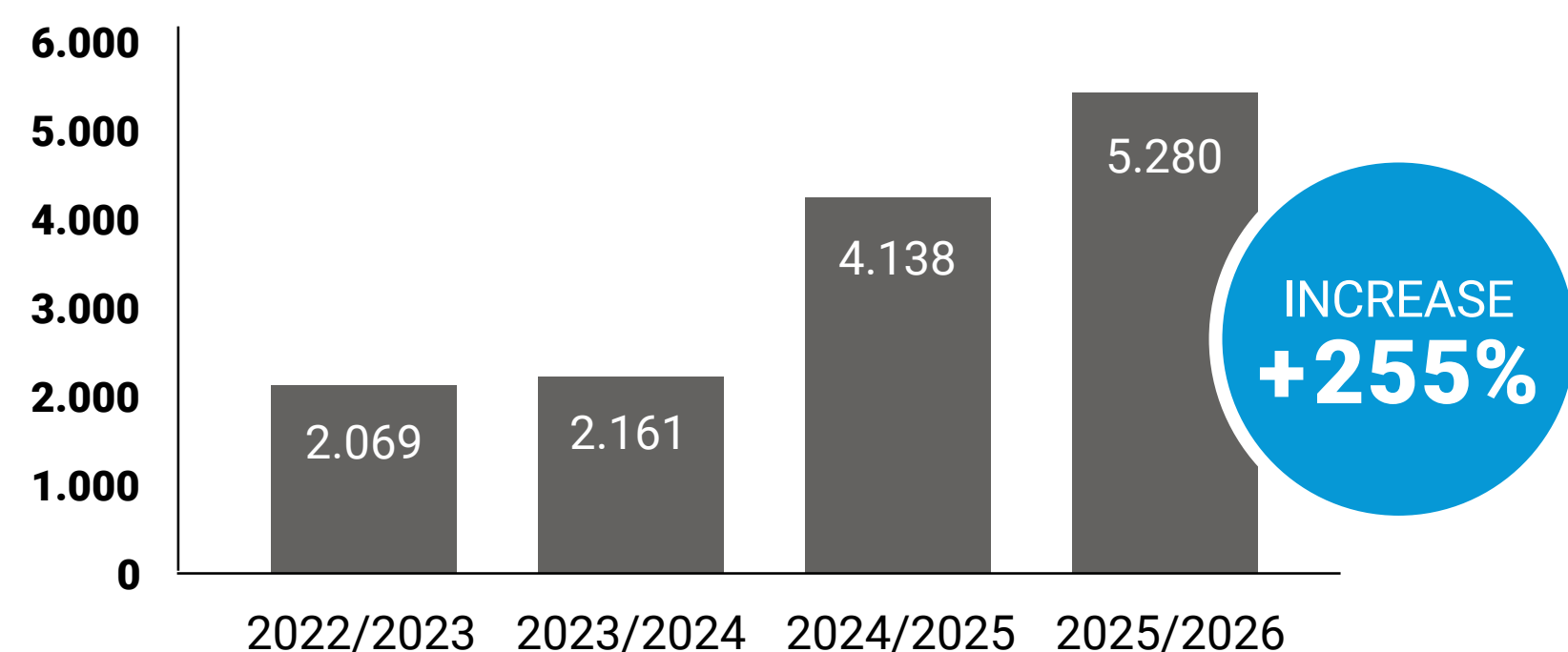
allocated to Development
Support Projects for 26/27,
over 3x more than in 21/22

€ 192,850K

Invested in supporting
Para Biathlon programmes
since 2025/26

TARGET 1 EMPOWERING OUR FEDERATIONS PARTICIPANTS

YOUTH/JUNIOR PARTICIPATION IN REGIONAL EVENTS



TARGET 4

**IMPLEMENTING
GOOD GOVERNANCE
DIVERSITY, EQUALITY
AND INTEGRATION**

IMPLEMENTING
GOOD
GOVERNANCE



PRIORITY 2

DEVELOPMENT OF A MODERN AND SUSTAINABLE EVENT & SPORT CONCEPT

STRONG CORE PRODUCT, WITH ROOM FOR FINETUNING

- World Cup
- World Championships
- IBU Cup
- Open European Championships
- Junior World Championships
- Junior Cup
- Extraordinary support

STRENGTHS

- Strong core product, stable attendance
- Good value for money
- Strong local OC ties

OPPORTUNITIES

- Cross-event promotion
- Fan engagement, side acts
- Digital engagement
- New audiences

Insights from the
25/26 first OC SWOT

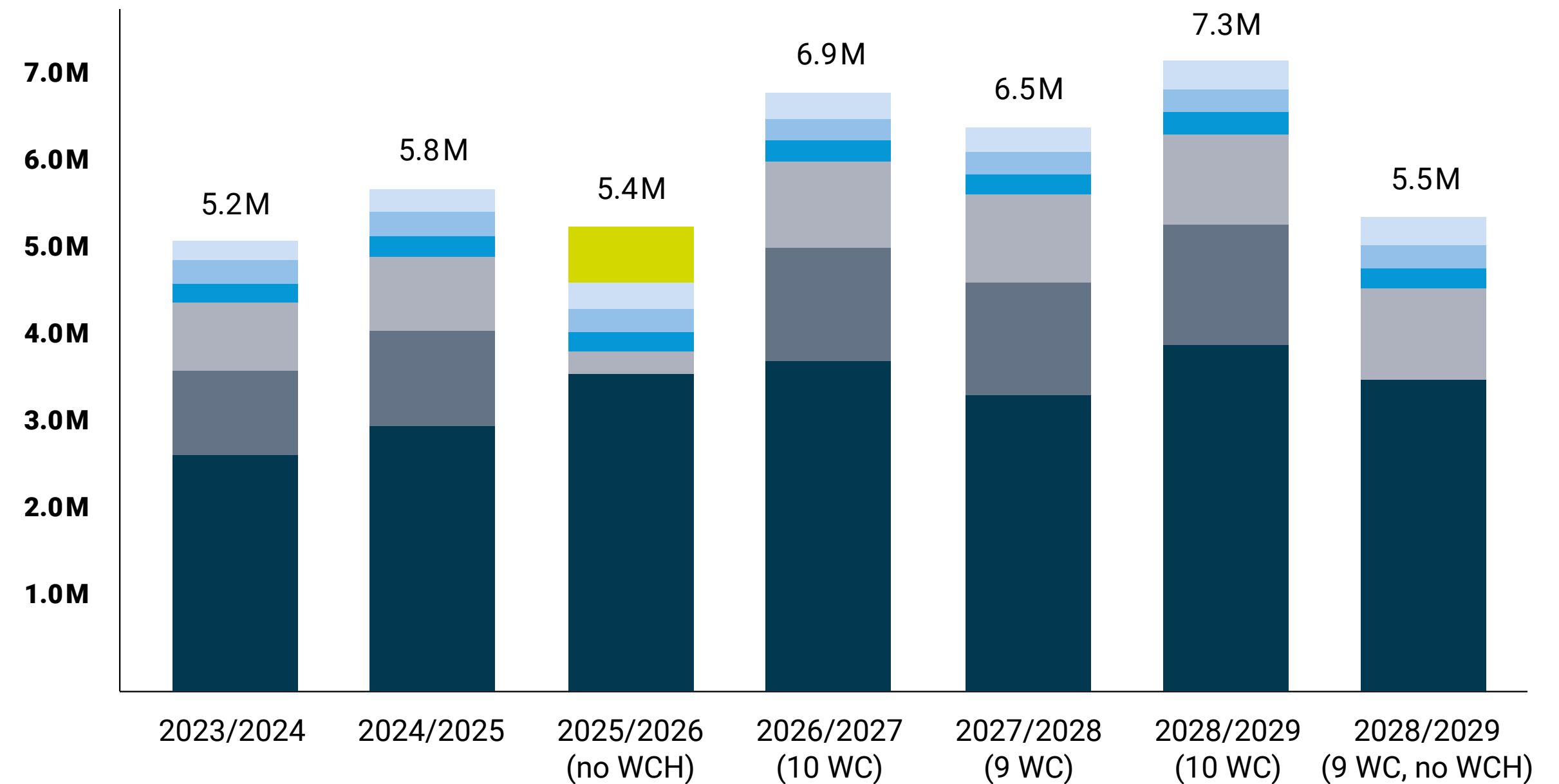
WEAKNESSES

- Limited access, remote venues
- Weekday races
- Limited resources

THREATS

- Weather dependency
- Aging demographics
- Competing sports events

OC CONTRIBUTION DEVELOPMENT, 2023/2024 (TARGET 2030 LAUNCH) TO 2029/2030 (PLANED)

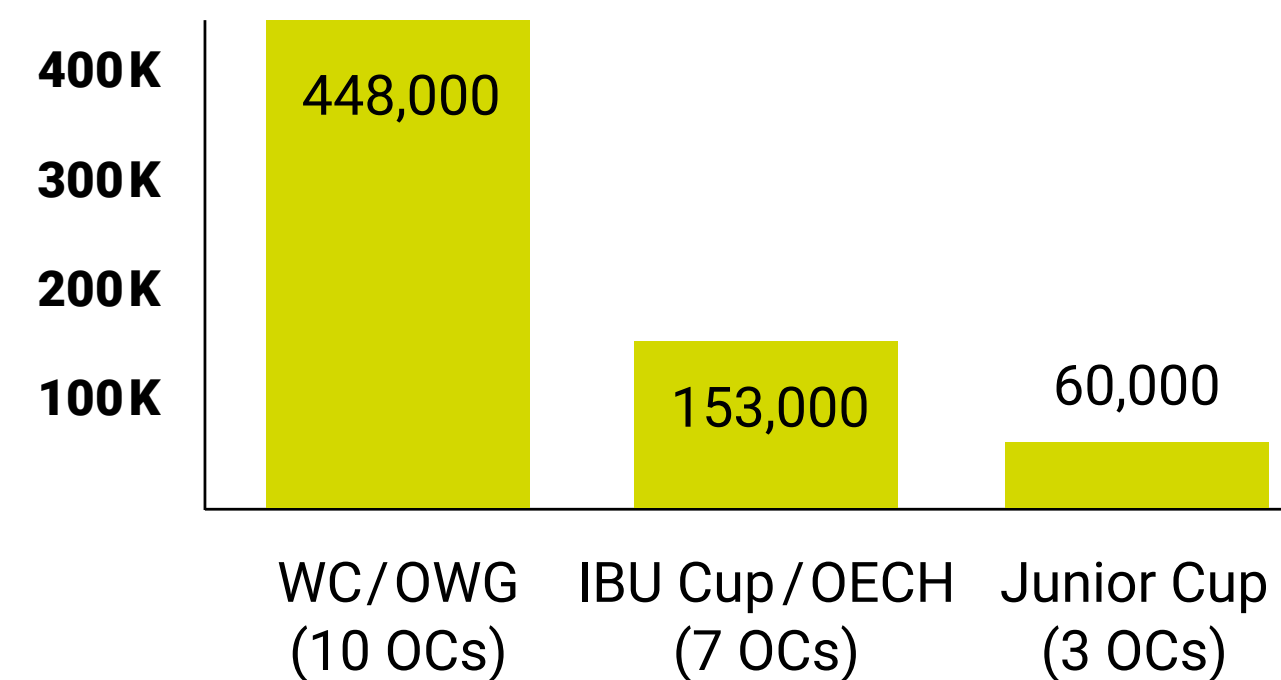


TARGET 2

ENHANCING OUR EVENTS FOUR KEY AREAS

- Event standards
- Event experience
- Organising Committee support
- Sport and event innovation

EXTRAORDINARY OC SUPPORT 2025/2026,
GRANTED AMOUNT BY COMPETITION TIER





TARGET 2030 STATUS REPORT FOR THE CONGRESS

ENHANCING
OUR
EVENTS



THE BIATHLON FAMILY

PRIORITY 3

ANALYSIS OF THE IBU'S COMMERCIAL MODEL

A VERY STRONG FINANCIAL POSITION

TASKS STATUS Q3/2026



Assess different opportunities for greater commercial success.

Benchmarked the market and IBU performance over the years.



Further enhance IBU internal market know-how and marketing experience.

Strengthened commercial capabilities. Working on clarification of expertise required internally vs externally.



Map and evaluate potential new assets for commercialisation purposes.

Identify potential new assets; assess market potential and develop priority assets.

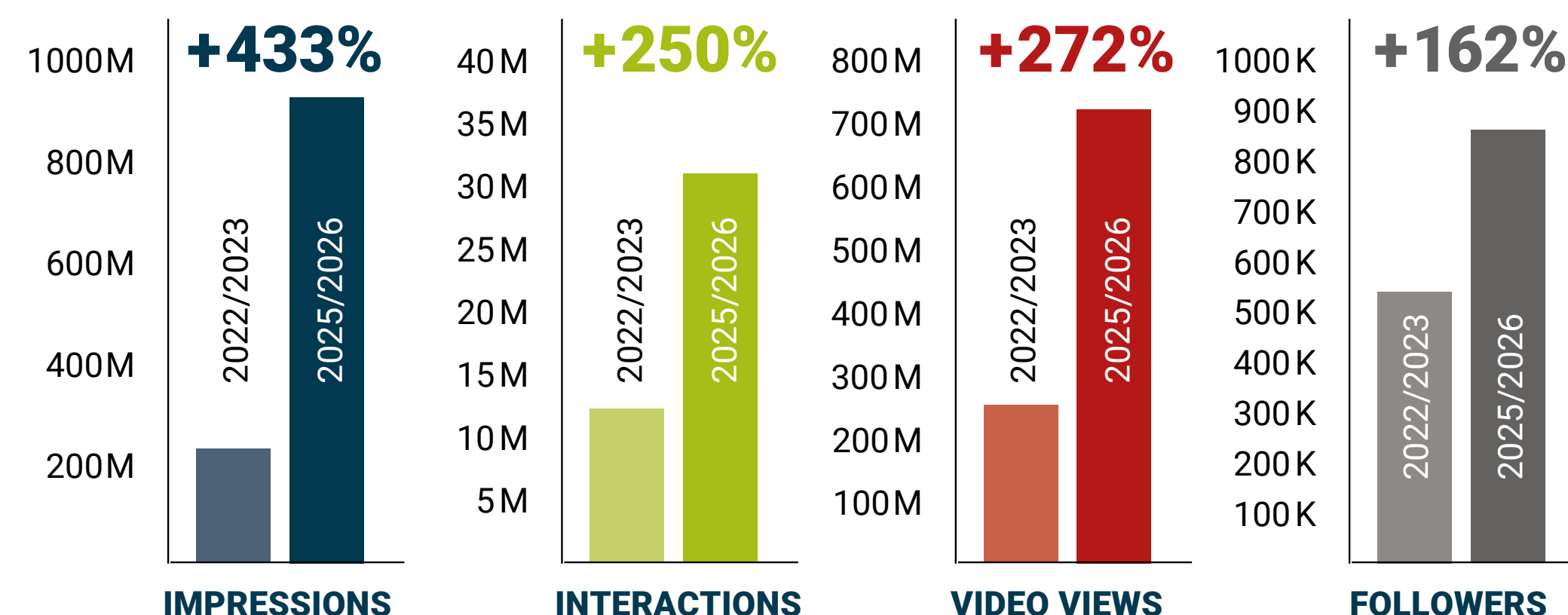


Investigate options for different go-to-market approaches.

Evaluated current arrangement against alternative agency, hybrid and direct-sales models; assessing financial, capability and risk implications. Details of future model to be confirmed.

TARGET 3 EXTENDING OUR REACH

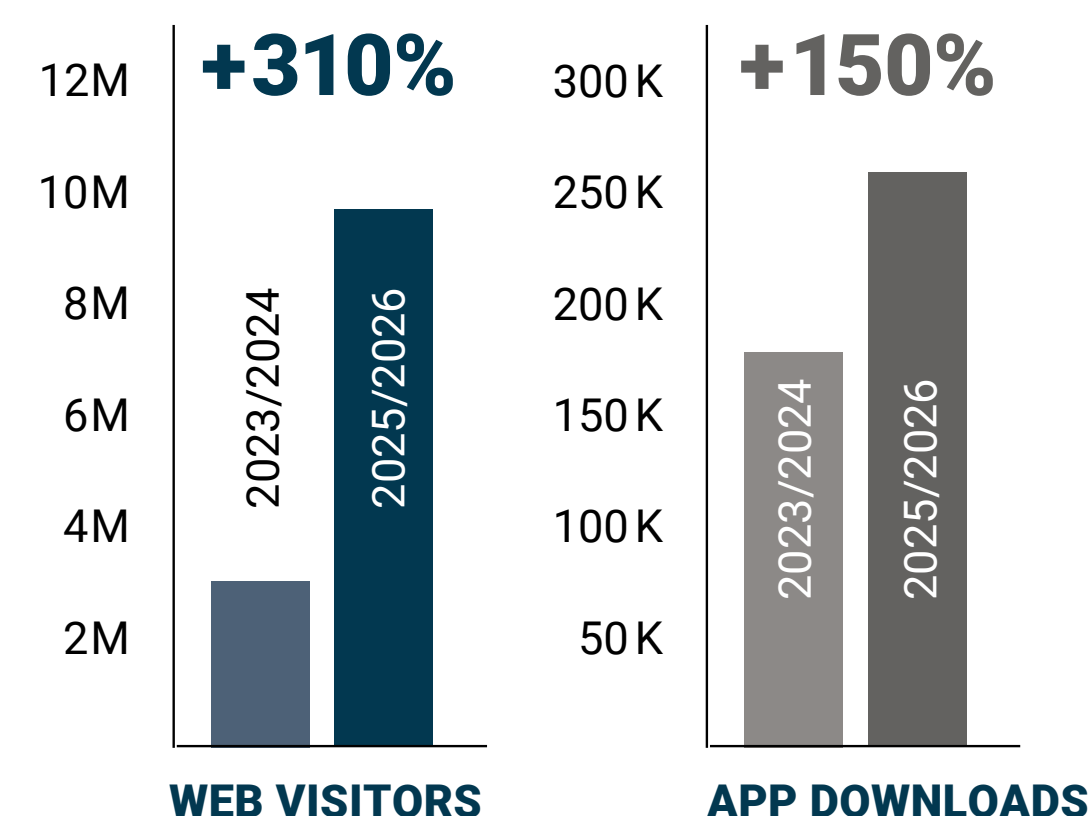
SOCIAL MEDIA 2022/2023 - 2025/2026



1 Triple Global Fanbase is basically implemented on IBU Channels.

From 2022/23 to 2025/26, IBU's digital reach and engagement grew substantially, accomplishing the goal of tripling global the global fanbase on owned and operated channels four years ahead of schedule. The focus now shifts towards sustaining growth on IBU channels and enabling and supporting the biathlon family and stakeholders to continue growing during the new Olympic Cycle.

WEB + APP 2022/2023 - 2025/2026



2 Increase the global audience for broadcasting (linear/non-linear) by 25%.

The European (EBU) viewer figures show stable average audiences for the World Cup, remaining around 55 million since 2023/24. Encouragingly, average viewing share returned to 17.5% in 2025/26 (above 2022/23 levels), while World Championship reach grew strongly from 24.4 million to 45.3 million between 2023 and 2025. Collection of comparable non-linear viewer data remains work in progress.

TARGET 3
EXTENDING OUR REACH



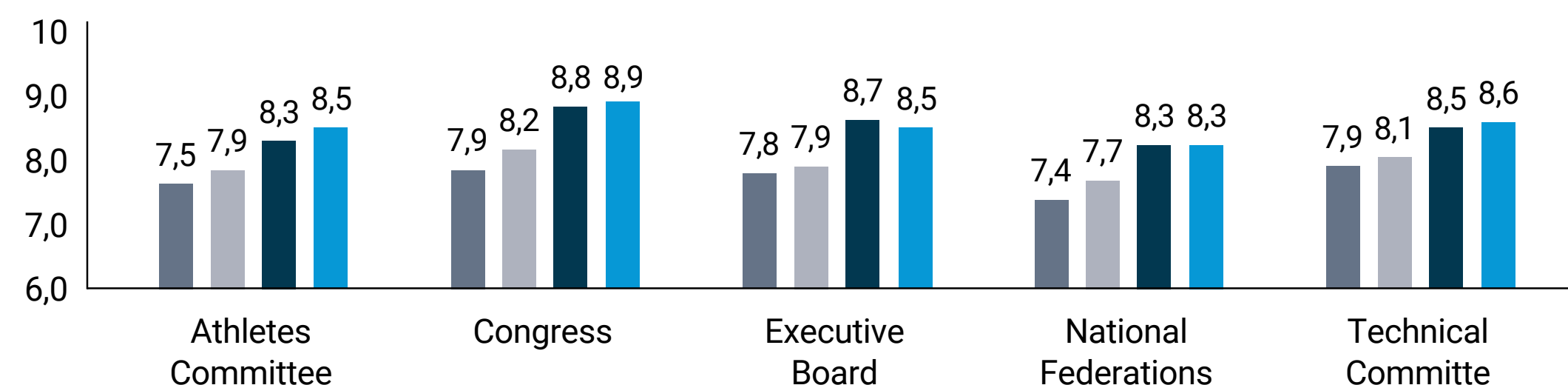
PRIORITY 4

INTEGRATION OF UNDERLYING PRINCIPLES

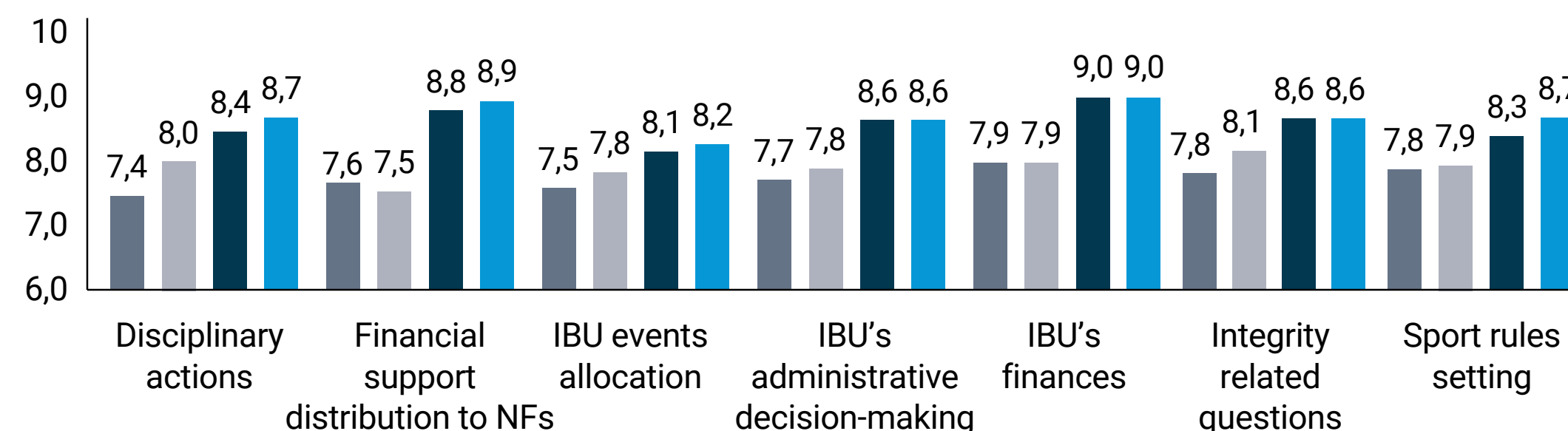
INTEGRITY, GOVERNANCE
AND SUSTAINABILITY ARE
EVERYTHING

NF ONLINE SURVEYS FROM 2020 TO 2026

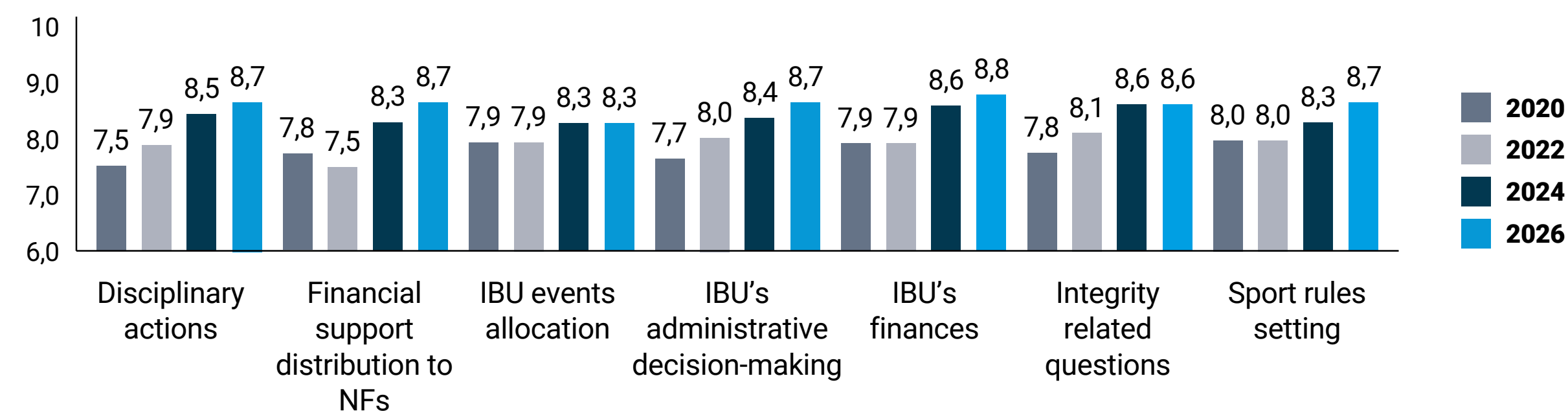
Satisfaction with the involvement in IBU's decision-making



Satisfaction with the transparency of decision-making within the IBU regarding



Satisfaction with the IBU decision-makers taking responsibility for their decisions regarding



TARGET **4**

**IMPLEMENTING GOOD
GOVERNANCE**

PROTECTING INTEGRITY
AND PREVENTING HARM

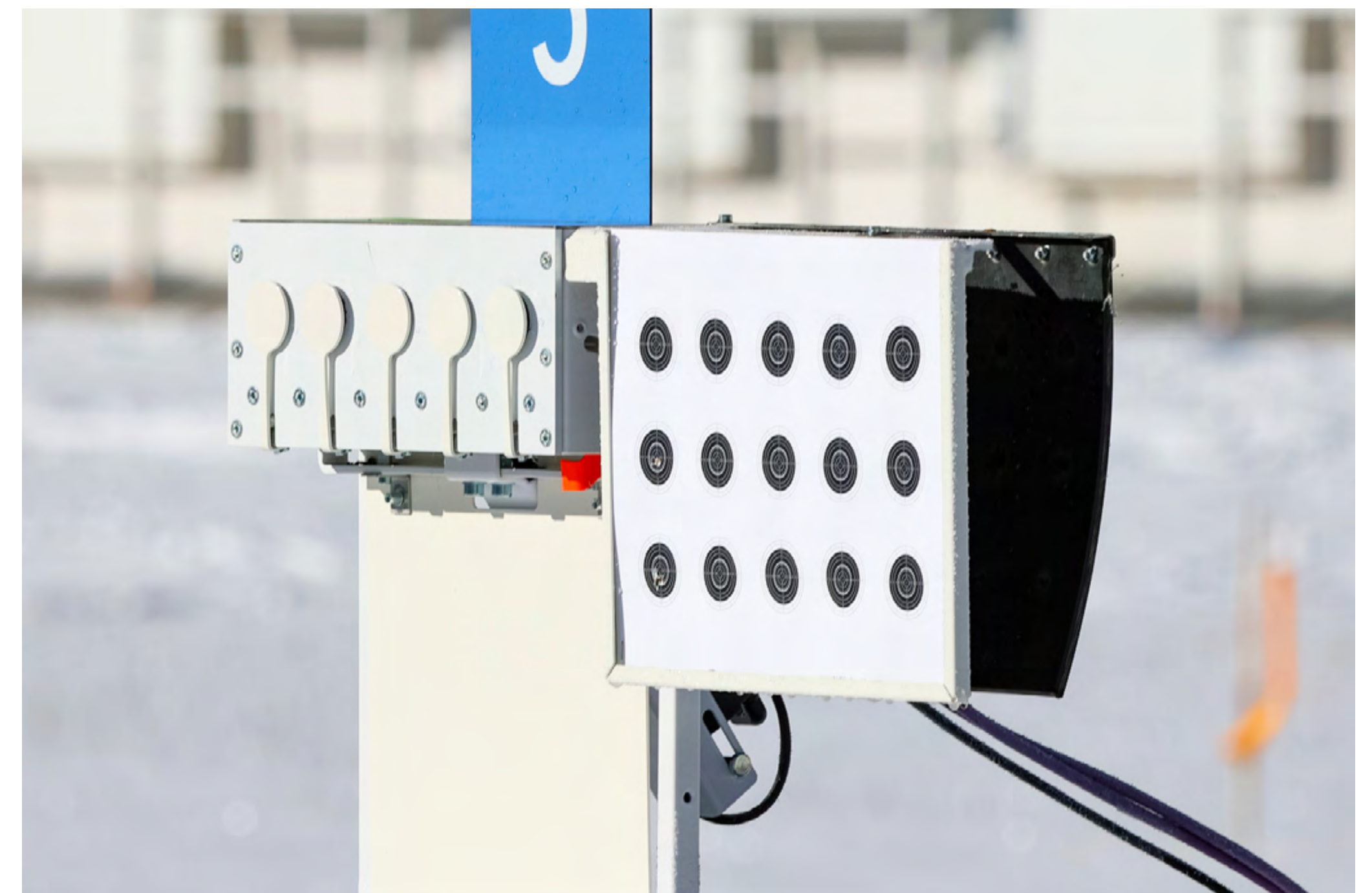
IMPLEMENTING
GOOD
GOVERNANCE

TARGET **4**

**IMPLEMENTING GOOD
GOVERNANCE**

PROACTIVELY SUPPORTING
NF GOVERNANCE

TARGET 5
INNOVATING OUR FUTURE
DEVELOPING INTERNAL CAPACITY



TARGET 5

INNOVATING OUR FUTURE
REMAINING A LEADER
IN SUSTAINABILITY IN SPORT

- **SOLUTIONS**
develop / test ▶ scale
- **VALUE CHAIN**
engage ▶ embed
- **ADAPTATION**
understand climate risk ▶
systematically adapt

INNOVATING
OUR
FUTURE



TARGET **4**
INNOVATING OUR FUTURE
INTEGRATING PARA BIATHLON



By French Alps 2030, increase both number of athletes and nations, and grow a strong pipeline of developing athletes behind the WC field



IBU