

Executive Summary

USSS – USBA Strategic Operating Alliance Agreement

Purpose of the Alliance

The Strategic Operating Alliance is intended to strengthen the long-term future of biathlon in the United States by combining U.S. Biathlon's sport expertise and governance with U.S. Ski & Snowboard's operational scale, commercial reach, and infrastructure. The alliance is designed to create greater opportunities for athletes, coaches, clubs, officials, members, sponsors, and donors while preserving U.S. Biathlon's governance responsibilities, identity, and dedicated financial resources.

This document summarizes the principal provisions of the Strategic Operating Alliance Agreement negotiated between U.S. Biathlon and U.S. Ski & Snowboard. The agreement reflects the terms reached by the leadership of both organizations and will be presented to the U.S. Biathlon Board for a vote.

Leadership Representation

U.S. Biathlon will remain the National Governing Body (NGB) for biathlon in the United States, retaining all governance responsibilities required under the Ted Stevens Olympic and Amateur Sports Act and recognition by the International Biathlon Union (IBU). Through the alliance, biathlon will maintain significant representation and autonomy within U.S. Ski & Snowboard while leveraging its operational expertise and resources.

Biathlon will have two representatives on the U.S. Ski & Snowboard Board of Directors, including one athlete representative, who will also serve on the U.S. Ski & Snowboard Athletes' Council. The current U.S. Biathlon Board will continue to operate, meeting all athlete representation requirements, and will designate 6-8 members to serve on the newly established Biathlon Sport Committee within U.S. Ski & Snowboard, responsible for sport-specific expertise and leadership, with the ability to establish subcommittees as needed. U.S. Ski & Snowboard will also have representation on the U.S. Biathlon Board, creating opportunities for shared expertise and strategic alignment across both organizations.

U.S. Biathlon will remain a separate legal entity. Its core assets, including its intellectual property, brands, and trademarks, will remain owned by U.S. Biathlon and licensed to U.S. Ski & Snowboard through an Operating Agreement that defines the administrative, financial, and operational responsibilities of the alliance while preserving U.S. Biathlon's governance, identity, and authority.

Reserved Governance Authorities

Notwithstanding any operational responsibilities delegated to U.S. Ski & Snowboard under the Operating Agreement, U.S. Biathlon will retain sole authority over all matters required by the Ted Stevens Act or otherwise reserved to the National Governing Body. The U.S. Biathlon Board will continue to exercise its governance responsibilities, including oversight of the organization, approval of the biathlon budget, and all authorities reserved to the NGB.

Financial Commitments

All funding designated for biathlon, including IBU and USOPC support, existing sponsorship contributions, charitable donations, and other biathlon-specific revenue, will remain ring-fenced and used exclusively to support biathlon programs, athlete development, and the long-term growth of the sport.

The biathlon budget will continue to be developed by biathlon leadership in conjunction with U.S. Ski & Snowboard sport leadership and approved by the U.S. Biathlon Board. Financial transparency will be maintained through separate accounting, quarterly financial reporting to the Board, annual audits, and tax filings.

Sponsorship Alignment

Existing U.S. Biathlon sponsorship agreements will have the opportunity to continue under the alliance, with key partnerships such as Maloja remaining in place through their current contract term.

Biathlon will become part of U.S. Ski & Snowboard's commercial sponsorship platform, creating new opportunities to grow sponsorship revenue and expand

corporate partnerships. Sponsorship revenue dedicated to biathlon under the agreement will be invested exclusively in biathlon programs, with U.S. Ski & Snowboard committing to minimum net sponsorship support over the next four years. Transparent reporting will ensure those resources directly benefit athlete development, high-performance initiatives, and the continued growth of the sport.

Sport Development Plan

Following approval of the alliance, the Biathlon Sport Director, working with the Biathlon Sport Committee, key U.S. Ski & Snowboard staff, and recommendations developed through the community Working Groups, will develop a long-term vision and strategy for the growth of biathlon. The resulting plan will be presented to the U.S. Biathlon Board and will guide future investment and implementation priorities.

Implementation Task Force

An Implementation Task Force will oversee execution of the alliance during the initial three-month implementation period. At the conclusion of that period, the Task Force will assess progress and determine whether additional work is required.

The Task Force will include a U.S. Biathlon Board member and Athlete Representative, a U.S. Ski & Snowboard Board member and Athlete Representative, U.S. Ski & Snowboard High-Performance staff, the Biathlon Sport Director, and a U.S. Ski & Snowboard Nordic staff member. Required athlete representation will be maintained throughout the implementation process.

Membership Alignment and Benefits

U.S. Ski & Snowboard will develop a membership migration plan to transition U.S. Biathlon membership categories to its membership platform beginning with the 2027-28 season. The current season will continue under the existing U.S. Biathlon membership system.

Members will continue to receive the benefits they currently enjoy, including insurance coverage for sanctioned clubs, supported through the U.S. Biathlon

budget. Membership categories and data will remain appropriately segmented to ensure voting rights and Board elections continue in accordance with the U.S. Biathlon Bylaws.

Athlete Support

Maintaining and strengthening athlete support is a central objective of the alliance.

The current U.S. Biathlon athlete support model will continue through the 2030 Olympic quad, supported by ring-fenced biathlon resources and the strategic direction of the Biathlon Sport Director. National Team, World Cup, IBU Cup, Youth, and Junior athlete support structures will remain in place unless changes are jointly approved by the Biathlon Sport Director and the U.S. Biathlon Board.

In addition to maintaining existing support, biathletes will gain access to U.S. Ski & Snowboard's broader resources, expertise, infrastructure, and performance services.

Fundraising Structure

Biathlon's donor and fundraising programs will be integrated into the U.S. Ski & Snowboard Foundation while remaining dedicated exclusively to biathlon.

Current donor experiences, fundraising events, and hospitality programs will be maintained and expanded where appropriate. A dedicated athlete gift officer will focus on biathlon donor engagement, while biathlon trustees will have opportunities to participate in Foundation Ambassador and Trustee programs that strengthen relationships and create new fundraising opportunities, including support for biathlon-specific development initiatives and endowment growth.

High-Performance Program

The Biathlon Elite Team will initially remain an independent, centralized national team program.

Programming decisions will continue to be led by the Biathlon Sport Director and Biathlon High-Performance Director within the approved biathlon budget, while collaboration with U.S. Ski & Snowboard's Chief of Sport and other high-performance disciplines will provide additional expertise, resources, and opportunities to enhance athlete performance without compromising biathlon's program leadership.

Community Engagement

Following approval of the alliance, a comprehensive communications and engagement plan will continue to involve athletes, clubs, coaches, officials, volunteers, members, donors, and the Nordic community throughout implementation.

Recommendations developed through the community Working Groups will continue to inform implementation priorities and the ongoing refinement of the alliance to help ensure its long-term success.

Branding and Communications

U.S. Biathlon will continue to use the U.S. Biathlon name, logo, and biathlon-specific communications and social media channels while benefiting from the expanded reach of U.S. Ski & Snowboard's communications, marketing platforms, and audiences.

Strategic Operating Alliance Assessment and Long-Term Continuity

The Strategic Operating Alliance is intended to serve as the long-term operating structure for U.S. Biathlon, supported by ongoing investment, partnership, and accountability.

Progress will be evaluated through regular reviews of strategic objectives and key performance indicators (KPIs), including an interim assessment following the 2026-27 season and a comprehensive review following the 2029-30 season. These reviews will evaluate athlete performance and experience, financial sustainability,

sponsorship and donor growth, membership and club development, operational effectiveness, and fulfillment of the alliance commitments.

Should significant challenges arise that materially impair the objectives of the alliance, the organizations will first implement a corrective action plan designed to resolve those issues. Only if substantial concerns remain unresolved after those efforts would alternative organizational structures, including the return of U.S. Biathlon to an independently operated organization, be considered, with any transition designed to protect athletes, competitive opportunities, funding relationships, and compliance with USOPC and IBU requirements.