

IOC Annual Report 2016

Credibility, Sustainability and Youth



Cover image: The first-ever Refugee Olympic Team, created by the IOC, at the Opening Ceremony of the Olympic Games Rio 2016.

The IOC Annual Report 2016

Credibility,
Sustainability
and Youth

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Letter from President Bach

As we reflect on our activities and achievements in 2016, there are many reasons to celebrate another memorable Olympic year.

The Olympic Games Rio 2016 and the Winter Youth Olympic Games (YOG) Lillehammer 2016 demonstrated the unique power of sport to unite people around the values of Olympism.

The year began with the very successful Winter YOG Lillehammer 2016, where the spirit and energy of the next generation of young athletes set the tone for the rest of the year. Once again we were shown how sport can inspire young people, which is what the YOG are all about.

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The Olympic Games Rio 2016 brought the entire international community together in celebration, with athletes from all 206 National Olympic Committees (NOCs) competing in Brazil and half the world's population tuning in to Games coverage, making Rio 2016 the most-consumed Olympic Games in history, when we take into account broadcast and social media. We saw iconic moments, new records, personal bests, great emotions and inspiring sportsmanship that only the magic of the Olympic Games can create.

For me, one of the most inspirational moments of the Games was the arrival of the Refugee Olympic Team in the Maracanã Stadium during the Opening Ceremony. The incredible reception and support they received wherever they went sent a strong message of hope to the millions of refugees around the world.

For these and many other reasons, the Olympic Games Rio 2016 will be



remembered as the marvellous Games in “the Marvellous City”.

In these troubled times, where mistrust and uncertainty are on the rise, the unique power of sport and the Olympic Games to unite and inspire all of humanity is more relevant than ever.

This growing relevance of sport in society was once more underlined in 2016 by a United Nations (UN) resolution – with consensus from all the Member States – that reaffirmed the recognition of the autonomy of the IOC and the role of sport as an “important enabler” of peace and sustainable development.

But to promote the role of sport in society and build on the successes of 2016, we need to ensure that the entire sporting movement maintains solid foundations, so that we can all face the challenges ahead from a position of strength.

For this reason, we, as leaders of the Olympic Movement, must continue to reinforce the integrity of sport and protect clean athletes from any kind of manipulation of competition.

We had to face several challenges in 2016 – most notably the shocking findings of the McLaren report on doping and manipulation in Russia that have

caused damage to the credibility and integrity of sport. We are addressing this challenge head-on and will continue to call for a more efficient, transparent and more robust anti-doping system that is equally independent from sports organisations and national interests, as unanimously supported by all stakeholders at our Olympic Summit in October 2016.

The implementation of Olympic Agenda 2020 remained an ongoing priority in 2016. The three pillars of Olympic Agenda 2020 – credibility, sustainability and youth – guided and shaped all activities related to our strategic roadmap for the future of the Olympic Movement. In 2016, we saw more than 90 per cent of the expected deliverables completed or ongoing.

The IOC has already implemented all good governance measures that were called for under Olympic Agenda 2020 and we expect other sports organisations to follow this lead. As a result of our recent reforms, all our accounts are audited according to the International Financial Reporting Standards (IFRS), which is a much higher standard than we are legally required to have. Among many other measures outlined in this Annual Report, the IOC also follows the internationally recognised “Three Lines of Defence” model for risk management and assurance systems.

Our commitment to more transparency goes beyond these actions. This Annual Report also reflects our aim to give full transparency on our operations, including all our financial figures and our indemnity policies for IOC Members. Within these pages you can see that we are distributing 90 per cent of all our revenues to the

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Thomas Bach, IOC President

world of sport, athletes, the 206 NOCs, the Organising Committees and the International Federations (IFs). The remaining 10 per cent is being used to not only run our organisation, but also to support our other projects and programmes for the development of sport, many of which you can read about in this Report. We are also very proud that thanks to our increased revenues from the last Olympiad, we are now in a position to distribute even more revenue to the wider sporting movement.

In another major step towards the realisation of Olympic Agenda 2020, we launched the Olympic Channel in 2016, providing us with a digital platform to spread our messages and values to young people everywhere. The Olympic Channel will enable new generations to connect with sport and the Olympic values every day of the year, meaning we reach more people around the world. In just four months to the end of 2016, the Channel had already distributed more than 4,000 pieces of video content, resulting in more than 428.5 million video

views and 1.588 billion impressions on social media alone. Most significantly, 52 per cent of visitors to the digital platform and 94 per cent of the Channel's Facebook followers are aged under 35.

Olympic Agenda 2020 also reinforced our commitment to sustainability. The IOC developed a Sustainability Strategy in 2016, which outlines the role it can play in addressing today's sustainability challenges, and supports our commitment to contribute to the UN 2030 Agenda for Sustainable Development.

The Candidature Process for the Olympic Games 2024 is the first that is fully guided by Olympic Agenda 2020. We are seeing promising results already now, with Candidate Cities placing more emphasis than ever on sustainability and legacy in their project plans. In fact, we know that without Olympic Agenda 2020 we would have had no Candidate City at all for 2024.

Within this Report, you can read about these and many other activities that focus on the priority IOC workstreams:

- Ensuring the celebration of the Olympic Games
- Putting athletes at the heart of the Olympic Movement
- Promoting Olympism in society

As we move forward, we will further our work in these areas to ensure the Olympic Movement continues to contribute actively to society in line with our vision of “Building a better world through sport”.

Thomas Bach, IOC President

Leading the Olympic Movement

*"The mission of the IOC is to [...] ...
lead the Olympic Movement."*

Olympic Charter



The Olympic Movement

Under the leadership of the International Olympic Committee (IOC), the Olympic Movement encompasses organisations, athletes and other persons who agree to be guided by the Olympic Charter.

Their shared goal is to contribute to building a peaceful and better world by educating youth through sport practised in accordance with Olympism and its values.

Led by the IOC, the Olympic Movement encompasses the Organising Committees for the Olympic Games (OCOGs), the national associations, clubs and persons belonging to the International Federations (IFs), including the judges, referees and other sport officials and technicians, and National Olympic Committees (NOCs), particularly the athletes, whose interests constitute a fundamental element of the Olympic Movement's action, as well as the coaches and other sports officials. It also includes other organisations and institutions as recognised by the IOC.

The principles and values of Olympism support the Olympic Movement in its mission to ensure the regular celebration of the Olympic Games, place athletes at the heart of the Olympic Movement, educate youth through sport and promote the Olympic values in society.

Together, the mission, values and working principles showcase a vision that resonates deep within the Olympic Movement, contributing to its ultimate goal of building a better world through sport.



“Olympism is a philosophy of life, exalting and combining in a balanced whole the qualities of body, will and mind. Blending sport with culture and education, Olympism seeks to create a way of life based on the joy found in effort, the educational value of good example and respect for universal fundamental ethical principles.”

Olympic Charter



Olympic Charter

The Olympic Charter is the codification of the Fundamental Principles, Rules and Byelaws adopted by the IOC. It governs the organisation and running of the Olympic Movement and sets the conditions for the celebration of the Olympic Games.

In essence, the Olympic Charter serves three main purposes:

- a) The Olympic Charter, as a basic instrument of a constitutional nature, sets forth and recalls the Fundamental Principles and essential values of Olympism.
- b) The Olympic Charter also serves as statutes for the IOC.
- c) In addition, the Olympic Charter defines the main reciprocal rights and obligations of the three main constituents of the Olympic Movement, namely the IOC, the IFs and the NOCs, as well as the OCOGs, all of which are required to comply with the Olympic Charter.

Fundamental Principles of Olympism

The Olympic Charter sets out the Fundamental Principles of Olympism. These are the starting points of everything that we do.

1. Olympism is a philosophy of life, exalting and combining in a balanced whole the qualities of body, will and mind. Blending sport with culture and education, Olympism seeks to create a way of life based on the joy of effort, the educational value of good example, social responsibility and respect for universal fundamental ethical principles.



2. The goal of Olympism is to place sport at the service of the harmonious development of humankind, with a view to promoting a peaceful society concerned with the preservation of human dignity.
3. The Olympic Movement is the concerted, organised, universal and permanent action, carried out under the supreme authority of the IOC, of all individuals and entities who are inspired by the values of Olympism. It covers the five continents. It reaches its peak with the bringing together of the world's athletes at the great sports festival, the Olympic Games. Its symbol is five interlaced rings.
4. The practice of sport is a human right. Every individual must have the possibility of practising sport, without discrimination of any kind and in the Olympic spirit, which requires mutual understanding with a spirit of friendship, solidarity and fair play.
5. Recognising that sport occurs within the framework of society, sports organisations within the Olympic Movement shall have the rights and obligations of autonomy, which include freely establishing and controlling the rules of sport, determining the

“The goal of Olympism is to place sport at the service of the harmonious development of humankind, with a view to promoting a peaceful society concerned with the preservation of human dignity.”

Olympic Charter

- structure and governance of their organisations, enjoying the right of elections free from any outside influence and the responsibility for ensuring that principles of good governance be applied.
6. The enjoyment of the rights and freedoms set forth in this Olympic Charter shall be secured without discrimination of any kind, such as race, colour, sex, sexual orientation, language, religion, political or other opinion, national or social origin, property, birth or other status.
7. Belonging to the Olympic Movement requires compliance with the Olympic Charter and recognition by the IOC.

The International Olympic Committee

Throughout 2016, the Olympic Movement – led by the International Olympic Committee (IOC) – sought to highlight the important role that sport can play in society.

At the forefront of this was the Olympic Games, the most visible representation of Olympism, which showcased the Olympic values to billions of people around the world.

The IOC played a key role in the successful delivery of the Olympic Games Rio 2016, working closely with the Organising Committee and acting as a catalyst for collaboration between all members of the Olympic family – from the National Olympic Committees (NOCs) and International Federations (IFs) to the Worldwide Olympic Partners and official broadcast partners.

In addition to the Olympic Games Rio 2016, the IOC also sought to realise the Olympic Movement's goal of building a better world through sport by taking the lead on a wide range of programmes and projects.

“The goal of the Olympic Movement is to contribute to building a peaceful and better world by educating youth through sport practised in accordance with Olympism and its values.”

Olympic Charter



These included the successful staging of the Winter Youth Olympic Games (YOG) Lillehammer 2016, which highlighted the power of educating youth through sport practised in accordance with Olympism and its values, and the establishment of the Refugee Olympic Team at the Olympic Games Rio 2016, which showcased the unique power of sport to unite all of humanity.

One of the IOC's main priorities remains the protection of clean athletes and in 2016 it continued to support them on and off the field of play by investing in the fight against doping and against match-fixing, manipulation of competition and related corruption.

Since the approval of Olympic Agenda 2020 in December 2014, the IOC has also dedicated much of its efforts to the

implementation of the reforms outlined in this strategic roadmap for the future of the Olympic Movement,

The recommendations aim to protect the unique status of the Olympic Games, strengthen the Olympic values around the world and reinforce the IOC's role as a global leader committed to an inclusive, peaceful society.

Among the key implementations are internationally recognised standards of governance in all of the IOC's activities, a renewed focus on engaging the youth of the world, and a firm commitment to champion sustainability throughout the Olympic Movement.

These and many more activities focused on building a better world through sport are highlighted in this Report.



Olympic Agenda 2020

Since the approval of Olympic Agenda 2020, the IOC has made significant progress with the implementation of all 40 of the recommendations it outlined, with several notable achievements in 2016.

In total, implementation of more than 90 per cent of the expected deliverables for 2016 was complete or ongoing by the end of the year, with many IOC resources and departments also focused on the successful staging of the Olympic Games Rio 2016.

As the first Olympic Games to be held since the approval of the Olympic Movement's strategic roadmap, there were several innovations in Rio that were delivered as a direct result of the Olympic Agenda 2020 recommendations. These included:

- Sport initiations programme (recommendation 12)
- Enhanced role of the IFs in the delivery of the Games (recommendation 13)
- Protection of clean athletes (recommendation 15)
- Integrity e-learning (recommendation 18)
- Mourning place in the Olympic Village (recommendation 18)
- Olympic Laurel (recommendation 26)
- Artists-in-residence programme (recommendation 26)

In addition to these, there were many other key achievements related to the implementation of Olympic Agenda 2020 during 2016, including:

- 2024 Candidate Cities with low infrastructure budgets (recommendations 1-3)
- The Olympic Winter Games Working Group recommendations (recommendations 1-3)

- The IOC Sustainability Strategy (recommendations 4-5)
- The approval of new OCOG-proposed sports for the Olympic Games Tokyo 2020 (recommendation 10)
- The launch of the Olympic Channel (recommendation 19)
- The YOG Tripartite Working Group recommendations (recommendation 25)

All constituents and stakeholders of the Olympic Movement have been an integral

part of the implementation of Olympic Agenda 2020 and will continue to be regularly consulted and involved in its delivery.

To ensure that the delivery of the recommendations remains on track, it has been agreed that each IOC Executive Board meeting will continue to have part of its agenda devoted to the Olympic Agenda 2020 implementation plan.



THE OLYMPIC AGENDA 2020 RECOMMENDATIONS

1. Shape the bidding process as an invitation
2. Evaluate bid cities by assessing key opportunities and risks
3. Reduce the cost of bidding
4. Include sustainability in all aspects of the Olympic Games
5. Include sustainability within the Olympic Movement's daily operations
6. Cooperate closely with other sports event organisers
7. Strengthen relationships with organisations managing sport for people with different abilities
8. Forge relationships with professional leagues
9. Set a framework for the Olympic programme
10. Move from a sport-based to an event-based programme
11. Foster gender equality
12. Reduce the cost and reinforce the flexibility of Olympic Games management
13. Maximise synergies with Olympic Movement stakeholders
14. Strengthen the 6th Fundamental Principle of Olympism
15. Change the philosophy to protecting clean athletes
16. Leverage the IOC USD 20 million fund to protect clean athletes
17. Honour clean athletes
18. Strengthen support to athletes
19. Launch an Olympic Channel
20. Enter into strategic partnerships
21. Strengthen IOC advocacy capacity
22. Spread Olympic values-based education
23. Engage with communities
24. Evaluate the Sport for Hope programme
25. Review Youth Olympic Games positioning
26. Further blend sport and culture
27. Comply with basic principles of good governance
28. Support autonomy
29. Increase transparency
30. Strengthen the IOC Ethics Commission independence
31. Ensure compliance
32. Strengthen ethics
33. Further involve sponsors in "Olympism in Action" programmes
34. Develop a global licensing programme
35. Foster TOP sponsors' engagement with NOCs
36. Extend access to the Olympic brand for non-commercial use
37. Address IOC membership age limit
38. Implement a targeted recruitment process
39. Foster dialogue with society and within the Olympic Movement
40. Review scope and composition of IOC commissions



National Olympic Committees

Throughout 2016, the IOC's NOC Relations Department continued to offer technical support on institutional, Games and related topics to all 206 NOCs around the world.

NOC Games Services

To help NOCs prepare their Olympic teams and manage their delegations during the Olympic Games Rio 2016, the IOC provided a number of different services to them through the NOC Relations Department.

These included forums, which were held all over the world to communicate important operational details, and regular newsletters that were dedicated to Games preparations. NOCs also had access to an extranet that brought all essential operational information together in one place online. In addition, Olympic Solidarity offered financial support to NOCs to support the travel costs of their delegations to and from the Games.

Once in Rio, the IOC NOC Relations Department continued to offer support through its office in the Olympic Village, while IOC representatives were present at Delegation Registration Meetings in order to assist with any issues that arose.

Competition Uniform Support Programme

Approximately 620 athletes from 54 NOCs benefited from the first-ever NOC Competition Uniform Support Programme at the Olympic Games Rio 2016.

The IOC, in collaboration with the World Federation of the Sporting Goods Industry (WFSGI) and nine of the world's leading sports brands, provided free

competition clothing to the NOCs and their athletes for the Games.

The NOCs and brands had been working closely together during 2016 to design and develop the uniforms, which were distributed to the NOCs and athletes in the Olympic Village.

Rio 2016 Place of Mourning

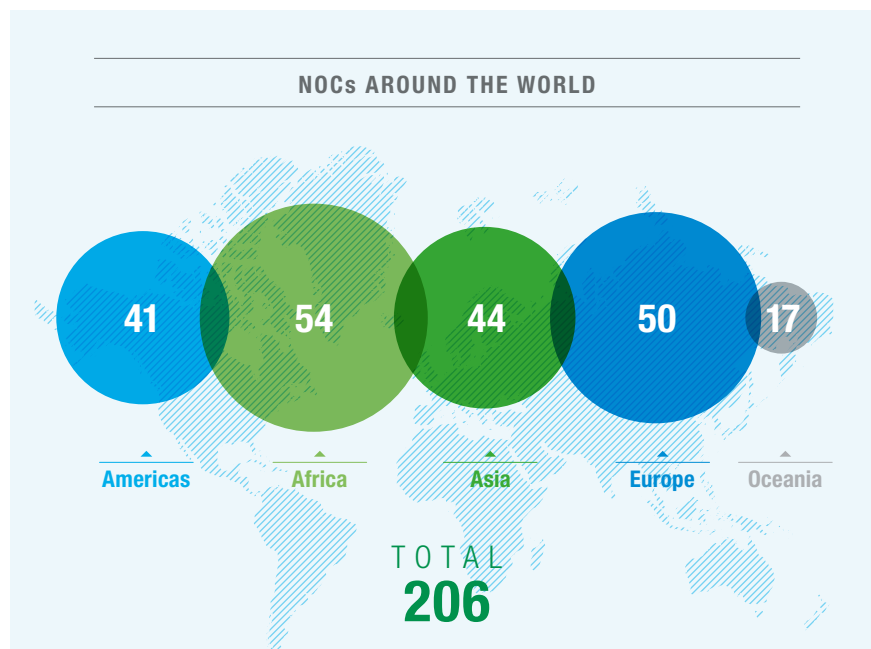
One of the new initiatives introduced by the NOC Relations Department during the Olympic Games Rio 2016 was the inauguration of a Place of Mourning in the residential area of the Olympic Village, providing athletes and officials with a place to mourn the loss of loved ones and others who pass away during the Olympic Games.

The Place of Mourning consisted of two stones from Ancient Olympia on a pedestal and two wings, and also featured an olive tree as a symbol of peace.

The installation was conceived as a piece of art and will be transported from one edition of the Games to another.

Olympic Games Limited Edition smart-phones for all athletes at Rio 2016

The NOC Relations Department was also responsible for distributing 12,500 Samsung Galaxy S7 edge Olympic Games Limited Edition mobile phones to all Rio 2016 Olympians, following a partnership between the IOC and Worldwide Olympic Partner Samsung.





NOCs at Rio 2016

87

NOCs won medals

2

NOCs sent athletes
to the Games for
the first time

3

NOCs won their
first Olympic medal

9

NOCs won their first
Olympic gold medal



The phones were preinstalled with several helpful applications including the IOC-developed “Olympic Athletes’ Hub”. With the App, athletes are able to connect directly to the IOC and the IOC Athletes’ Commission and can also learn about all the resources and programmes the IOC is making available to them. For the first time ever, the Rio 2016-inspired edition also incorporated an Olympic-inspired design, featuring the Olympic rings.

Implementation of Olympic Agenda 2020

During 2016, the IOC continued to work with NOCs in the context of implementing the Olympic Agenda 2020 reforms. This included the development of specific tools for the implementation and self-evaluation of Basic Principles of Good Governance (PGG), which were made available online for all NOCs.

These practical, personalised and tailor-made tools are meant to allow NOCs to:

- Better understand the minimum requirements in the application of the PGG.
- Run self-evaluations which allow each organisation to assess its level of compliance with the minimum requirements.
- Establish a list of actions aiming at filling the gaps between the actual situation of the NOC and the expected level of good governance.

A reference document was also produced and circulated to all NOCs to support autonomy and facilitate cooperation between national authorities and sports organisations.



Olympic Solidarity

Olympic Solidarity – which is responsible for administering and managing the NOCs' share of the broadcast rights from the Olympic Games – set itself three priorities for its 2013–2016 quadrennial plan:

- To increase global assistance to athletes, including their entourage and post-sport careers.
- To reinforce NOC structures and global management capacities.
- To continue to support coach education and the promotion of the Olympic values.

To achieve these goals, Olympic Solidarity's quadrennial budget for 2013-2016 was USD 439,870,000 – a 40 per cent increase over the previous four-year cycle – of which USD 129,044,500 was allocated for 2016.

It redistributed these funds through relevant, targeted programmes that were divided into the following four categories:

- World Programmes to cover and reinforce all the main areas of sports development
- Continental Programmes, designed to meet some of the specific needs of each continent
- Olympic Games Subsidies to help the NOCs participate in the Olympic Games and allow them to benefit from financial assistance before, during and after the Olympic Games
- Complementary programmes to extend the assistance offered by Olympic Solidarity in the framework of targeted projects

For the 2013-2016 quadrennial plan, new financial guidelines were also developed for the NOCs to ensure that they apply the principles of good governance and transparency to the management of the funds they receive from Olympic Solidarity.

Each year, several NOCs are audited by local PwC offices, under the aegis of PwC Lausanne, to monitor the application of these principles and the use of the allocated funds.

Olympic Solidarity in 2016

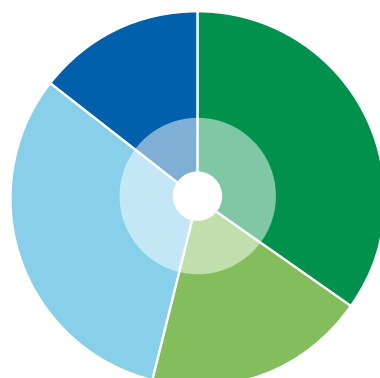
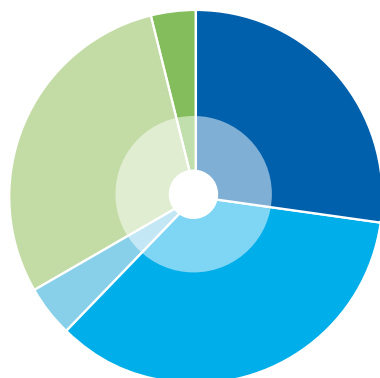
During 2016, NOCs' efforts were focused mainly on final preparations and qualification of athletes and teams for the Olympic Games Rio 2016, and of young athletes for the Winter Youth Olympic Games (YOG) Lillehammer 2016.

In total, 1,547 scholarships were awarded to athletes from 185 NOCs ahead of Rio 2016, with 815 scholarship holders from 171 NOCs eventually participating at the Games, as well as 10 scholarship holders from the Refugee Olympic Team.

“The Olympic Solidarity scholarship has been instrumental in my journey to here: I was able to train in Denmark, I was able to take part in international tournaments and score important points, all thanks to the Olympic Solidarity scholarship. Without it, I would not be here [at the Olympic Games Rio 2016].”

Ygor Coelho, Brazil, badminton





2016 BUDGET TOTAL: USD 129,044,500

World Programmes	USD 35,130,000
Continental Programmes	USD 45,444,500
Complementary Programmes	USD 5,775,000
Olympic Games Subsidies	USD 38,000,000
Administration	USD 4,695,000

BUDGET FOR WORLD PROGRAMMES TOTAL: USD 35,130,000

Athletes	USD 12,250,000
Coaches	USD 6,750,000
NOC management	USD 11,130,000
Promotion of Olympic values	USD 5,000,000

BUDGET FOR CONTINENTAL PROGRAMMES TOTAL: USD 45,444,500

Africa	USD 7,247,500
America	USD 6,935,000
Asia	USD 6,931,500
Europe	USD 7,693,000
Oceania	USD 4,637,500
ANOC	USD 12,000,000



LOOKING AHEAD

In November 2016, the IOC Executive Board approved the Olympic Solidarity plan for 2017-2020.

The Olympic Solidarity development and assistance budget approved amounts to USD 509,285,000 and represents an increase of 16 per cent in comparison with the 2013-2016 quadrennial plan.

Olympic Solidarity will propose 21 programmes to NOCs across the world with a high focus on athlete development and education. The 2017-2020 plan also proposes two new programmes concerning Refugee Athlete Support and Athletes' Career Transition.



16%

Increase in Olympic Solidarity budget from 2013-2016 to 2017-2020



USD 509 million

Olympic Solidarity budget for 2017-2020

In addition, over the 2013-2016 plan, a total of 167 teams from 132 NOCs received a team support grant, while 1,041 activities were organised in preparing athletes for the YOG.

To aid the preparations of athletes for Rio and Lillehammer, NOCs made extensive use of coaching programmes in 2016, with well-trained sports staff enabling NOCs to better support their athletes. Many NOCs also focused some of their management projects on their preparations for Rio 2016 through the organisation of seminars for team

leaders and other training programmes for sports administrators.

Throughout 2016, programmes covering the promotion of the Olympic values were also in great demand. Olympic Solidarity offers five programmes for the promotion of Olympic values and a total of 248 initiatives in these areas were approved in 2016 – more than double the figure for 2013. Support was also given to 347 other activities, notably in relation to Olympic Day celebrations, and studies and research into sports medicine and Olympic education.

Prior to the start of the Olympic Games Rio 2016, Olympic Solidarity also remitted USD 36,000 to each NOC to cover expenses relating to logistics, transport and accommodation for their president and secretary general. It also refunded travel costs for a maximum of six athletes and two officials from each NOC.

Following the Olympic Games Rio 2016, the NOCs received a support grant in recognition of their contribution to the success of the Games, calculated on the basis of USD 2,500 multiplied by the number of athletes who competed.

IN NUMBERS: OLYMPIC SOLIDARITY IN 2016

018


1,547

Scholarships awarded to athletes from 185 NOCs


815

Scholarship holders from 171 NOCs participated in Rio, plus 10 from the Refugee Olympic Team


101

Medals (33 gold, 26 silver and 42 bronze) and 163 diplomas won by scholarship holders


167

Teams from 132 NOCs received a team support grant


1,041

Activities organised to help athletes prepare for the YOG


303

Technical courses for coaches organised for 131 NOCs


164

Olympic scholarships for coaches awarded to 102 NOCs


74

National sports structure development projects in 63 countries


191

NOCs received the annual administrative contribution


119

Training courses for sports administrators


248

NOC initiatives and courses for the promotion of the Olympic values


129

NOCs received a support grant for organising Olympic Day activities

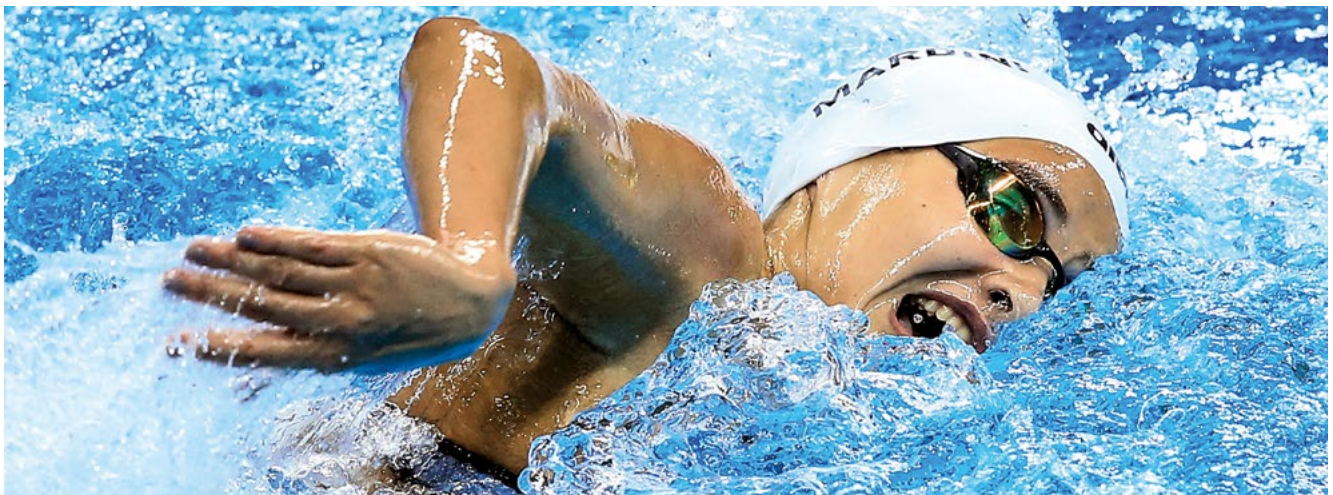
“It has helped my career significantly. Equipment and training camps abroad are expensive, so the support that I’ve received from the Olympic Solidarity Programme has been essential.”

Vassiliki Vougiouka, Greece, fencing



“When you go to the Olympic Games, you need a lot of support, so it helped me a lot. Kosovo is a country with a lot of problems and it is hard to get financial help, so it was a really good support for me. I am not the only athlete in the world who has these kinds of problems, so programmes like Olympic Solidarity are very welcome for all of us.”

Majlinda Kelmendi, Kosovo, judo



“Olympic Solidarity is supporting me a lot and in a big way; and I think that without their support, I don’t know, I’m not sure that I would be able to make it.”

Yusra Mardini, Refugee Olympic Team, swimming

International Federations

The IOC worked closely with all 35 International Olympic Federations (IFs) during 2016 to ensure the successful staging of sports events at both the Winter Youth Olympic Games (YOG) Lillehammer 2016 and the Olympic Games Rio 2016.

In addition, the IOC has enhanced its engagement with the Association of Summer Olympic International Federations (ASOIF), the Association of International Olympic Winter Sports Federations (AIOWF) and the IFs to ensure a strong collaborative partnership for future Games and continues to support the IFs in fulfilling their mission to promote and grow their sports around the world and to develop the athletes who participate in them. It does this by providing direct financial support to the IFs through the distribution of Olympic Games revenues, the IF Development Programme and other Games-specific support programmes.

IF Development Programme

Now in its 18th year, the IF Development Programme continues to support Olympic summer, winter and IOC-recognised IFs to develop programmes and initiatives for different areas of development.

During 2016, IFs continued to invest in development programmes related to youth sports, sport for all, gender equality in sport and many more areas.

IFs and good governance

The IOC has worked closely with the ASOIF Good Governance Taskforce on the implementation of good governance principles within IFs, as per the Olympic Agenda 2020 recommendations.

In April 2016, the ASOIF General Assembly officially agreed to a new governance assessment tool, developed by the ASOIF Governance Taskforce, and in November 2016, ASOIF members were provided with a self-assessment questionnaire to evaluate their current governance status.

Tailored to the specific characteristics and needs of each sports organisation, the questionnaire covered five principles: transparency, integrity, democracy, sports development/solidarity and control mechanisms. The application of the principles is being measured through 50 simple and measurable indicators (10 indicators per principle), based on a model developed at IDHEAP at the University of Lausanne.

The assessment considered the different sizes and resources of IFs and focused on the evolution of governance processes in the respective organisations. The IOC continues to actively support ASOIF by participating in the elaboration of the good governance tool and in its implementation.

IF engagement

In line with recommendation 13 of the Olympic Agenda 2020 reforms – to maximise synergies with Olympic Movement stakeholders to ensure seamless organisation and reduce costs – the IOC has been working to enhance the role of the IFs in the planning and delivery of Olympic events.

Following the successful staging of the Olympic Games Rio 2016, the IOC has further engaged summer and winter Olympic IFs to ensure a strong and collaborative partnership for future

Games, with the development of the new IF Games Engagement model that will see IFs becoming delivery partners, rather than stakeholders.

The summer and winter IFs provide key expertise, experience and resources in order to support the OCOG in staging first-class sporting events. They are willing to provide this expertise to, and work closely with, the OCOG to plan and deliver each sport in the most efficient and cost effective way whilst ensuring that the Host City Contractual requirements are met. It is expected that with a greater engagement of existing IF expertise and experience, the OCOG's operations will be simplified, the overall Games risks, duplication of work and costs reduced, and the outcome and quality of the events will be improved.

The IFs, through ASOIF and AIOWF, fully support this enhancement of their role in the planning and delivery of the Olympic competitions. ASOIF presented its key recommendations for the new IF Games Engagement model to the IOC during the official Olympic Games Debrief, and winter federations have played a valuable role in the consultation and engagement process. Representatives from ASOIF and IFs were also present during the Official Debrief in Tokyo in November 2016 to

“We want to take sport to the youth. With the many options that young people have, we cannot expect any more that they will come automatically to us. We have to go to them.”

Thomas Bach, IOC President



reiterate the importance of IF engagement to Tokyo 2020 and the other future OCOGs and Candidate Cities.

New sports for Tokyo 2020

In August 2016, the IOC agreed to add baseball/softball, karate, skateboarding, sport climbing and surfing to the sports programme for the Olympic Games Tokyo 2020. This is in addition to the 28 Olympic sports that were part of the Olympic Games Rio 2016.

The decision was the most comprehensive evolution of the Olympic programme in modern history, with the additional events being proposed by the Tokyo 2020 Organising Committee using the new flexibility given by Olympic Agenda 2020 for host cities to propose events only for their edition of the Games.

With the skateboarding and sport climbing events due to be held in temporary venues installed in urban settings, the decision also marked a historic step in bringing the Games to young people and reflecting the trend of urbanisation in sport.

New sports for Buenos Aires 2018

Following the YOG Tripartite Working Group recommendations for the future of the YOG, which were adopted by the IOC Session in Rio in August 2016, the Organising Committee for the Buenos Aires 2018 YOG (BAYOGOC) proposed to add three new sports with medal events to bring even more innovation to their Games.

Inspired by the success of the Nanjing 2014 Sports Lab and in line with the

BAYOGOC mission to “bring sport to the people”, the Organising Committee proposed that the three sports – dance sport, karate and sport climbing – will add value to their concept that will be spread across the city, featuring a mix of sport, culture and educational activities in a festive atmosphere.

The three new sports reflect the IOC's and Buenos Aires 2018's shared goal of building youth engagement and thus represent a mix of emerging, universal and urban sports with a significant youth appeal.

While dance sport is a completely new event to the Olympic programme, karate and sport climbing will both provide a sample of what is to come at the Olympic Games Tokyo 2020, and strengthen the YOG's reputation as an incubator and as a place of innovation for the Olympic Movement.

With perfect gender equality to be achieved for the first time at an Olympic event at Buenos Aires 2018, the three new sports will also feature equal numbers of men and women.

IFs and the Olympic Winter Games

Inspired by the example of Olympic Agenda 2020, the IOC and the seven winter IFs agreed in November 2015 to establish a Working Group to support a strategic review of the Olympic Winter Games, aimed at ensuring the event's continued relevance and popularity in the context of the IOC's strong focus on sustainability and legacy.

The Working Group's recommendations, published in 2016, focused on enhancing



the value of the Olympic Winter Games, especially for Candidate Cities and host cities, and making them more sustainable and less impactful in financial, operational and environmental terms.

Recognised organisations

Throughout 2016, a strengthening of relationships between the IOC and IF umbrella bodies including SportAccord (now the Global Association of International Sports Federations or GAISF), the Association of IOC Recognised International Sports Federations (ARISF) and the Association of Independent Recognised Members of Sport (AIMS) has led to a more consistent approach to supporting IFs.

In response to recommendation 6 of the Olympic Agenda 2020 reforms – to “cooperate closely with other sports event organisers” – the IOC also took steps to strengthen its collaboration with several IOC-Recognised organisations in 2016. This included signing a Memorandum of Understanding (MoU) with the International Masters Games Association (IMGA), focusing on the development of masters sport through its IF members and also via the World Masters Games.

In addition, MoUs were signed with the International University Sports Federation (FISU), focusing on athletes’ health and education through sport, and the International World Games Association (IWGA), focusing on the sports programme as well as the promotion of the 2017 World Games.

Recognised IFs

In line with Olympic Agenda 2020 recommendation 13 – “to maximise synergies with Olympic Movement stakeholders” – the IOC supported 37 Recognised IFs in 2016.

All recognised IFs received funding via the IOC Development fund, partly to assist with anti-doping controls. Furthermore, ARISF received additional funding to distribute among their members for special projects.

The IOC Recognition procedure – which was updated in 2015 – was implemented in a two-phase process in 2016 with a total of 16 IFs applying for recognition.

The procedure included advisory roles for all IF umbrella bodies with ARISF carrying out the major role of application assessment. At the IOC Executive Board meeting in December 2016, the International Cheer Union (ICU) and International Federation of Muaythai Amateur (IFMA) were provisionally recognised by the IOC.

“We have made good use of the opportunity to support the IOC Recognition procedure, to demonstrate the organisation’s ability to collaborate professionally and effectively with the IOC, and to be more relevant to the key stakeholders of the Olympic Movement.”

Dr Raffaele Chiulli, ARISF President



Financing the Olympic Movement

AT A GLANCE

- Rights Holding Broadcasters helped Rio 2016 become the most consumed Olympic Games ever
- Increased digital coverage engaged young people like never before
- Worldwide Olympic Partners contributed to the success of Rio 2016 with products, technology and services

USD 3.4m

Every day the IOC distributes the equivalent of USD 3.4m to help athletes and sports organisations at all levels around the world



As an entirely privately funded organisation, the IOC's commercial partnerships continue to prove invaluable to the staging of the Olympic Games and the operations of every organisation within the Olympic Movement.

In 2016, the IOC's multi-faceted Olympic marketing programme was integral to the success of both the Olympic Games Rio 2016 and the Winter Youth Olympic Games (YOG) Lillehammer 2016, while also helping to promote the Olympic values around the world and ensuring a strong and stable financial foundation for the entire Olympic Movement.

From the partnerships with Rights Holding Broadcasters (RHBs), which ensured the inspirational performances of athletes in Rio and Lillehammer could be enjoyed by the maximum possible number of people throughout the world, to the invaluable support offered by the members of The Olympic Partner (TOP) worldwide sponsorship programme, the IOC's marketing partners underlined their importance to the Olympic Movement throughout 2016.

The IOC's successful negotiation of broadcasting agreements and TOP Programme marketing rights has also seen the IOC's forecast total revenue grow to USD 5.7 billion for the 2013-2016 Olympiad – a 7.6 per cent increase compared with 2009-2012.

The benefits of these contributions from the commercial sector were felt throughout the Olympic Movement in 2016, with the revenue being redistributed to support NOCs, IFs, the Olympic Solidarity scholarship programme and other sports organisations around the world.

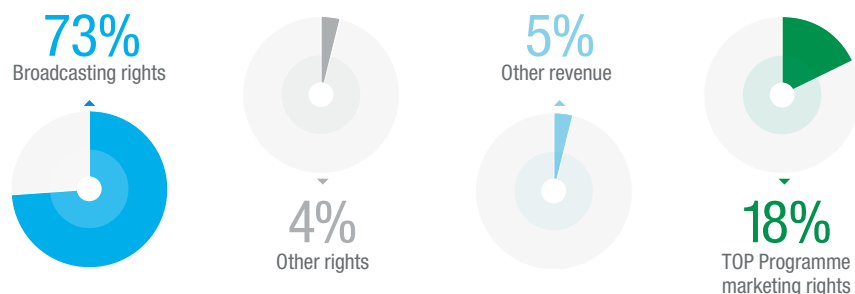
In total, 90 per cent of the IOC's revenues are redistributed to the wider sporting movement to support the staging of the Olympic Games and promote the worldwide development of sport and the Olympic Movement. Only 10 per cent is spent on the operational and administrative costs of governing the Olympic Movement.

The Olympic Partner (TOP) Programme

The Worldwide Olympic Partners showed their continued support for the Olympic Movement in a wide variety of ways during 2016. The most visible of these were linked to the Olympic Games Rio 2016, where the Partners provided crucial services, products, technology, expertise and staff to the Organising Committee.

Through their extensive global marketing campaigns, the Worldwide Olympic Partners also helped to bring Rio 2016 to life throughout the world, building excitement ahead of the Opening Ceremony, promoting the Olympic values and increasing the support for Olympic

REVENUE SOURCES 2013-2016



Source: IOC audited financial statements

athletes through unprecedented real-time social media activations, as well as popular showcasing venues at the Olympic Park and around Rio de Janeiro.

In addition, the Partners also supported community, education, sustainability and infrastructure development projects throughout the host city, and provided critical financial support to the Rio 2016 Organising Committee and every NOC.

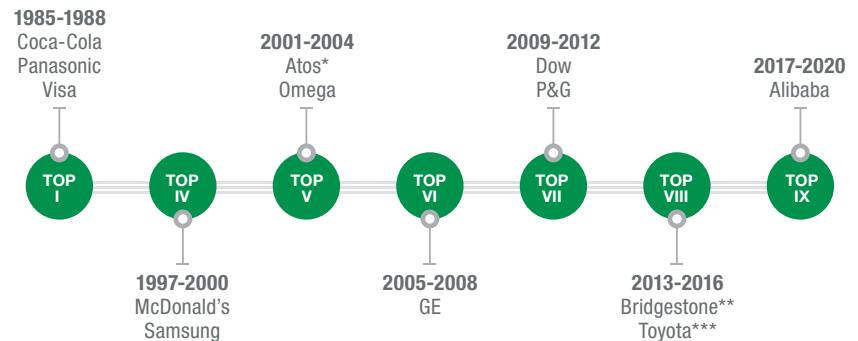
Without these contributions from the Partners, the inspirational athletes from 206 NOCs would not have been able to excel on the Olympic stage and the world would not have been able to share in their performances.

“Our relationship with the Worldwide Olympic Partners is more than a commercial relationship, it is a partnership.”

Thomas Bach, IOC President

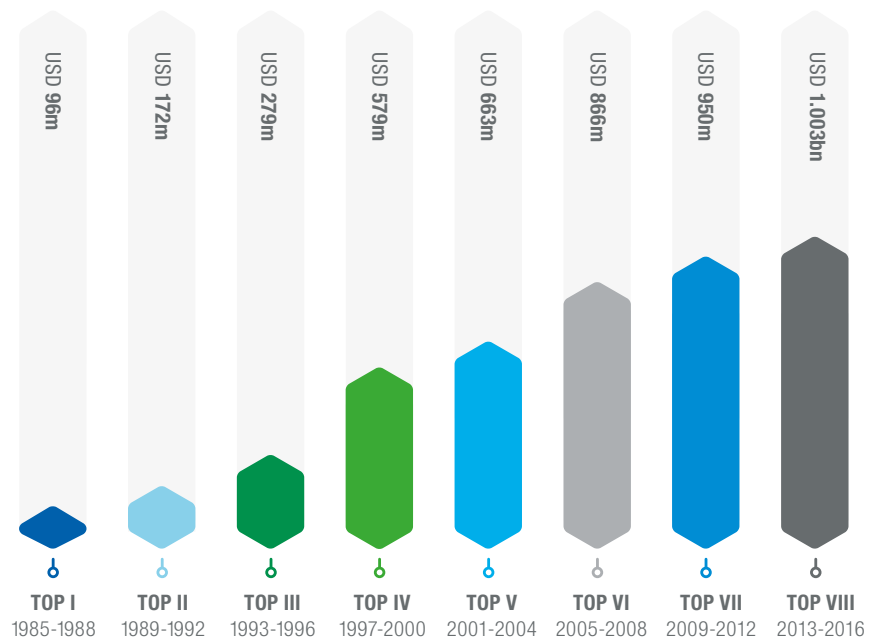
Following the widespread activities and huge global exposure enjoyed during the Olympic Games Rio 2016, the continued strength of the TOP Programme has since been further highlighted by the announcement in January 2017 that Alibaba has become a Worldwide Olympic Partner through 2028. Alibaba has become the official “Cloud Services” and “E-Commerce Platform Services” Partner, as well as a Founding Partner of the Olympic Channel, and is the first company to make a long-term commitment to the IOC through 2028 and the first Chinese company to commit to the Olympic Winter Games Beijing 2022.

WHEN CURRENT PARTNERS JOINED THE TOP PROGRAMME



*As SchlumbergerSema. **Bridgestone had marketing rights in Brazil, the Republic of Korea, Japan and the USA until the end of 2016, and worldwide from 2017. ***Toyota had marketing rights in Japan until the end of 2016, and worldwide from 2017.

WORLDWIDE TOP PROGRAMME REVENUES



Source: IOC audited financial statements

The Worldwide Olympic Partners in 2016



Coca-Cola has supported every Olympic Games since 1928 and once again refreshed Olympic athletes, officials and spectators with its beverages during the Olympic Games Rio 2016. In addition, Coca-Cola served as a Presenting Partner of the Olympic flame on its 95-day journey through Brazil as part of the Rio 2016 Olympic Torch Relay and celebrated the Games with fans around the world through its #ThatsGold global marketing campaign. During the Games, the company also entertained Olympic Park visitors with an engaging showcasing experience and provided a hangout space for teens at the official Live Site in Praça Mauá.

the United States for Rio 2016 ahead of global rights that began in 2017 and continue through 2024. In addition to extensive marketing campaigns in these territories, Bridgestone teamed up with the International Golf Federation to serve as the exclusive presenting partner of an interactive Fan Zone that hosted more than 7,000 visitors on-site at the Olympic Golf Course and contributed to the social legacy of Rio 2016 through its work with Transforma, which was the official education programme of the Rio 2016 Organising Committee.



As the Official Chemistry Company of the Olympic Games and Official Carbon Partner of Rio 2016, Dow helped the first Olympic Games in South America to build an unprecedented legacy for the whole region. This included introducing the most comprehensive carbon mitigation programme in Olympic history, which is expected to deliver over 2.2 million tonnes of third-party-verified greenhouse gas (GHG) reductions, and partnering with Transforma – Rio 2016's education programme. Dow science was also present in all four venue clusters of Rio 2016 and the Olympic Village – from wire and cable technologies to help broadcasters share the Games around the world to raw construction materials for venues and fields of play – while the company also participated in over 20 projects related to the event's extended infrastructure.

power back-up with 3,000 Uninterruptible Power Supply units, and equipped the Olympic polyclinic with cutting-edge healthcare technology and records management. For the first time, all Olympic physicians were also able to use a single system to manage health records electronically through GE's Electronic Medical Records platform. Over 7,000 patient visits to the polyclinic were processed with more than 1,500 diagnostics in MRI, Ultrasound and X-Rays performed during the Games period.



As the Official Restaurant of the Olympic Games, McDonald's continued its role in feeding the coaches, officials, athletes and their family and friends onsite at the Games in its International Zone Restaurant, which was staffed by 200 Olympic Crew members from McDonald's Brazil, Japan, the Republic of Korea, China and the United States. In all, more than 50,000 meals were served to athletes and other visitors. McDonald's also provided a Dessert Kiosk for spectators in the Olympic Park and celebrated the spirit of the Games with everyone around the world through its #FriendsWin digital initiative. As part of the McDonald's Olympics Kids Programme, the company also brought together 100 children from around the world for a unique, once-in-a-lifetime opportunity to participate in the Parade of Nations during the Opening Ceremony.



For Rio 2016, GE was involved in over 180 infrastructure projects, with its leading-edge technology being used in every venue. GE provided lighting to nine fields of play and other critical venues, ensured power connectivity to the International Broadcast Centre and



As the Official Timekeeper for the Olympic Games, Omega debuted several new timekeeping technologies in Rio, including high-speed photo-finish cameras, an advanced false start detection system and an innovative archery scoring system. In total, Omega provided 450 tonnes of

AtoS

As Worldwide IT Partner and lead integrator at the Olympic Games Rio 2016, AtoS was at the centre of a digital transformation by providing the complex IT systems and solutions that were vital to its success. AtoS systems were responsible for distributing the results of every single event in Rio to the rest of the world in less than half a second, as well as processing 300,000 accreditations and providing real-time data analytics to monitor and neutralise 400 IT security events per second. AtoS also introduced the first use of the Cloud at an Olympic Games to host the volunteer portal and the accreditation and workforce systems – reducing costs and improving efficiency.



Bridgestone made its debut as a Worldwide Olympic Partner at Rio 2016. After signing with the IOC in 2014, the company was granted activation rights in Brazil, Japan, the Republic of Korea and

equipment, 480 timekeepers, 335 sport-specific scoreboards, 79 public scoreboards, and 200km of cables and optical fibre to ensure the accuracy of results in Rio. In addition, Omega launched an international advertising campaign for the Olympic Games Rio 2016, which focused on the dreams of athletes and featured Omega's brand ambassadors including Michael Phelps, Chad le Clos, Sergio García and Jessica Ennis-Hill. Omega also created three unique timepieces to celebrate the Olympic Games taking place in Rio.

Panasonic

As the Worldwide Olympic Partner in the Audio and Visual Equipment category, Panasonic supplied its state-of-the-art AV technology to the Opening and Closing Ceremonies, competition venues and broadcasting locations for Rio 2016. This included partnering with the Rio 2016 Organising Committee to become an "Official Ceremony Partner", providing turn-key visual solutions including full system design, projection mapping and technical operations to the Opening and Closing Ceremonies. Throughout the Olympic Games, Panasonic also welcomed visitors to its corporate

pavilion, the "Stadium of Wonders", which was located at Sugarloaf Mountain, in the Copacabana district of Rio de Janeiro.



As the Worldwide Olympic Partner in the Personal Care and Household Products category, P&G brands helped take care of many of the everyday needs of athletes and their families during the Olympic Games Rio 2016. The P&G Family Home welcomed 276 mothers, 249 athletes and 2,472 total guests over the course of the Olympic Games, with daily activities including hot towel shaves in barber chairs, hair styling, makeovers and nail treatments. In addition, the P&G Olympic Village Salon provided athletes with more than 2,700 beauty and grooming services by brands such as Pantene®, Gillette® and Head & Shoulders®. On the road to the Olympic Games Rio 2016, P&G and its brands also sponsored athletes from more than 21 countries. Meanwhile, the company's "Thank You, Mom" campaign kicked off in April 2016 with the launch of "Strong" – a film that has since been viewed more than 221 million times in 28 languages across multiple platforms.

SAMSUNG

As the Worldwide Olympic Partner in the Wireless Communications Equipment category, Samsung provided Rio 2016 with the most advanced mobile products to make these the most connected Olympic Games ever. The company partnered with the IOC to provide 12,500 Galaxy S7 edge Olympic Games limited edition mobile phones to all Rio 2016 Olympians and also worked with the Rio 2016 Organising Committee to develop the official mobile application of Rio 2016, which provided athletes, fans and consumers with updates on all the latest Games news. Throughout the Games, the Samsung Galaxy Studios – located in the Olympic Park and Copacabana – also featured immersive interactions for fans and consumers to experience Samsung's latest mobile products and technologies.

VISA

As the exclusive payment provider at the Olympic Games, Visa created the most technologically advanced payment system ever for Rio 2016 and introduced three wearable payment innovations, including a payment ring that was given to Team Visa athletes and clients, which allowed them to make contactless payments with the tap of their hand. Visa also partnered with Brazilian bank Bradesco to unveil a wearable payment wristband and worked with Swatch to create the Bellamy payment watch. In addition, Visa worked with fellow Worldwide TOP Partner Samsung to bring mobile payments to life at Rio 2016 through Samsung Pay. Consumers were able to pay using their Visa on their Samsung device at any one of the 4,000 point-of-sale payment terminals throughout the Olympic Park in Rio. Visa also supported more than 60 athletes from around the world as part of Team Visa, which included partnering with members of the Refugee Olympic Team.



THE WORLDWIDE OLYMPIC PARTNERS AND THE YOUTH OLYMPIC GAMES LILLEHAMMER 2016

As part of their support for the Olympic Movement, the Worldwide Olympic Partners also played a key role in the Winter Youth Olympic Games (YOG) Lillehammer 2016.

In the build-up to the YOG, Coca-Cola was a Presenting Partner of the Lillehammer 2016 Torch Tour, which saw the Olympic flame travel across Norway to promote the Games and highlight the achievements of the young volunteers who were contributing to their success. The Torch Tour visited every county in Norway, stopping in

21 cities across the country, with Coca-Cola engaging local communities with large-scale celebrations in each location and encouraging them to get active through its Just Dance initiative.

Coca-Cola also played an active role during the YOG, with a pop-up store within the Stampsletta venue cluster and an interactive quiz to engage athletes as part of the Learn & Share programme. It also recruited 15-year-old Norwegian Herman Henriksen to become its social media reporter during the Games, helping share

the fun of Lillehammer with young people around the world on Instagram and Snapchat.

In addition to being the official timekeeper of the YOG, Omega helped build excitement ahead of the Games by unveiling a countdown clock in the centre of Lillehammer to mark “one year to go”, which has since been donated to the town’s Olympic Museum. During the Games, Omega engaged fans through a branded bobsleigh in the centre of Lillehammer that provided an exciting photo opportunity for visitors, while it also offered athletes a timekeeping education experience as part of the Learn & Share programme.



Panasonic also engaged with the young athletes during the Learn & Share programme by providing its cutting-edge HX-A100 wearable action cameras and HC-V550EG-K handheld camcorders to the YOG Athlete POV (Point of View) workshops conducted by Olympic Broadcasting Services (OBS). These sessions gave athletes the opportunity to shoot and edit a video story from their own point of view during the Games, teaching them about the storytelling process as well as technical skills such as composition, shooting angles and editing.

Samsung, meanwhile, helped bring Lillehammer 2016 to life through the first-ever Virtual Reality (VR) live streaming of the Opening Ceremony – part of a

series of interactive experiences that aimed to enhance the YOG experience through cutting-edge mobile technology. This included offering athletes, students and spectators the chance to enjoy three Samsung Galaxy Studios – the VR Bus, VR Monument and the VR Station – in different locations around Lillehammer, providing hands-on experiences with Samsung mobile products including the Samsung Galaxy S6 edge+, Galaxy S6 edge, and Gear VR.

At the VR Bus, visitors were also able to strap on simulation skis and experience the feeling of performing like an elite skier, while a unique 4D VR offering was also available at the VR Station, giving studio visitors the opportunity to sit in theatre-like chairs and feel the exhilaration of ski jumping.

Samsung also launched a special promotional campaign for the YOG, entitled “The Only Way to Know”. The campaign was designed to encourage young people to pursue their dreams by telling the story of several YOG hopefuls who have battled against the odds to achieve their own ambitions.

Throughout the YOG, Visa also gave athletes and YOG fans the chance to enjoy an array of interactive games and activities in the Sjogg Market area of the Stampsletta venue cluster, and gave all visitors the chance to win a pre-paid contactless card featuring a YOG-inspired design.



Views from The Olympic Partners

“Sustaining good governance and transparency over time is vitally important to building and maintaining institutional credibility. This matters more now than perhaps ever before, across all aspects of society, from the private sector to the public sector to the world of international sport. As a proud, long-time partner of the Olympic Movement, we recognise the tremendous long-term value of building trust and protecting the worldwide reputation of the Olympic Games.”

Muhtar Kent, Chairman of the Board, The Coca-Cola Company



“We are extremely proud to be part of the Olympic Movement for over 20 years and of the hard work and dedication the Atos teams put into successfully delivering the technology for Rio 2016, a truly digital Olympic Games. At Atos we are constantly driving innovation to support the explosion of digital business solutions and to secure flawless and exciting experiences to enhance the enjoyment of fans around the world. We look forward to delivering the most memorable digital experience for future Games.”

Thierry Breton, Chairman and Chief Executive Officer, Atos

“Rio de Janeiro was a most welcoming host city and put on a wonderful Olympic Games for athletes and fans alike. With great cooperation from the host committee and the IOC, we were able to give more than 100 children from around the world a truly once-in-a-lifetime experience. Side by side with the greatest athletes in the world, these children walked in the athletes’ parade of nations, opening the Olympic Games, carrying a symbol of sustainability. The messages from the Games in support of youth and sustainability were inspiring for all.”

Silvia Lagnado, EVP, Global CMO, McDonald's Corporation



“Alibaba’s partnership with the IOC is built on a foundation of shared values and a common vision for connecting the world and enriching people’s lives. We are proud to support Olympic Agenda 2020, using our innovations and technologies to help evolve the Olympic Games for the digital era.”

Jack Ma, Founder and Executive Chairman, Alibaba Group

“In a world of continuous change, uncertainty and adversity, the Olympic Movement reminds us of the power of perseverance and pursuing your dreams. Whether live at venues, through television broadcasts or online via the Olympic Channel, Bridgestone is proud to partner with the IOC and NOCs around the world to deliver a vision of global unity through sport and showcase our commitment to improving the way people move, live, work and play.”

Masaaki Tsuya, Global CEO and Representative Executive Officer, Bridgestone Corporation



“As the Official Chemistry Partner of the Olympic Games and the Official Carbon Partner of Rio 2016, we are proud to enable the sustainability agenda of Olympic Agenda 2020 and the Olympic Movement to celebrate the human spirit and to do good for both sport and the environment.”

Andrew N. Liveris, Chairman and Chief Executive Officer, The Dow Chemical Company

“We are proud of our work with the IOC and local Organising Committees in delivering a variety of critical healthcare, energy, power, water, and lighting solutions for the Olympic Games across six host cities to date and we are working with Korea and Japan to ensure their Games build further on this legacy.”

John Rice, Vice Chairman, GE





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“Our role as Official Timekeeper is a source of great pride and the driving force behind many of our greatest innovations. Our partnership with the IOC is built on mutual respect and trust and we are honoured to play such a key role in their worthy mission to foster greater international cooperation through sport.”

Raynald Aeschlimann, President and CEO, Omega

“Our brand slogan, ‘A Better Life, A Better World’, crystallises our management philosophy and is also in harmony with the Olympic spirit of ‘Building a peaceful and better world through sport’. We at Panasonic are very proud of being part of the Olympic Movement.”

Kazuhiro Tsuga, President, Panasonic



“Every two years, Olympic competition inspires and unites people everywhere. P&G is proud to be a Worldwide Partner of the Olympic Movement. Our company and brands are committed to improving the lives of moms, athletes and families around the world with high-quality consumer products, and we are equally committed to leveraging our voice to promote important social goals such as gender equality. Together with our partners, we want to be a force for growth and a force for good.”

Marc Pritchard, Global Brand Building Officer, P&G



“As a proud Worldwide Olympic Partner, Samsung endeavours to bring a more connected world with the IOC. By providing the most innovative mobile technology, we continue to connect fans and athletes beyond the Olympic Games, bringing people together and sharing the positive values the Olympic Movement represents.”

Younghee Lee, CMO and Executive Vice President,
Samsung Electronics

“For 30 years, Visa has been a proud and committed partner of the Olympic Games, providing Visa an arena to unite athletes, fans, cardholders and clients. In 2018, Visa will continue the tradition of implementing innovative payment technology at the Olympic Games, while inspiring Team Visa athletes to reach their Olympic dreams. Acceptance has always been core to what we do – and we are honoured to be a part of this global event that is aligned with our company beliefs.”

Al Kelly, CEO, Visa Inc.



“We will do everything possible to fulfil our new role in The Olympic Partner Programme and to justify the trust that the IOC has placed in us. The addition of the mobility category to The Olympic Partner Programme is an important recognition for our entire industry. Under this Olympic flag, let us reaffirm the power of sport to bring people together. Let us dedicate ourselves to creating a better world by promoting sport in the Olympic spirit of friendship, solidarity, and fair play.”

Akio Toyoda, President, Toyota

Olympic Broadcasting

With half the world's population watching coverage of the Olympic Games from Rio, and more television and digital coverage than ever before, 2016 proved to be another watershed moment in the history of Olympic broadcasting.

The growing strength of the IOC's partnerships with Rights Holding Broadcasters (RHBs) continues to be the single greatest source of revenue for the Olympic Movement, while also ensuring that the magic of the Olympic

"With half of the world's population watching the Games, Rio 2016 was the most consumed Olympic Games ever. These figures show the great appeal and the relevance of the Olympic Games."

Thomas Bach, IOC President

Games is shared with the largest possible audience via all available media platforms. The increasing use of digital platforms and new broadcast technologies is also helping to engage new audiences, particularly young people, in an unparalleled way, further extending the reach and appeal of the Games.

Broadcast of the Olympic Games Rio 2016

The Olympic Games Rio 2016 were the most consumed Olympic Games in history, taking into consideration broadcast coverage viewed on both television and digital platforms, as well as engagement on social media. Broadcasters around the world delivered more television and digital coverage than ever before, with RHBs distributing a record 356,924 hours of total coverage – up 96.7 per cent from the 181,523 hours broadcast for the Olympic Games London 2012.



Rio 2016 broadcast coverage

584

TV channels aired coverage

270+

Dedicated digital platforms available-to-view coverage

113,455

Hours of TV coverage – up **13.5%** from London 2012

243,469

Hours of digital coverage – up **198.6%** from London 2012

20%+

More coverage of Rio 2016 watched by the average television viewer compared to London 2012



Across digital platforms, the reach of the Olympic Games Rio 2016 was truly unprecedented. For the first time in a summer edition of the Olympic Games, more coverage was made available on digital platforms than on linear TV, and viewers responded by consuming twice as much online content as they did during London 2012.

In total, there were over seven billion video views of official online content from broadcasters and other official stakeholders on social media platforms.

Olympic Broadcasting Services

Olympic Broadcasting Services (OBS) was responsible for producing and transmitting the international television, radio and digital signals for Rio 2016, delivering live, unbiased radio and television coverage of every sport from every venue to RHBs, for the enjoyment of billions of viewers around the world.

Using state-of-the-art broadcast equipment, OBS produced a record-breaking 7,100 hours of live coverage, using more than 1,000 cameras, including the deployment of 160+ Super Slow Motion (SSM) and High Speed Slow Motion (HSSM) camera systems to capture unique camera angles and close-ups, helping to convey a greater emotional insight into the action. For the first time in a summer edition of the Olympic Games, OBS also used drones for live coverage to provide a new and dynamic viewpoint for canoe sprint, rowing and triathlon.

Following its launch in 2014, OBS again made the Olympic Video Player (OVP)

available to RHBs. This advanced multi-platform video player, designed to enhance and complement the enjoyment of the Olympic viewing experience, offered live and on-demand HD video of all Rio 2016 competition sessions, as well as short-form highlights, real-time statistics and enhanced virtual graphics. In total, 14 RHBs implemented a tailored OVP platform as part of their digital strategy, broadcasting the Games to 56 territories and resulting in more than nine million hours of content streamed during

the Games and as many as one million daily unique viewers.

In addition, OBS introduced cutting-edge technologies for Rio 2016, including VR – with more than 85 hours of live VR coverage creating a totally new and immersive viewing experience – and 4K/8K Super Hi-Vision (SHV), which provided an advanced, super high-definition experience for viewers, with up to 16 times the resolution of regular HD.

RIO 2016 GLOBAL BROADCAST HIGHLIGHTS



9/10

Brazilians who had access to TV watched at least some coverage of the Games



78%

Of US TV homes tuned into NBCU's Olympic Games coverage



50m

US viewers watched coverage on web, mobile and connected devices



32.1m

Canadians watched coverage – more viewers than any previous Olympic Games



45.24m

British viewers – a record TV audience for an Olympic Games not held in the UK



202m

TV viewers in India, in addition to another **10 million** on digital platforms



300m

People in Sub-Saharan Africa were able to watch coverage – up **75%** from London 2012



55m+

Viewers in China watched the men's badminton final – more than any event in 2012



OBS at Rio 2016

7,100+
Hours of live coverage

1,000+
Cameras

9m
Hours of content
streamed on the
Olympic Video Player

85
Hours of live Virtual
Reality coverage

100
Hours of 4K/8K
SHV coverage

7,200+
OBS personnel

1,222
Students trained and
hired during Games-time
through the OBS Broadcast
Training Programme (BTP)



OBS also introduced a major sustainability initiative in Rio pertaining to the construction of the International Broadcast Centre (IBC). Using modular structures for the fit-out of the IBC (offices, radio studios, TV studios, etc.), OBS was able to eliminate 50,000 cubic metres of waste, the equivalent of almost 3,000 truckloads. Following the Games, these panels were dismantled and stored for use at the next Games. The panels are easy to assemble, erect, dismantle, store and reuse.

The sustainability measures also included the recovery of 55 per cent of the cabling from Rio, which will be reused at PyeongChang 2018. Another 30 per cent of the recovered cable was recycled.

Forming an integral part of OBS's legacy to the host country, more than 1,200 students were recruited through the OBS Broadcast Training Programme (BTP), and worked alongside OBS teams in paid broadcast positions during the Games. The BTP involved nine partner universities across Brazil.

OBS broadcast the Olympic Games Rio 2016 far beyond Rio as the host broadcaster facilitated open-air screenings in the world's largest refugee camp, Kakuma in north-western Kenya, where five Refugee Olympic Team athletes have

spent several years. Working in cooperation with the United Nations High Commissioner for Refugees (UNHCR) and New York-based non-governmental organisation FilmAid, which provides mobile cinema units and filming programmes in refugee camps, OBS distributed the International Signal from Rio 2016 via satellite, offering the refugees from Kakuma a 16-day window of escape, hope and inspirational stories from the Olympic Games.

Views from Rights Holding Broadcasters

"There is no event that aggregates audiences on such a massive scale for so long and across as many platforms as the Olympic Games, and that includes young people."

Mark Lazarus, Chairman, NBC Sports Group

"We used all the force of our content platforms to make the Games a truly national experience and the result was historic."

Roberto Marinho Neto,
Sports Division CEO, Grupo Globo

“The Olympic Games have been delivered to Africa as never seen before.”

Hédi Hamel, CEO, TV Media Sport

“The best athletes from Canada and around the world inspired us day after day in Rio and it was our privilege to share these moments of triumph and heartbreak with so many Canadians.”

Greg Stremelaw, Executive Director, CBC Sports

“We are incredibly proud to bring moments of national significance such as these magnificent Games to the widest possible audience.”

Barbara Slater, Director of Sport, BBC

“Catering to the ever-growing demands of the television viewers and new-age digital sports fans, Star India’s unprecedented reach made the Rio 2016 Olympic Games the most epic sporting event in the history of viewing sports in India.”

Nitin Kukreja, CEO, Star Sports

Broadcast of the Winter Youth Olympic Games Lillehammer 2016

For the first time at a Winter Youth Olympic Games (YOG), OBS offered live coverage for Lillehammer 2016. OBS provided the Opening Ceremony live, while Norwegian Broadcaster NRK made available to RHBs at least one live sports competition each day.

In addition, OBS produced two daily highlight summaries – a 30-minute programme and a 60-minute programme – while a 10-minute news feed was made available to news agencies each morning during the Games.

In total, there were 39 broadcasters airing over 478 hours of TV coverage in 98

territories, leading to a global reach of 62.85 million people (watching at least one minute of coverage) during Lillehammer 2016.

With the addition of digital coverage, the total number of broadcasters rose to 43 in 142 territories, while the IOC’s digital platforms – including social media – also offered coverage of Lillehammer 2016 globally.

Digital coverage of the YOG proved to be particularly popular, with 3.74 million page views on digital platforms and more than nine million minutes of live streaming and VOD content watched on YouTube. In total, live streams were watched in 192 countries – with an average view duration of slightly over 18 minutes – while the





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majority of viewers were aged 18-34 years old. In addition, a Snapchat “live story” on the final day of the Games resulted in 74 million views by 4.2 million users, 70 per cent of whom were located outside the USA and 78 per cent of whom were aged under 24.

The IOC News Service team also produced 54 Video News Releases. These mainly featured human-value stories, which were played on 154 channels, over 1,300 times and mostly by RHBs who appreciated this new service. As a result, more than 114 million additional TV viewers enjoyed youthful and engaging content from Lillehammer.

Lillehammer 2016 also served as a testing ground for VR technology. Thanks to collaboration between the IOC, OBS and Worldwide Olympic Partner Samsung, viewers from around the world were able to enjoy a VR-based, content immersive experience for the first time in Olympic broadcasting history.

The Lillehammer 2016 Opening Ceremony became the first Olympic event streamed live in VR, while daily VR highlights packages also featured action from various sports throughout the Games.

New broadcast agreements

During 2016, the IOC concluded broadcast rights agreements for both Rio 2016 and future editions of the Olympic Games, ensuring comprehensive coverage of the Games throughout the world.

These included an agreement with CANAL+ to broadcast the Olympic Games Rio 2016 on Y SPORT pay-TV channels in Sub-Saharan Africa (excl. South Africa), which saw the Y SPORT 2 and Y SPORT 3 channels completely dedicated to Olympic coverage during the Games.

In March 2016, it was also announced that the IOC had awarded SKY Network Television Ltd the 2018-2024 broadcast rights to all media platforms for New Zealand, Cook Islands, Fiji, Kiribati, Marshall Islands, Federated States of Micronesia, Nauru, Niue, Palau, Independent State of Samoa, Solomon Islands, Tonga, Tuvalu and Vanuatu.

In July, it was also announced that the IOC had awarded the exclusive 2018-2020 broadcast rights on all media platforms in all languages in 22 territories in the Caribbean to International Media Content Ltd (IMC), parent company of SportsMax and a subsidiary of Digicel Group.



Lillehammer 2016 broadcast

478+

Hours of TV coverage
in 98 territories

62.85m

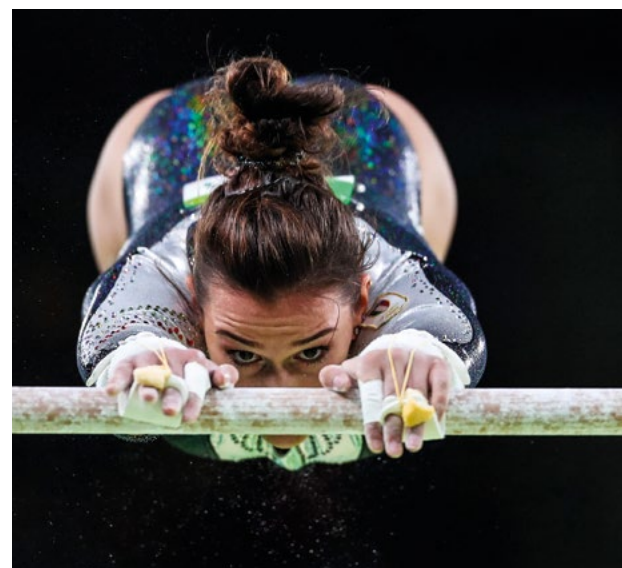
People
global reach

9m+

Minutes of live
streaming and VOD
content watched

192

Countries broadcast
live streams





Sustainability

As one of the three pillars of Olympic Agenda 2020, sustainability – alongside credibility and youth – is a key focus of the IOC.

Sustainability has been an increasingly important theme for the Olympic Movement since 1994 – when the IOC adopted the environment as the third pillar of the Olympic Movement, alongside sport and culture. The recommendations which were laid out in Olympic Agenda

2020 – in particular recommendation 4 (to include sustainability in all aspects of the Olympic Games) and recommendation 5 (to include sustainability within the Olympic Movement's daily operations) – ensure that it is now an underpinning principle of all the IOC's actions.

The IOC Sustainability Strategy Executive Summary can be accessed at www.olympic.org/sustainability.



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AT A GLANCE

- IOC sustainability strategy approved by Executive Board in December 2016
- Strategy is comprised of three areas of responsibility and five focus areas
- Extensive benchmark exercise conducted to assess sustainability across Lausanne offices in order to identify future objectives
- Construction of the new IOC headquarters, Olympic House, is well under way, with efforts made to ensure the project proceeds in accordance with the highest levels of international and Swiss Green Building Codes
- IF sustainability project completed – results shared with over 50 IF representatives after the IF Forum in November 2016



2024

Collaboration with 2024 potential host cities to position sustainability as an integral part of their planning

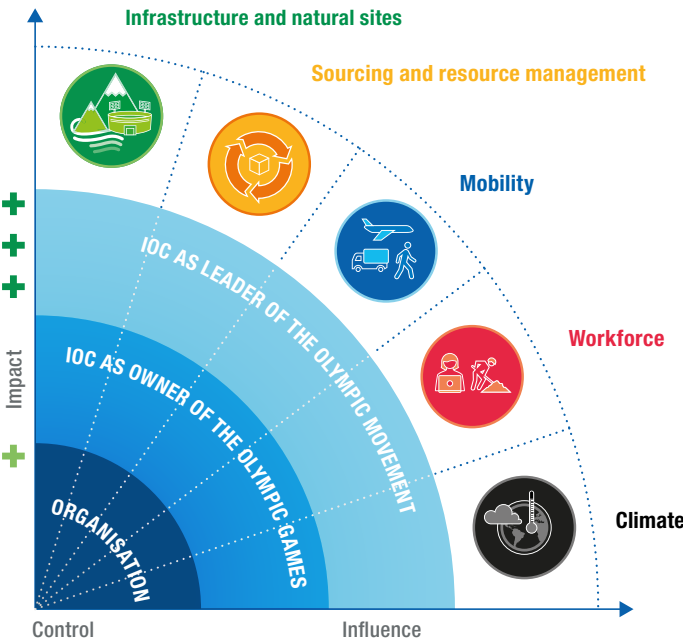
IOC Sustainability Strategy

Following initial consultations in 2015, a comprehensive stakeholder engagement exercise continued in 2016 as part of the development of the IOC Sustainability Strategy. The process was established and conducted by the IOC Sustainability and Legacy Commission, chaired by HSH Prince Albert, with the objective to be as inclusive as possible and to define the IOC's material sustainability topics and future ambitions.



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IOC SUSTAINABILITY STRATEGY FRAMEWORK



During this process the IOC engaged with:

- Over 25 international organisations and sustainability experts
- The entire administration, including the offices in Lausanne and Madrid
- The 35 IFs
- A sample of NOCs representing different regions of the world
- The current OCOGs and 2024 Candidate Cities
- Two-thirds of the IOC's TOP Partners

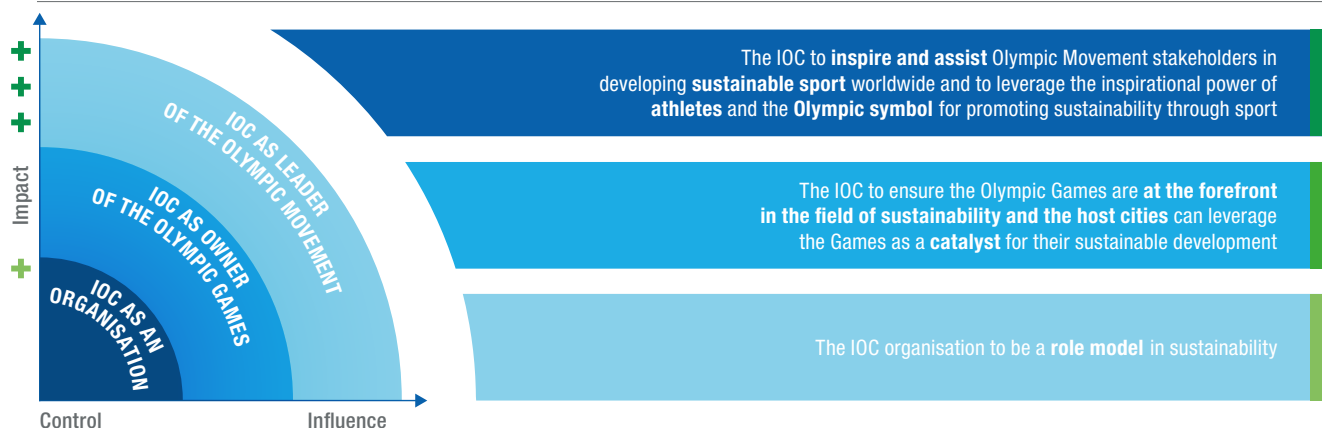
The strategy was subsequently framed around three spheres of responsibility, reflecting the IOC's main roles and relative degrees of control and influence, as well as five focus areas, reflecting aspects of IOC activities that have the most significant interaction with sustainability. These focus areas were also selected by considering today's key sustainability challenges and the manner in which the IOC – and its stakeholders – can most effectively contribute.

Two timelines for the strategy, across the three spheres of responsibility, were established: strategic intents for 2030, and objectives for 2020.

2020 OBJECTIVES



2030 STRATEGIC INTENTS



The strategic intents for 2030 respond to the need to develop long-term sustainability ambitions, while taking into account the duration of the Olympic Games' bidding and planning processes, and follow the same timeline as the United Nations' 17 Sustainable Development Goals.

The over-arching objectives for 2020, which are supported by 18 objectives, act as a first step towards meeting the 2030 strategic intents.

Acting on the unanimous support of the IOC Sustainability and Legacy Commission, the strategy was submitted to the IOC Executive Board in December 2016 and approved.

IOC as an organisation

In response to the Olympic Agenda 2020 reforms, the IOC aims to include sustainability throughout its day-to-day operations and several measures were taken to implement this during 2016.

Following the establishment of the Department of Corporate Development, Brand and Sustainability in 2015, a Corporate Sustainability Manager commenced work at the IOC in January 2016 to oversee the IOC's corporate activities in relation to sustainability, including offices, mobility and operations. With construction of the new IOC headquarters, Olympic House, well under way, efforts were made to ensure the project proceeded in accordance with the highest levels of international and Swiss Green Building Codes.

These included collaborating with the École Polytechnique Fédérale de Lausanne (EPFL) during deconstruction to enable the reuse of materials with social and educational purposes, as part of a "Youth for Reuse" student workshop.

During 2016, the Olympic House project was also awarded Minergie-P provisional certification and received approval for LEED Certification Conception phase by the U.S. Green Council (USGBC).

The IOC participated in the pilot phase of the new Swiss Sustainable Building Standard (SNBS) certification and was invited as guest speaker to the launch of the Label Nachhaltiges Bauen Schweiz (LNBS) sustainable building label.

In addition to initiatives at the new Olympic House, extensive sustainability

benchmark reporting was conducted to assess the current situation across all Lausanne offices – including the Olympic Museum – in order to identify future objectives.

Following an initial study to measure the IOC's carbon footprint in 2014, a second carbon footprint exercise was conducted to further understand the details of the IOC's annual footprint in order to identify focus areas and define measures to improve it in subsequent years.

To support this, a four-year collaboration agreement (2017-2020) was signed between the IOC and Worldwide Olympic Partner Dow, which will see Dow implement a global carbon mitigation project through the development of new, low-carbon solutions.

An additional four-year collaboration agreement (2017-2020) has also been signed with the International Union for Conservation of Nature (IUCN) to provide support in the implementation of the IOC Sustainability Strategy across its three spheres of responsibility in the coming years.

In addition, OBS has also made significant strides in the area of sustainability. Similar to the efforts being made in Switzerland, in Spain, OBS has been working to obtain the LEED Operation & Management for the fit-out of the new OBS SL and Olympic Channel Services (OCS) SL headquarters.

Additionally, OBS SL and OCS SL are certifying the operations of their new headquarters, together with the operations of the existing warehouse in Barajas, with ISO 14001 and ISO 50001 for waste and energy management.



IOC as owner of the Olympic Games

During 2016, both the Olympic Games Rio 2016 and the Winter Youth Olympic Games (YOG) Lillehammer 2016 demonstrated how sustainability could be successfully integrated into Games delivery. The IOC continued to support the Organising Committees of Olympic Games (OCOGs) to ensure sustainability is embedded in their Olympic projects, and increased its support and guidance to potential host cities to position sustainability as an integral part of their planning and a shared responsibility.

Sustainability and 2024 Candidate Cities

In February 2016, the 2024 Candidate Cities submitted Phase 1 of their candidature documentation to the IOC, focusing on Vision, Games Concept and Strategy. Both the IOC and the IUCN subsequently reviewed the sustainability and legacy elements of these files and a report was compiled for each city, listing both opportunities and challenges.

Phase 2 of the candidature file – which was focused on Governance, Legal and Venue Funding – was submitted to the IOC in October 2016 and the same



process applied. In November 2016, the Candidate Cities also attended dedicated IOC workshops on sustainability to assist them in their preparations and address any relevant issues.

The 2024 Host City Contract and the sustainability and legacy operational requirements were modified to reflect the enhanced positioning of sustainability and legacy. In addition, the IOC provided educational support to future OCOGs and the 2024 Candidate Cities through sustainability sessions and working groups conducted as part of the Rio 2016 IOC Observers Programme and Official Debrief.

Sustainability and Lillehammer 2016

The Winter YOG Lillehammer 2016 were the first event in Norway to achieve ISO 20121 certification for sustainable events. This certification signifies that the event has sustainability management systems that fulfil the requirements of ISO 20121 with respect to the planning, delivery and legacy of the event.

The sustainable initiatives introduced by Lillehammer 2016 organisers included asking local youth to help produce some

of the energy needed for the Opening Ceremony by encouraging them to be physically active, thereby producing kinetic energy for the event.

A number of sustainability awareness activities were also delivered as part of the athletes' Learn & Share experience during the Games.

Sustainability and Rio 2016

The Rio 2016 Organising Committee worked at every level – local, national and international – to ensure that environmental sustainability standards were fully incorporated in the planning and delivery of the Olympic Games Rio 2016 and beyond.

This included partnering with Worldwide Olympic Partner Dow to introduce the most comprehensive carbon mitigation programme in Olympic history.

The objective was to compensate the direct footprint of the Olympic Games Rio 2016 operations and also to balance indirect emissions such as spectator travel, while implementing innovative low-carbon solutions in key sectors of the Brazilian economy.



2.2 million

Tonnes of greenhouse gas (GHG) emission reductions by 2026 thanks to Dow's carbon mitigation programme for the Olympic Games Rio 2016

The third-party-verified low-carbon solutions will deliver a total 2.2 million tonnes of greenhouse gas (GHG) emission reductions by 2026.

Rio 2016 implemented an extensive sustainability management system and received ISO 20121 certification, after a third-party audit confirmed that the sustainability plan for the Games followed international best practices and had been fully implemented.

IOC as leader of the Olympic Movement

Recommendation 5 of Olympic Agenda 2020 is to include sustainability within the Olympic Movement's daily operations, and the IOC undertook several measures in 2016 to engage and assist Olympic Movement stakeholders in integrating sustainability within their own organisations and operations. These measures included hiring an Olympic Movement Sustainability Manager.

International Federations

Following the IOC's launch of an IF sustainability project in November 2015, the project was completed in November 2016 and provided the IOC and IFs with an overview of existing IF sustainability initiatives, and a better understanding of common challenges and themes.

This content was then fed directly into the development of the IOC Sustainability Strategy, for which the IOC met with all 35 summer and winter IFs between March and October. Following these meetings, 21 case studies were compiled identifying best practices across IFs.

The results of the IF sustainability project – including the case studies – were presented to more than 50 representatives of IFs following the IF Forum in Lausanne in November 2016. The data collected from the project

will guide future support from the IOC to the IFs in the coming years.

National Olympic Committees

During 2016, the IOC identified NOCs that had previously received Olympic Solidarity funding to implement sustainability initiatives during the 2013-2016 quadrennial plan and collected existing best practices from these examples. These were then converted into case studies to be shared with NOCs.

Following discussions on how Olympic Solidarity could further support NOCs in the implementation of the IOC Sustainability Strategy, sustainability was included as one of the five key focus areas of Olympic Solidarity's 2017-2020 quadrennial plan.

Supporting information was subsequently compiled to provide NOCs with examples of how they could implement sustainability in their operations, as well as their external relations and their events.



Governance

Since the approval of Olympic Agenda 2020, the IOC has focused much of its efforts on strengthening its principles of good governance.

All the Olympic Agenda 2020 recommendations related to ethics and compliance, transparency and good governance were implemented in 2015.

The IOC continues to ensure that the ethical and basic principles of good governance, including transparent and democratic decision-making processes, financial reporting and auditing according to international standards, publication of financial reports and ethics and compliance rules will continue to be applied by the entire Olympic Movement in the future.



Olympic Movement must adopt, as their minimum standard, these Basic Universal Principles of Good Governance.

The IOC Executive Board extensively discussed the issue of good governance at its December 2016 meeting in Lausanne. While many IFs and NOCs have made great efforts to apply the Basic Universal Principles of Good Governance in sport, the IOC has urged the reinforcement of the principles for all members of the Olympic Movement, including transparent and democratic decision-making processes, financial reporting and auditing according to international standards, publication of financial reports and ethics and compliance rules.

The IOC will also initiate an independent audit system of its major financial contributions to IFs, NOCs and OCOGs as well as of good governance aspects. Therefore, during 2016, the IOC strongly supported the ASOIF Good Governance Task Force to set up the assessment tool and criteria and indicators, allowing a

IOC Code of Ethics

The Code of Ethics, which is an integral part of the Olympic Charter, is a framework of ethical principles based upon the Olympic values and principles.

The 2016 edition of the IOC Code of Ethics provides a clear explanation of the scope of application of the code, a description of the fundamental principles of Olympism, definitions of what constitutes integrity of conduct and integrity of competitions for the IOC and the main Olympic Movement stakeholders, as well as reporting obligations.

The IOC's Basic Universal Principles of Good Governance

The Basic Universal Principles of Good Governance were approved by the XIII Olympic Congress in Copenhagen (Denmark) in 2009. All members of the

AT A GLANCE

- The IOC is working with the world-recognised International Institute for Management Development (IMD) to undertake research into good governance at the IOC
- There has been continuous improvement in the Internal Control System (ICS) culture across the IOC, from the establishment of a group ICS policy to the conduct of an improvement plan around the most critical business cycles
- Following the progress of the OpEx programme, the IOC's financial reporting control environment is appropriate and monitored for the organisation, which is the highest targeted maturity level for the IOC. This maturity level is well above the "standard" COSO requirement
- The IOC's Ethics and Compliance Office undertook a number of initiatives focused on education and information regarding the IOC's ethical principles

consistent analysis of the IFs' governance to be presented in 2017.

Given the continuing evolution of good governance practice, the IOC also asked the world-recognised International Institute for Management Development (IMD) to undertake research into good governance at the IOC. The IOC worked with experts from the IMD's Global Board Centre to compile the research. A status report will be presented to the IOC Session in July 2017.

IOC organisation

From a legal standpoint, the IOC is an international non-governmental non-profit organisation, of unlimited duration, in the form of an association with the status of a legal person, recognised by the Swiss Federal Council. According to the Olympic Charter, the IOC's mission is to promote Olympism across the world and lead the Olympic Movement, governed according to basic principles of good governance and high standard ethical rules.

Session

The IOC's main decisions (including choosing the host cities of the Olympic Games, the composition of the sports programme and electing new Members) are taken during Sessions – the IOC's general assemblies – which are held yearly and bring together all of the IOC Members. In addition to the annual ordinary Session, an Extraordinary Session may be convened at any time by the President or upon the written request of at least one-third of the Members.

Executive Board

The Executive Board has the general responsibility for the administration and management of the IOC's affairs. Created in 1921, the Executive Board is currently composed of the IOC President, four Vice-Presidents and ten other members – all elected by the Session by secret ballot, by a majority of votes cast, for a four-year term. Board members may serve no more than two consecutive terms, and must then wait two years before being re-eligible for election to the Board.

President

The President is the IOC's permanent representative and presides over all of its activities. He or she is elected by the Session during a secret ballot of IOC Members. The President's mandate is of eight years, renewable once for four years.





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Commissions

IOC commissions may be created for the purpose of advising the Session, the Executive Board or the President as the case may be. The President establishes permanent or other standing or ad hoc commissions and working groups whenever it appears necessary.

Ethics Commission

The IOC created the Ethics Commission in 1999 in order to safeguard the ethical principles of the Olympic Movement. These are set out in the Code of Ethics. This independent commission is made up of nine members, of whom the majority are not active IOC Members, but rather personalities selected from outside the Olympic Movement, including Supreme Court Justices and other personalities known for their independence of spirit, competencies and international reputations. This composition ensures the independence of the commission's recommendations.

The Ethics Commission has two functions:

1. It draws up and continuously updates the ethical principles, including in particular the Code of Ethics, as well as specific implementing provisions based on the values and principles enshrined in the Olympic Charter.
2. It conducts investigations into breaches of ethics submitted to it and, where necessary, makes recommendations for measures or sanctions to the IOC Executive Board and/or the IOC Session; these recommendations remain confidential until the IOC Executive Board makes a decision. Decisions taken are published on www.olympic.org/ethics.

In 2016, the Ethics Commission also decided to launch a review process parallel to the study by IMD in order to strengthen the commission's independence. The result of this analysis will be presented to the IOC Executive Board in mid-2017.

Audit Committee

The Audit Committee reports to the IOC Executive Board and the IOC President, and assists the Director General's Office in fulfilling its responsibilities in terms of risk management, financial reporting, compliance, control and governance.

The Audit Committee has the authority and responsibility to conduct any audit it deems necessary to perform, and other such duties that the Executive Board and/or the IOC President may assign to it.

The responsibilities of the Audit Committee are to:

- Monitor the integrity of the IOC's financial statements and ensure that the financial statements of the IOC and its subsidiaries are prepared in accordance with the International Financial Reporting Standards (IFRS) and comply with Swiss law and the Olympic Charter; monitor any other formal announcement relating to its financial condition; and review significant financial reporting judgements.
- Oversee the IOC internal control and risk management systems and report to the Executive Board on the types of risk to which the IOC is exposed; verify that effective business continuity plans are in place.
- Review compliance with policies, procedures and applicable regulations, including arrangements by which IOC staff and suppliers may, in confidence, raise concerns about possible improprieties in matters of ethics or financial reporting.
- Advise the Executive Board for the approval at the annual Session of the appointment, re-appointment or removal of the external auditor.
- Approve the appointment and removal of the Chief Internal Auditor and monitor the effectiveness of the internal audit function.

The Audit Committee is supported by the Chief Internal Auditor and oversees all IOC entities, including the Olympic Foundation for Culture and Heritage, the Olympic Foundation, Olympic Solidarity, IOC Television and Marketing Services, Olympic Broadcasting Services and Olympic Channel Services.

Finance Commission

The IOC Finance Commission advises the IOC Session, the IOC Executive Board and the President on matters relating to the IOC's financial management in order to safeguard continuity and strengthen the transparency and good governance of the IOC and the Olympic Movement.

The responsibilities of the Finance Commission are to:

- Review and pre-approve financial information in order to be able to provide advice and recommendations to the Session, the IOC Executive Board and the President with respect to making significant financial decisions.
- Provide advice and guidance to other commissions on financial matters.
- Ensure that the IOC and all its subsidiaries have an efficient and transparent budgeting and financial control process, and that the Financial Policies and Procedures approved by the IOC Executive Board are respected.
- Make recommendations to the IOC Executive Board on the strategy to be followed for the Olympic Movement financial investments, and monitor on a quarterly basis, through the Treasury Committee, that such strategy is followed or updated based on changing conditions in the financial markets.
- Perform a review of the completed financial statements before submission of these to the IOC Executive Board

and IOC Session for approval. The IOC Finance Commission is supported by the IOC Finance Department and oversees all IOC entities, including the Olympic Foundation for Culture and Heritage, the Olympic Foundation, Olympic Solidarity, IOC Television and Marketing Services, Olympic Broadcasting Services and Olympic Channel Services.

Scope and composition of the IOC Commissions

The review of the scope and composition of the IOC commissions was one of the 40 recommendations of Olympic Agenda 2020. Following initial reforms in 2015, it was announced in 2016 that additional changes to the IOC commissions had seen female representation rise to more than 33 per cent – a historic high.

There was also further growth in the numbers of members from Africa and Oceania as well as the different stakeholders of the Olympic Movement. In total, there were 449 commission members in 2016, up from 430 in 2015, of whom 150 were women. In reforms announced in 2015, the commissions can now also include representatives from the private sector and international organisations such as the UN.

Coordination Commissions in 2016

- Coordination Commission for the 2nd Winter Youth Olympic Games Lillehammer 2016
- Coordination Commission for the 3rd Summer Youth Olympic Games Buenos Aires 2018
- Coordination Commission for the 3rd Winter Youth Olympic Games Lausanne 2020
- Coordination Commission for the Games of the XXXI Olympiad Rio de Janeiro 2016
- Coordination Commission for the XXIII Olympic Winter Games PyeongChang 2018
- Coordination Commission for the Games of the XXXII Olympiad Tokyo 2020
- Coordination Commission for the XXIV Olympic Winter Games Beijing 2022

IOC commissions in 2016

- Athletes'
- Athletes' Entourage
- Audit Committee
- Communications
- Culture and Olympic Heritage
- Ethics
- Evaluation Commission for the Games of the XXXIII Olympiad
- Finance
- IOC Members Election
- Legal Affairs
- Marketing
- Medical and Scientific
- Olympic Channel
- Olympic Education
- Olympic Programme
- Olympic Solidarity
- Public Affairs and Social Development through Sport
- Sport and Active Society
- Sustainability and Legacy
- Women in Sport

IOC Risk and Assurance Governance Model

The IOC considers its risk and assurance system as a core element of its governance model. An effective risk and assurance governance model helps the IOC to reduce potential risks and to take advantage of opportunities, while also ensuring the fulfilment of its missions and objectives.

The IOC follows the internationally recognised “three lines of defence” model for risk management. See diagram on opposite page.

It distinguishes three groups with different roles and responsibilities:

- The first line of defence is the operational functions that own and manage risks. These are embedded in the IOC’s day-to-day activities. IOC departments ensure that risks are identified, reported, evaluated and responded to in a timely manner.
- The second line of defence is the managerial functions that help build and/or monitor the first line of defence controls. This serves as an oversight function within the IOC administration, ensuring that controls, framework,

policies and procedures are set up, aligned with the IOC’s objectives, and implemented throughout the administration.

- The third line of defence is the independent functions that provide assurance to the organisation’s governing bodies and to the Director General on how effectively the organisation assesses and manages its risks, including the manner in which the first and second lines of defence operate. The independence of these functions is critical to guarantee its objectivity.



Internal Control System

Complying with Swiss law, the IOC Internal Control System (ICS) is guided by the internationally-recognised Committee of Sponsoring Organisations of the Treadway Commission (COSO) framework, revised in 2013 as Internal Control – Integrated Framework, which covers control environment, risk management, control activities, information and communication and monitoring activities. The existence of the ICS is audited by the external auditor on a yearly basis.

Corporate Security

As part of IOC risk and assurance governance’s second line of defence, the Head of Corporate Security position was created in 2017. Corporate Security’s primary mission is to ensure that the IOC can continue its global activities in an ever more challenging environment, while ensuring the safety and security of its people and the integrity and availability of its assets and information. Corporate Security takes an intelligence-led approach to advise on and oversee the IOC’s various layers of protection. In recognition of the global increase in cyber-threats in recent years, the IOC is actively taking further steps to safeguard

the confidentiality, integrity and availability of critical information and systems, including through the recently established Digital and Technology Commission.

Governance structure

The third line of defence for IOC governance comes under the authority of the President, and the Ethics Commission and Audit Committee. It includes the Ethics and Compliance Office and audit functions; the external audit is also part of the governance structure.

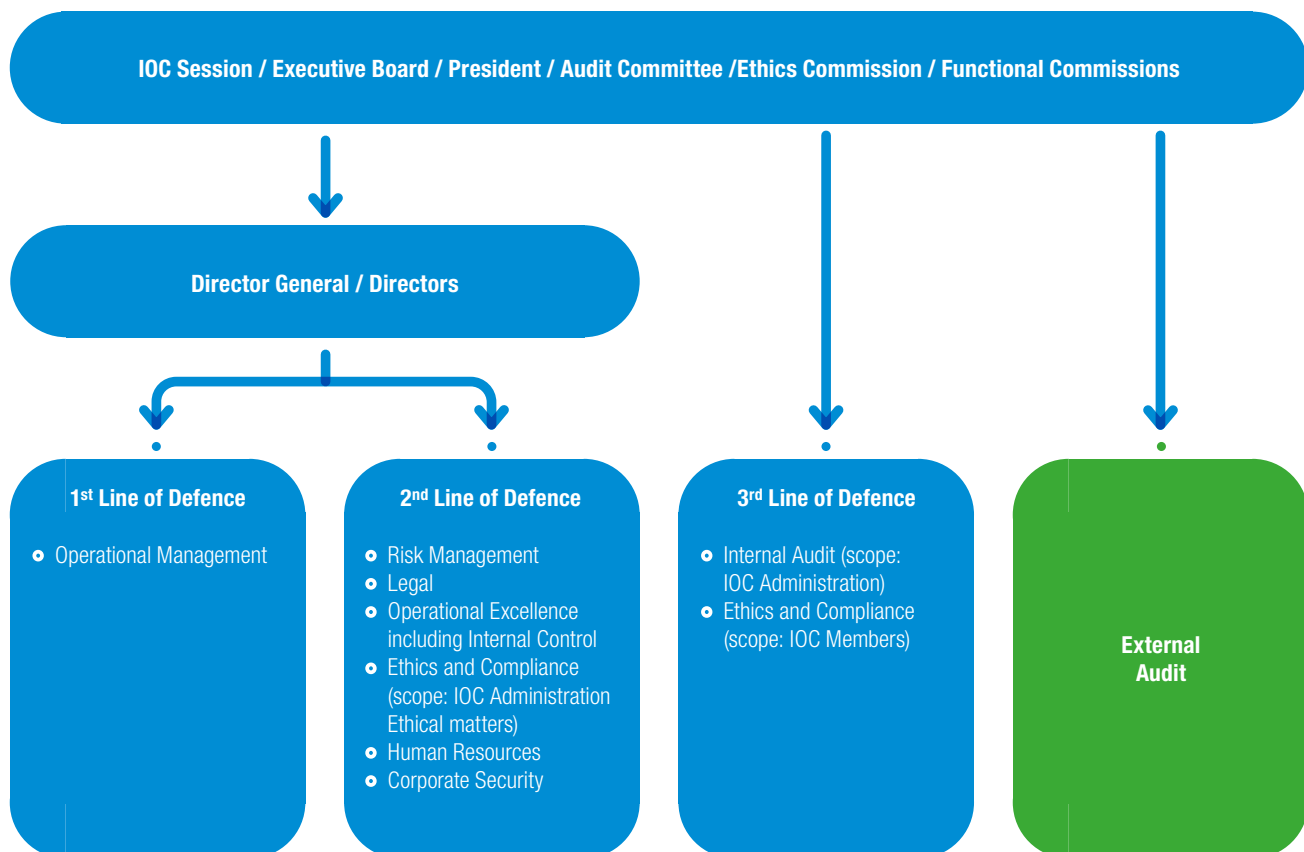
The Ethics and Compliance Office

The Ethics and Compliance Office was created in 2015 in line with one of the Olympic Agenda 2020 recommendations. The mission of the Ethics and Compliance Office is primarily one of prevention, through education and provision of information relating to ethical principles. It also has an advisory role for the whole Olympic Movement, in order to help achieve better application of the ethical principles and rules. In all cases, this advice remains confidential.

The second mission, in the event a failure to comply with the ethical principles is suspected, is to perform an initial compliance analysis and, in serious cases where the suspicion seems founded, to refer such cases to the Ethics Commission according to Rules of Procedure. These rules strengthen the transparency of the procedure and the right to due process of the people concerned.

In 2016, the Ethics and Compliance Office undertook several initiatives on

IOC RISK AND ASSURANCE GOVERNANCE MODEL



education and information regarding the IOC's ethical principles. These included reviewing and updating the staff regulations to strengthen existing formalities and include a robust code of conduct, based on the IOC Code of Ethics. An e-learning module on ethics and the code of conduct was also developed for all staff. In the event of concerns about possible unethical conduct, employees must alert the Ethics and Compliance Office via the dedicated "Mechanism of Transmission of Alerts".

As in previous years, dedicated ethics training was organised for IOC Members, while the 2016 Code of Ethics was widely disseminated throughout the year, including to all athletes at the Olympic Games Rio 2016, who received it in the App on their Samsung smartphone.

In May 2016, the Ethics and Compliance Officer took part in the anti-corruption summit in London, which adopted a "Global Declaration Against Corruption" and initiated closer working relationships with experts in preparation for the second edition of the International Forum for Sports Integrity (IFSI) – held in Lausanne

in February 2017 – in order to further support the Olympic Movement in its efforts to protect clean sport. In November 2016, Expert Groups were also organised in the build up to the IFSI in order to create a roadmap to guide the activities of all the Olympic Movement stakeholders and help protect the sports movement from the risk of corruption.

Internal Audit

Internal Audit is an independent and objective assurance and consulting function that is conducted by a philosophy of adding value and improving the operations of the IOC and all reporting entities. It is guided by the Institute of Internal Auditors' mandatory guidance including the Definition of Internal Auditing, and the International Standards for the Professional Practice of Internal Auditing. It assists the IOC in accomplishing its objectives by bringing a systematic and disciplined approach to evaluating and improving the effectiveness of the organisation's governance and risk management as well as its internal control processes.

The Chief Internal Auditor is appointed by and reports functionally to the Audit Committee, which regularly reviews the scope of Internal Audit, audit plans and results of the internal audits. Internal Audit covers the IOC administration as well as all reporting entities including the Olympic Foundation for Culture and Heritage, the Olympic Foundation, Olympic Solidarity, IOC Television and Marketing Services, OBS and OCS.

External Audit

The external auditor is responsible for providing an opinion on whether the combined financial statements comply with International Financial Reporting Standards (IFRS) and Swiss law and whether the separate statutory financial statements comply with Swiss law. The financial statements of the IOC are prepared according to IFRS, even though the IOC is not legally required to do so.

The external auditor conducts the audit in accordance with Swiss law and Swiss Auditing Standards as well as the International Standards on Auditing. Those standards require that the audit is planned and performed to obtain reasonable assurance whether the combined financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the combined financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the combined financial statements, whether due to fraud or error.





In making those risk assessments, the auditor considers the internal control system relevant to the entity's preparation and fair presentation of the combined financial statements in order to design audit procedures appropriate in the circumstances, but not for expressing an opinion on the effectiveness of the entity's internal control system. An audit includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made, as well as evaluating the overall presentation of the financial statements.

IOC administration

The IOC administration is placed under the responsibility of a Director General, who manages it under the President's authority, together with the assistance of the directors of various departments and programmes.

The main assignments of the administration include the following: preparation, implementation and follow-up of the decisions taken by the Session, the Executive Board and the President; preparation and follow-up of the work of all the commissions; and permanent liaison with the IFs, NOCs and OCOGs, including coordination of the preparations for all Olympic Games.

The IOC is based in Lausanne, Switzerland. At the end of 2016, it had 559 full-time equivalent employees.

IOC fiscal status

The IOC redistributes 90 per cent of its revenue to the wider sporting movement, helping athletes and sports organisations at all levels around the world and to promote the Olympic Movement worldwide. In this role of public interest organisation, the IOC, as well as the Olympic Foundation for Culture and Heritage, the Olympic Foundation, the Foundation for Universal Olympic Ethics and the International Olympic Truce Foundation, benefits from an income tax exemption pursuant to the agreement concluded with the Swiss

Federal Council on 1 November 2000. As service companies of the IOC, IOC TMS, OBS SA, OBS SL, OCS SA and OCS SL are subject to a tax ruling according to which they must recharge their operational costs with a mark-up.

The IOC, the Olympic Foundation for Culture and Heritage, IOC TMS, OBS SA and OCS SA are registered as Swiss VAT taxpayers. Certain entities among the "IOC Group" which are registered in Switzerland are subject to other taxes levied at federal, cantonal and/or communal level (e.g. entertainment tax, real estate tax, customs duties) and must also observe specific tax compliance requirements. IOC employees are subject to taxation under Swiss tax law and IOC staff are subject to all federal, cantonal and communal taxes.

Members

As stipulated by the Olympic Charter, IOC Members represent and promote the interests of the IOC and of the Olympic Movement in their countries and in the organisations of the Olympic Movement in which they serve.

Each year, the Members meet at the IOC Session to vote on important decisions related to the IOC and the Olympic Games, including the election of the host cities for the Games, changes to the Olympic Charter, and the election of new Members, the IOC Executive Board and the IOC President.







In 2016, the 129th IOC Session was held in Rio de Janeiro from 2-4 August.

On 31 December 2016, there were 98 Members, 39 Honorary Members and one Honour Member of the IOC. Jacques Rogge is the Honorary President of the IOC.

IOC Members on 31 December 2016

Name	Country	Sport/Discipline	Games participation	Olympic medallist
Mr Richard W. POUND, Q.C., Ad.E.	CAN	Swimming	1960	
Mr Franco CARRARO	ITA	Water skiing		
Mr Iván DIBÓS	PER	Rowing		
HE Mr Pál SCHMITT	HUN	Fencing	1968/72/76	
HSH the Princess Nora of LIECHTENSTEIN	LIE			
HSH the Sovereign Prince ALBERT II	MON	Bobsleigh	1988/92/94/98/02	
Ms Anita L. DEFRAITZ*	USA	Rowing	1976	
HRH the Princess ROYAL	GBR	Equestrian	1976	
Mr Ching-Kuo WU*	TPE	Basketball		
Mr Willi KALTSCHMITT LUJÁN*	GUA	Baseball		
Mr Richard L. CARRIÓN	PUR			
Mr Nat INDRAPANA	THA			
Mr Denis OSWALD	SUI	Rowing & ice hockey	1968/72/76	
Mr Thomas BACH*	GER	Fencing	1976	
Sheikh Ahmad Al-Fahad AL-SABAH	KUW			
Sir Craig REEDIE	GBR	Badminton		
Mr Mario PESCANTE	ITA	Athletics		
Mr Gerhard HEIBERG	NOR			
Sir Austin L. SEALY, KT.	BAR			
Dr Robin E. MITCHELL	FIJ	Athletics & hockey		
Mr Alex GILADY	ISR			
Mr Shamil TARPISCHEV	RUS	Tennis		
Mr Valeriy BORZOV	UKR	Athletics	1972/76	




*Executive Board Member

Name	Country	Sport/Discipline	Games participation	Olympic medallist
Dr René FASEL	SUI	Ice hockey		
Mr Sam RAMSAMY	RSA	Athletics		
Mr Patrick Joseph HICKEY* (**)	IRL	Judo		
Syed Shahid ALI	PAK	Polo		
Mr Ung CHANG	PRK	Basketball		
Mrs Gunilla LINDBERG*	SWE			
Mr Kun-Hee LEE	KOR			
Mr Guy DRUT	FRA	Athletics	1972/76	
Mrs Irena SZEWINSKA	POL	Athletics	1964/68/72/76/80	
HRH the Grand Duke of LUXEMBOURG	LUX			
General Mounir SABET	EGY	Shooting		
Ms Nawal EL MOUTAWAKEL	MAR	Athletics	1984	
Mr Ser Miang NG*	SIN	Sailing		
Mr Samih MOUDALLAL	SYR	Weightlifting		
Mr Gian-Franco KASPER*	SUI	Alpine skiing & cross-country skiing		
Mr Zaiqing YU*	CHN			
Mr Timothy Tsun Ting FOK	HKG			
Mr John COATES, AC*	AUS			
Mr ISSA HAYATOU	CMR	Athletics & basketball		
Mr Juan Antonio SAMARANCH*	ESP			
HH Amir Sheikh Tamim AL-THANI	QAT	Football & tennis		
Sir Philip CRAVEN, MBE	GBR	Wheelchair basketball & swimming		
HRH Prince Tunku IMRAN	MAS	Squash		
Mrs Nicole HOEVERTSZ	ARU	Synchronised swimming	1984	
Mrs Beatrice ALLEN	GAM			
Mr Patrick BAUMANN	SUI	Basketball		
Mr Sergey BUBKA*	UKR	Athletics	1988/92/96/00	
Dr Uğur ERDENER*	TUR	Basketball		
Mr Richard PETERKIN, CBE	LCA			
HRH Crown Prince Frederik of DENMARK	DEN			
Mr Habu GUMEL	NGR			
Ms Lydia NSEKERA	BDI			
HRH Prince Feisal AL HUSSEIN	JOR			
Mr Barry MAISTER, ONZM	NZL	Hockey	1968/72/76	
Mrs Marisol CASADO	ESP			
Mrs Yang YANG	CHN	Short track speed skating	1998/02/06	

*Executive Board Member **Temporarily self-suspended

Name	Country	Sport/Discipline	Games participation	Olympic medallist
Mrs Angela RUGGIERO*	USA	Ice hockey	1998/02/06/10	
Mr Adam L. PENGILLY	GBR	Skeleton	2006/10	
Mr José PERURENA	ESP	Canoe	1968	
Dr Gerardo WERTHEIN	ARG	Equestrian		
Mr Frank FREDERICKS	NAM	Athletics	1992/96/04	
Mrs Lingwei LI	CHN	Badminton		
Mr Tsunekazu TAKEDA	JPN	Equestrian	1972/76	
Baron Pierre-Olivier BECKERS-VIEUJANT	BEL			
Ms Aïcha GARAD ALI	DJI	Handball		
Ms Danka BARTEKOVA	SVK	Shooting	2008/12/16	
Mr James TOMKINS, OAM	AUS	Rowing	1988/92/96/00/04/08	
Ms Kirsty COVENTRY	ZIM	Swimming	2000/04/08/12/16	
Mr Tony ESTANGUET	FRA	Canoe	2000/04/08/12	
Mr Octavian MORARIU	ROU	Rugby		
Mr Bernard RAJZMAN	BRA	Volleyball	1976/1980/84	
Mrs Mikaela COJUANGCO JAWORSKI	PHI	Equestrian		
Mr Alexander ZHUKOV	RUS			
Mr Paul K. TERGAT	KEN	Athletics	1996/00/04	
Mr Lawrence F. PROBST III	USA			
Mrs Dagmawit Girmay BERHANE	ETH			
Mr Camiel EURLINGS	NED			
Mr Stefan HOLM	SWE	Athletics	2000/04/08	
Mr Poul-Erik HØYER	DEN	Badminton	1992/96/00	
Ms Hayley WICKENHEISER	CAN	Ice hockey & softball	1998/00/02/06/10/14	
Mr Mamadou D. NDIAYE	SEN	Tennis		
Mr Nenad LALOVIC	SRB			
Mrs Nita AMBANI	IND			
Mrs Sari ESSAYAH	FIN			
Mr Ivo FERRIANI	ITA			
Mr Luis Alberto MORENO	COL			
Ms Auvita RAPILLA	PNG	Netball		
Mr Anant SINGH	RSA			
Ms Tricia SMITH	CAN	Rowing	1976/84/88	
Mr Karl STOSS	AUT			
Ms Britta HEIDEMANN	GER	Fencing	2004/08/12	

*Executive Board Member

Name	Country	Sport/Discipline	Games participation	Olympic medallist
Mr Seung Min RYU	KOR	Table tennis	2000/04/08/12	
Mr Daniel GYURTA	HUN	Swimming	2004/08/12/16	
Mrs Yelena ISINBAEVA	RUS	Athletics	2000/04/08/12	
Ms Sarah WALKER	NZL	Cycling	2008/12	






Honorary President

Count Jacques ROGGE	BEL	Sailing	1968/72/76	
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Honour Member

Mr Henry KISSINGER	USA			
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Honorary Members on 31 December 2016

HRH the Grand Duke Jean de LUXEMBOURG	LUX			
HM King CONSTANTINE	GRE	Sailing	1960	
Mr Niels HOLST-SØRENSEN	DEN	Athletics	1948	
Mr Günther HEINZE	GER			
Mr Vladimir CERNUSAK	SVK			
Ms Flor ISAVA FONSECA	VEN	Equestrian	1956	
Mr Borislav STANKOVIC	SRB	Basketball		
HRH the Infanta Doña Pilar de BORBÓN	ESP			
Mr Shagdarjav MAGVAN	MGL			
Mr Hein VERBRUGGEN	NED			
Mr Mustapha LARFAOUI	ALG			
Mr Fernando F. Lima BELLO	POR	Sailing	1968/72	
Mr Tamás AJÁN	HUN			
Mr Walther TRÖGER	GER			
Ms Manuela DI CENTA	ITA	Cross-country skiing	1984/88/92/94/98	
Mr Kipchoge KEINO	KEN	Athletics	1964/68/72	
Mr Phillip Walter COLES, AM	AUS	Canoe	1960/64/68	
Mr Chiharu IGAYA	JPN	Alpine skiing	1952/56/60	
Mr Shun-ichiro OKANO	JPN	Football	1968	
Professor Arne LJUNGQVIST	SWE	Athletics	1952	
Mr Antun VRDOLJAK	CRO			
Intendent General Lassana PALENFO	CIV			
Mr Francisco J. ELIZALDE	PHI			

*Executive Board Member

Name	Country	Sport/Discipline	Games participation	Olympic medallist
Mr Carlos Arthur NUZMAN	BRA	Volleyball	1964	
HM King Willem-Alexander of the NETHERLANDS	NED			
Mr Richard Kevan GOSPER, AO	AUS	Athletics	1956/60	
Mr Jean-Claude KILLY	FRA	Alpine skiing	1964/1968	
Raja Randhir SINGH	IND	Shooting	1968/72/76/80/84	
HRH Prince Nawaf Bin Faisal Bin Fahad Bin ABDULAZIZ AL SAUD	KSA			
Mr Melitón SÁNCHEZ RIVAS	PAN			
Mr James L. EASTON	USA			
Mr Patrick S. CHAMUNDA	ZAM			
Dr Julio César MAGLIONE	URU	Swimming		
Mr Lambis V. NIKOLAOU	GRE			
Mr Vitaly SMIRNOV	RUS	Water polo		
Mr Olegario VÁZQUEZ RAÑA	MEX	Shooting	1964/68/72/76	
Mr Toni KHOURY	LIB			
Mr Ottavio CINQUANTA	ITA			
Mr Alexander POPOV	RUS	Swimming	1992/96/00/04	

*Executive Board Member

Major decisions of the 2016 IOC Session

The 129th IOC Session was held from 2-4 August 2016 in Rio de Janeiro, Brazil. The 129th IOC Session made several decisions on key policy issues and in areas under its authority, including:

- Welcoming the first-ever Refugee Olympic Team to the Olympic Games Rio 2016.
- Decided on the participation of Russian athletes in the Olympic Games Rio 2016 by establishing strict screening criteria for Russian athletes seeking to compete at the Games. The policy eliminated the presumption of innocence and instead required Russian athletes to prove that they have not violated anti-doping rules.
- Five new sports – baseball/softball,

karate, skateboard, sport climbing and surfing – were added to the sports programme for the Olympic Games Tokyo 2020.

- Recommendations made by the YOG Tripartite Working Group were unanimously approved.
- Juan Antonio Samaranch and Uğur Erdener were elected Vice-Presidents, replacing the outgoing Vice-Presidents Nawal El Moutawakel and Sir Craig Reedie.
- Five new and returning Members were named to the Executive Board: Gian Franco Kasper, Angela Ruggiero, Sergey Bubka, Ser Miang Ng, and Willi Kaltschmitt Luján.
- Following a proposal from the Executive Board, eight new IOC Members were elected: Nita Ambani, Sari Essayah, Ivo Ferriani, Luis Moreno,

Auvita Rapilla, Anant Singh, Tricia Smith and Karl Stoss.

- Seventeen Members were re-elected en bloc: Anita DeFrantz, HRH The Princess Royal, Richard Carrión, Nat Indrapana, Denis Oswald, IOC President Thomas Bach, Mario Pescante, Gerhard Heiberg, Robin Mitchell, Alex Gilady, Sam Ramsamy, Ung Chang, Guy Drut, Samih Moudallal, Zaiqing Yu, Sergey Bubka, and Uğur Erdener.
- Five athletes were elected as IOC Members following the Athletes' Commission elections: Britta Heidemann, Seung Min Ryu, Daniel Gyurta, Yelena Isinbaeva, and Sarah Walker.
- Six long-standing IOC Members whose mandates were due to end in 2016 were elected as IOC Honorary

Members: Ottavio Cinquanta, Timothy Tsun Ting Fok, Issa Hayatou, Toni Khoury, Mounir Sabet and Alexander Popov.

- Three IOC Honorary Members were awarded the Olympic Order: Ottavio Cinquanta, Patrick Chamunda and Julio César Maglione.

“The sports world has so much power because it draws on the emotion, the excitement [...] and on all the hopes and aspirations of people.”

Nobel laureate **Professor Muhammad Yunus**

Nobel laureate Professor Muhammad Yunus delivered the keynote speech of the 129th IOC Session, addressing the need for social business and youth entrepreneurship, and how the Olympic Movement has a unique power to promote and energise this “spirit” among young people and host cities.

In his speech, Professor Yunus applauded the IOC for its capacity to draw the attention of millions of people on the planet to sport in a way that very few others can, and reiterated how sport has a unique ability to capture the minds of young people and open up their imaginations, helping them develop independence, self-confidence, overcome odds and also to make the impossible possible – which are all key attributes for entrepreneurship.

Members’ indemnity

Olympic Agenda 2020 emphasises the importance of good governance, specifically as it is linked to the autonomy of sports organisations.

Among the Basic Principles of Good Governance for Sports Organisations,

transparency is one of the most important and it is the IOC’s responsibility to implement within its own governance, as provided by recommendation 29 “Increase transparency”. One of these domains is the indemnity policy with regard to the IOC Members. In light of this, the IOC has agreed to publish the indemnity policy for IOC Members and the IOC President.

This policy is in line with the legal status of the IOC as a not-for-profit organisation and the whole spirit of the Olympic Charter. The IOC Members including the IOC President are volunteers.

Upon request by the IOC Members (following a simple process), some of the personal administrative expenses related to the execution of their respective functions within the IOC are compensated by fixed amounts. This amount varies in relation to the various functions.

The indemnity policy for the IOC Members and the IOC President are as follows:

IOC Members and IOC Honorary Members

- Annual administrative support: USD 7,000
- Daily indemnity for the IOC Members for all types of meetings, including commissions, Sessions and Olympic Games (to cover the time of travel, the days before and after the meetings are compensated): USD 450
- Daily indemnity for IOC commission chairs for their own commission meetings (to cover the time of travel, the days before and after the meetings are compensated): USD 2 x 450
- Daily indemnity for IOC Executive Board Members for Executive Board meetings (to cover the time of travel, the days before and after the meetings are compensated): USD 2 x 450

The respective indemnities can be allocated by the IOC President when he requests an IOC Member for a special mission.

IOC President

Like all IOC Members, the President is a volunteer. Therefore the IOC has and is applying the principle that on the one hand the President should not financially benefit from his position, and on the other hand he should not have to finance activities related to his function from his personal savings.

In line with this principle, and in order to increase transparency following the recommendations of Olympic Agenda 2020, the IOC Ethics Commission proposed, becoming effective as of 1 January 2015, that:

- The IOC President will be treated in the same way and entitled to the same indemnity as the IOC Executive Board Members during the meetings of the Executive Board and as any Executive Board Member during the Olympic Games.
- According to the obligations and rights attributed to him in the Olympic Charter, the IOC President has the function of an Executive President. Therefore, the President is on mission for the IOC 365 days a year. In line with past practices and like all the other IOC Members, the IOC President receives an indemnity to partially cover his expenses.
- The President receives neither the fixed annual support nor the daily indemnity related to all commission meetings or other missions that he is entitled to as an IOC Member.
- Instead of this, to cover some of the President’s personal costs related to the execution of his function, the Ethics Commission decided a single annual fixed amount linked to inflation of €225,000 as indemnity.

Promoting Olympism Worldwide

"The mission of the IOC is to promote Olympism throughout the world."

Olympic Charter

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Ensuring the Celebration of the Olympic Games

Olympic Games Rio 2016

Over the course of 17 days, the Olympic Games Rio 2016 provided the stage for record-breaking performances, great emotions and inspiring sportsmanship

that typified the magic of the Olympic Games. But Rio 2016 was also a success away from the field of play, with greater global visibility and awareness than ever before and setting new standards for legacy planning.



“These were marvellous Olympic Games in the Marvellous City.”

Thomas Bach, IOC President

RIO 2016 IN NUMBERS



11,000+

More than 11,000 athletes competed at Rio 2016



10

Athletes from the first Refugee Olympic Team



514

Athletes who previously competed in the YOG



28

Sports were contested across 306 medal events



50%

Of the world's population watched Rio 2016 coverage



7bn+

Video views of official content on social media platforms

Sporting highlights

Rio 2016 witnessed some truly stunning performances by athletes, with Olympic legends confirming their position in the pantheon of sporting greats and new stars shining brightly.

Golf and rugby also made successful returns to the Games, with golf crowning its first Olympic champions in 112 years and rugby sevens making a thrilling debut – 92 years after the 15-a-side game last appeared on the Olympic programme.

Among the highlights on the field of play were the performances of icons Michael Phelps and Usain Bolt, with Phelps cementing his position as the most decorated Olympic athlete of all time by adding five more gold medals and one silver to his collection, and Bolt securing his own place in Olympic folklore by winning multiple sprint golds for a third successive Games.

“There is something magical behind these Games. They will stay with me for the rest of my life.”

Bruno Schmidt, Brazil, beach volleyball gold medalist

Japanese wrestler Kaori Icho also etched her name into the history books by becoming the first woman to win an individual gold medal in four straight Olympic Games in any sport, while USA shooter Kim Rhode made it six medals in six Games with a bronze in the skeet. New stars emerged too, with 19-year-old gymnast Simone Biles stunning the



world with her four gold medal-winning performances, and swimmer Katie Ledecky making waves in the pool with four golds of her own, including world records in the 400m and 800m freestyle.

Over at the Lagoa Stadium, it was Hungarian canoe athlete Danuta Kozak who took the plaudits, sweeping the K1 500m, K2 500m and K4 500m events to take her collection of Olympic gold medals to five.

The host nation also had plenty of reasons to celebrate, winning memorable gold medals in men's football and volleyball after judoka Rafaela da Silva, who grew up in Rio's "City of God" favela, had provided the inspiration by winning Brazil's first gold of the Games.

The participation of the first-ever Refugee Olympic Team also helped send a message of hope and inclusion to the millions of refugees around the world, joining the more than 11,000 athletes from 205 NOCs, and one team of Independent Olympic Athletes,

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AT A GLANCE

- Rio 2016 marked the first Olympic Games to be held in South America with a spectacular festival of sport that enjoyed success both on and off the field of play
- Lillehammer 2016 brought together over 1,000 of the best young winter athletes to compete, learn and share
- The benefits of reforms to the Olympic Games Candidature Procedure continue to be enjoyed, with the IOC engaging in greater dialogue with Candidate Cities

to compete in Rio, with Kosovo and South Sudan also sending athletes to the Games for the first time.

By the time the Olympic flame had been extinguished, 87 of those NOCs had won medals, with Bahrain, Puerto Rico, Singapore, Vietnam, Tajikistan and Cote d'Ivoire all celebrating their first gold medals, and Fiji, Jordan and Kosovo winning their first Olympic medals of any colour.

Among those taking part in Rio were also 514 athletes who had first competed in either the Singapore 2010 or Nanjing 2014 Youth Olympic Games (YOG). Their participation further demonstrated the YOG's role as a springboard to the Olympic Games for a growing number of talented young athletes. Overall, these athletes won 80 medals, with nine of them also being chosen to carry the flag of their respective NOC in the Rio 2016 Opening Ceremony.

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"I already miss the beauty of Rio and the friendliness of its people. Thank you Rio for hosting the Games and for making us feel so welcomed."

Michael Phelps, USA, 23-time Olympic gold medallist

"The Brazil crowd has been great. The energy they brought was just ridiculous. I want to thank them for that."

Usain Bolt, Jamaica, multiple Olympic gold medallist



Ticketing

The Olympic Games Rio 2016 ticketing programme was designed to allow as many people as possible to enjoy the Olympic Games experience, with more than half of the tickets available for R\$70 or less, and the cheapest tickets costing just R\$40. A number of reduced price tickets were also available to senior citizens, students and people with a disability or reduced mobility.

In total, the Rio 2016 Organising Committee sold more than 6.1 million tickets for the Games, raising R\$1.234 billion for the Rio 2016 operating budget and highlighting the desire of Olympic fans to watch the world's greatest athletes in person.

Olympic Torch Relay

To help build excitement ahead of the Olympic Games Rio 2016, the whole of Brazil was given the opportunity to celebrate the journey of the Olympic flame as part of the Olympic Torch Relay, which started in the federal capital Brasilia on 3 May.

Before it reached the Rio 2016 Opening Ceremony on 5 August, the Olympic flame had been carried by some 12,000 torchbearers and passed through every state in Brazil, reaching an estimated 90 per cent of the country's population.

Awareness and appeal

The Olympic Games Rio 2016 were the most consumed Olympic Games ever, taking into consideration broadcast coverage viewed on television and digital platforms, as well as engagement on social media (for more information, see Olympic Broadcasting section).

Independent research commissioned by the IOC around Rio 2016 also showed

that the awareness and appeal of the Olympic Games remains the highest among all the measured multi-sports and entertainment events surveyed, with a 93 per cent awareness level and an appeal rating of 7.4 out of 10.

In addition, the association of the Olympic Games with terms including the Olympic values of "excellence", "friendship", "respect", as well as "diversity", "inspirational", "unity", "universal" and "youthful", has increased since the Olympic Games London 2012.

Moreover, 82 per cent of spectators surveyed during the Olympic Games Rio 2016 said that their experience was better than expected and rated their enjoyment as 9.5 out of 10.

"Rio after the Olympic Games is a different, much more developed and improved city than before the Olympic Games."

Carlos Nuzman, President, Rio 2016 Organising Committee

Sustainability

Sustainability was a key part of Rio 2016, with the Organising Committee working at every level – local, national and international – to ensure that sustainability standards were fully incorporated in the planning and delivery of the Games and beyond. This led to the Rio 2016 sustainability programme receiving ISO 20121 certification, after a third-party audit confirmed that the sustainability plan for the Games followed international best practices and had been fully implemented.

Among the initiatives linked to the Games were a carbon management programme that achieved 2.2 million tonnes of carbon offset, which was an unprecedented

accomplishment in Games history.

In partnership with the FSC, MSC and ASC, Rio 2016 also engaged and trained suppliers in obtaining timber, fish and seafood certifications, while during the Games approximately 1,100 tonnes of waste were recycled.

In addition, 44 hectares of new native vegetation were restored at the Olympic Golf Course, along with 7.3 hectares of natural vegetation in the Olympic Park, while the Deodoro X-Park venue includes 49 hectares of leisure and green spaces that will benefit up to 1.14 million people.

The city's sanitation infrastructure was also improved ahead of the Games, along with the establishment of a new waste treatment centre with capacity to treat 9,000 tonnes of waste per day. Ten new wastewater treatment stations and 2,100km of collection systems were also established in the west of Rio.

A new Rio: The Games legacy

Rio 2016 set new standards for legacy planning with a number of projects already providing a positive impact for the city and its residents, and independent research commissioned by the IOC revealing that the majority of respondents interviewed – in Brazil and internationally – believed that a positive legacy would be left in the host city and country.

Among the legacy highlights are increased access to high-quality public transport for citizens, which grew from 18 per cent in 2009 to 63 per cent at the end of 2016 thanks to new transportation links that were inaugurated, including the new Bus Rapid Transit (BRT) lines, the VLT tram and Metro Line 4.

In addition, the city's international airport was modernised ahead of the Games. The historic Porto Maravilha area has also been revitalised, creating a new vibrant

part of the city for residents to enjoy, while many of the Olympic venues are being repurposed for other uses. This includes six of the venues in the Olympic Park forming the nucleus of Brazil's first Olympic Training Centre, the handball venue being converted into four schools and the canoe slalom venue becoming a public swimming pool.

Among the greatest legacies of the Olympic Games was Transforma, Rio 2016's education programme, which sought to expand the sports offered in schools and promote the Olympic values of excellence, respect and friendship, and was rolled out to eight million young students, almost 16,000 schools and 3,032 town and cities.

In addition, the Games left an important social legacy – not just for the people of Rio de Janeiro, but further afield in Brazil, South America and internationally. This included a new passion for volunteerism, with more than 240,000 people applying to become volunteers at the Games, and training sessions that were offered to local communities involved in Games preparations, providing them with skills that they will be able to use in their daily lives after the Games.

Tourism boost

According to the Brazilian Ministry of Tourism, the Olympic Games Rio 2016 helped the country to achieve record tourism figures in 2016. Over the course of the year, Brazil welcomed 6.6 million foreign tourists, representing a 4.8 per cent increase on 2015. In terms of revenue generated by tourism in 2016, the total was USD 6.2 billion, an increase of 6.2 per cent on the previous year.

In total, 1.2 million visitors were in Rio during the Games – including 410,000 from overseas – with occupation of the city's hotel network reaching 94 per cent.

Ahead of the Games, 70 new hotels and residences were also opened in Rio and the city invested BRL 5 billion into its tourism industry, with the improved capacity and quality of accommodation boosting visitor numbers to Rio's other major events, such as Carnival.

Winter Youth Olympic Games Lillehammer 2016

From 12 to 21 February 2016, the Winter Youth Olympic Games (YOG) Lillehammer 2016 brought together more than 1,000 of the world's finest young winter athletes from 71 NOCs.

Over those 10 days, they displayed their talents on the field of play and expanded their horizons through the YOG's Learn & Share activities, while local youngsters were inspired and entertained by the extensive Sjoggfest cultural programme and the many activities that were on offer throughout the town.

As with previous editions of the YOG, Lillehammer 2016 proved to be an incubator for innovative ideas and events, with a number of new and exciting disciplines making their Olympic debuts. These included the single-seat monobob event in place of the two-person bobsleigh, a mixed NOC speed skating team sprint which brought together athletes from different countries, and a Nordic team event that mixed genders and included athletes from the ski jumping, cross-country skiing and Nordic combined disciplines.

There was also a mixed biathlon relay, with teams featuring one male and one female from the same NOC, as well as the team ski-snowboard cross event, which saw snowboarders and skiers join forces in a relay, and the cross-country cross free event, which saw competitors racing on a course that included several technical aspects such as jumps, slalom gates and turns.



“I got better as a player and as a person because of this experience. I got to meet athletes from other countries and learn about their sports. I had so many great experiences. This is a great event.”

Jimi Uusitalo, Finland, ice hockey

The chance to watch tomorrow's champions competing in these and every other discipline attracted 97,000 fans to the sporting events, with a further 98,000 enjoying the wide range of cultural events on offer, and 13,000 attending the Opening Ceremony.

Among the sporting highlights were the performances on the slopes of the USA's River Radamus and Switzerland's Aline Daniioth, who dominated the men's and women's Alpine skiing events respectively. Radamus claimed three gold medals, while Daniioth was one of just two athletes to win four medals, including golds in the combined and slalom and bronzes in the super-G and giant slalom.

The Republic of Korea's Magnus Kim also starred on the cross-country course – winning gold in the men's 10km freestyle and the new cross-country cross event,

as well as silver in the classic sprint. Norway's Marthe Krakstad Johansen and Sivert Guttorm Bakken were similarly dominant in biathlon. Bakken won gold in the men's 10km pursuit and silver in the 7.5km sprint before teaming up with Johansen, Fredrik Qvist Bucher-Johannessen and Marit Oeygard to win the mixed relay. Johansen, meanwhile, finished the Games with four medals, including gold in the mixed relay and silvers in the 6km sprint, 7.5km pursuit and single mixed relay.

The Republic of Korea shone in the speed skating events, with Kim Min-seok winning both the men's mass start and the 1,500m, and Park Ji-woo repeating the same double in the women's events. It was the USA, meanwhile, that starred in snowboarding, with Jake Pate and Chloe Kim each winning both the halfpipe and slopestyle events.

“The Learn & Share activities have definitely been my favourite part of the YOG. There's always something to do and it's been really good.”

Mollie Fernandez, Australia, who finished fourth in the snowboard cross

Learn & Share activities

When they weren't competing or training, the young athletes at Lillehammer 2016 were able to take part in a variety of fun and engaging educational activities as part of the innovative Compete, Learn & Share experience.

This fundamental element of the YOG experience aimed to equip the young athletes with valuable life skills, while also promoting the Olympic values and highlighting real world issues, enabling them to become champions both on and off the field of play.

The Lillehammer 2016 Learn & Share experience featured 25 activities that covered everything from healthy eating and injury prevention to fair play, sustainability and humanitarian issues.

The activities ranged from obstacle courses, interactive games and media training, to cooking workshops, performance clinics and excursions to the Norwegian Olympic Museum and a local ski factory.

Among the most popular activities were the regular “Chat with Champions” events, which saw 15 current and retired Olympians – who had travelled to

067

LILLEHAMMER 2016 IN NUMBERS



71

NOCs sent athletes to compete at Lillehammer 2016



7

NOCs sent athletes to the Winter YOG for the first time



70

Medal events were held during the Winter YOG



28

NOCs won medals in Lillehammer during the Winter YOG



34

Average age of Organising Committee staff



57%

Of the 3,268 volunteers were aged under 30

Lillehammer as Athlete Role Models (ARMs) – offer their advice to young athletes during informal question-and-answer sessions. The ARMs included the likes of four-time Olympic short track champion Chun Lee-kyung, double Olympic biathlon champion Tora Berger and triple Olympic Nordic combined champion Felix Gottwald.

Athletes were also able to win prizes, ranging from bags and sunglasses to mini mono-skis, by recording their participation in the activities with their Yoggers – the small contactless devices that also allowed them to access additional content about the activities and to exchange contact details with other athletes they met during the Games. In addition, the Yogger allows the IOC to continue to connect with the athletes following their YOG experience, including by regular email newsletters.

Young Ambassadors

Central to the success of the Learn & Share were 39 Young Ambassadors (YAs) – including Olympians, Young Olympians, sports coaches, students and young professionals, all aged between 20 and 28. The YAs helped the young athletes get the most out of their YOG experience by encouraging them to interact with athletes from different sports and backgrounds while taking part in each of the Learn & Share activities.

Sjoggfest Cultural Festival

Throughout Lillehammer 2016, the Sjoggfest cultural festival brought together some of Norway's leading young creative talent for an extensive programme of free, daily events covering music, film and the arts, as well as inspirational talks and fun activities.

Named after the Games mascot, Sjogg, the festival was the largest-ever held in Lillehammer, offering 300 events including 130 concerts, with almost every performer aged under 30.

The concerts featured a variety of artists – including up-and-coming young talents and internationally-renowned acts – and were held in unique venues throughout downtown Lillehammer, including a former industrial factory, an indoor climbing centre and even a purpose-built ice igloo.

Sjoggfest also featured an outdoor cinema showing movies and documentaries about people enjoying an active lifestyle, sport-inspired art exhibitions, and a series of inspirational talks by Norwegian and international speakers who have travelled the world and accomplished amazing things.

In addition, visitors to the festival were given the opportunity to get active and try out fun and exciting sports themselves, including ice climbing, bandy, parkour and telemark skiing, while they could also take a tour of Lillehammer on a kicksled or jump on a toboggan to play human bowling.

All the events were free and open for anyone to enjoy during the Games.

Try the Sport

Through Lillehammer 2016's "Try the Sport" programme, young supporters at the YOG were given the opportunity to have a go at all 15 Winter Olympic disciplines when visiting the venues, with 20,000 fans having taken part by the end of the Games.

The free sessions – which were open to both beginners and more advanced athletes – gave kids aged from six to 15 the chance to either learn the basic skills



of the sport or receive expert tuition from qualified coaches.

Several famous athletes were also on-hand to lead the training sessions, including four-time Olympic Alpine skiing gold medallist Kjetil André Aamodt, Olympic skeleton champion Maya Pedersen, 2002 Olympic curling gold medallist Pål Trulsen, Olympic cross-country skiing champion Maiken Caspersen Falla and double Olympic biathlon champion Tora Berger.

“I think it’s very good to introduce kids to all these different sports. They won’t know if they like a sport if they’ve never had a chance to try it. It’s important to also try lots of different sports when you’re young, and then as you get older you’ll have a better idea of what you want to do. I was 18 years old before I knew I wanted to be a biathlete!”

Tora Berger, Norway, two-time Olympic gold medallist in biathlon

Dream Days

Thousands of local schoolchildren were given the opportunity to join in the fun of Lillehammer 2016 through the “Dream Day” initiative. Throughout the week of 15-19 February, a total of 20,000 schoolchildren from the Oppland and Hedmark regions travelled with their teachers to different YOG venues.

Once there, they had the opportunity both to see and try various sports, as well as cheer on young athletes at a medal ceremony. After leaving the venues, the students were able to visit various museums, exhibitions and lectures, while also participating in some of the unique

Learn & Share and Sjogfest activities that were on offer during the YOG.

At the end of each day, the students gathered at the Sjogg Tent near the Stampesletta ice venues to enjoy an exclusive music concert, before being transported back to their schools.

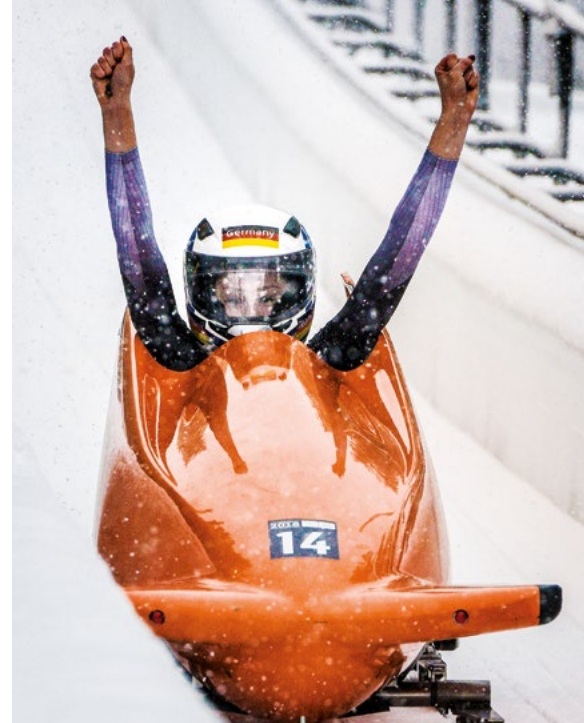
The main focus of the “Dream Day” was to inspire local youth by integrating sporting, cultural and educational activities, with each of the participating schools learning about the Olympic values as part of classroom projects in the build-up to the YOG.

Legacy

While Lillehammer 2016 benefited greatly from the legacies of the Olympic Winter Games Lillehammer 1994, through venues and other infrastructure, the YOG also created additional legacies for the host city and Norway as a whole.

All the 1994 venues were repurposed and are now in shape for the next 20 years of high-level training and competition for Norwegian and international youth. A new snow production infrastructure at Hafjell, new freestyle venue and updated ski jump profile at the iconic Lysgårdsbakken will all benefit future generations, while the construction of the Youth Olympic Village – which was supported by a contribution of NOK 108 million from the IOC – is now providing accommodation for 360 students.

A surplus of NOK 20 million from the Games has also been announced by the Norwegian Olympic Committee (NIF), consisting of profit and the state guarantee, all of which will go back into the national sports system. In addition, NOK 6 million of the surplus has been pledged to the new Lillehammer Legacy Centre, which is a place where young people can come to be educated and



train for their future careers in sport. The IOC also contributed an extra NOK 1 million to the centre. Finally, NOK 11 million from the Games surplus will go to a youth volunteer fund; NOK 2 million to healthy eating workshops; and the remaining NOK 1 million will support a biennial youth games and a youth volunteer conference.

Perhaps the most significant legacy of Lillehammer 2016, however, is an increase in youth and sport expertise and enthusiasm, with the Norwegian NOC embedding the Lillehammer 2016 YOG within its national 10-year youth and sport strategy.

A Young Leader programme with 200 young sports enthusiasts and volunteers from all corners of Norway was launched two years before the Games with regular training and engagement opportunities. All those 15 to 18-year-old boys and girls then played a critical role at Games time as volunteers and now hold key positions as volunteers, coaches, and leaders across all sports and federations in Norway. Other significant and impactful initiatives took place in local schools, engaging and empowering young people in a multitude of roles and contributions to the Games.

Shaping the future of the YOG

As part of Olympic Agenda 2020, the YOG Tripartite Working Group was created in March 2016 to review the positioning of the YOG, and had a wide-ranging debate about potential improvements and adjustments of its overall format.

This Working Group was led by Uğur Erdener, an IOC Executive Board Member, and was made up of high-ranking experts from the IOC, YOG organising committees, IFs and NOCs, including athletes' representatives and TOP sponsors.

During the 129th IOC Session in Rio de Janeiro, recommendations made by the YOG Tripartite Working Group were presented and then validated unanimously by the IOC Session.

These new recommendations will be the next step in the development of the YOG and included the following five strategic goals:

- **Increase participation and level of competition**
Place a stronger focus on high-level competition, while retaining the important elements of learning and sharing, to help keep more young people in competitive sport.
- **Bring the YOG to cities that cannot organise the Olympic Games**
Make the YOG more accessible and affordable for small- and medium-sized cities by replacing the current Candidature Process with a competitive dialogue approach.
- **Expand the reach and impact of the YOG**
With the active participation of IFs, NOCs and other Olympic Movement stakeholders, create a network of similar events with common objectives to let many more young people experience the YOG effect first-hand in other settings.

- **Leverage digital platforms to extend the YOG experience**

Use digital technology and the Olympic Channel to expand the Compete, Learn & Share experience beyond the global YOG or organised events in the YOG network.

- **Enhance the YOG's role as incubator for innovation**

Encourage innovation by using the YOG as a platform to test and validate new sport formats and other youth-focused initiatives, to transform innovative concepts into practical, shareable and ongoing programmes.

These five recommendations will be implemented in consultation with all relevant stakeholders.

The Candidature Process

Since its approval in December 2014, Olympic Agenda 2020 has had a profound impact on the Olympic Games Candidature Process, with several reforms being introduced to offer greater flexibility to Candidate Cities, further encouraging them to create projects that focus on sustainability and legacy, enabling them to propose Games projects that best match their long-term development plans. The new two-year process also focuses on cost-savings, with the IOC now covering costs formerly paid by the Candidate Cities.

Throughout 2016, the positive effects of these reforms were noted during the Candidature Process for the Olympic Games 2024 – the first to fully benefit from Olympic Agenda 2020.

Candidature Process for the Olympic Games 2024

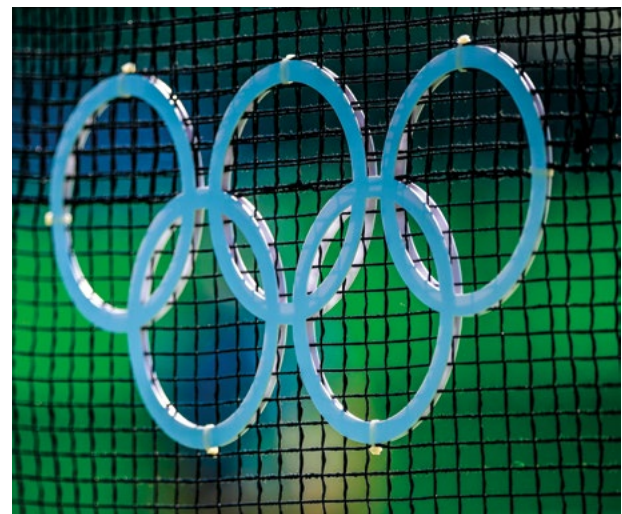
The Candidature Process for the Olympic Games 2024 was designed to ensure that each city could put forward its best value proposition based on alignment

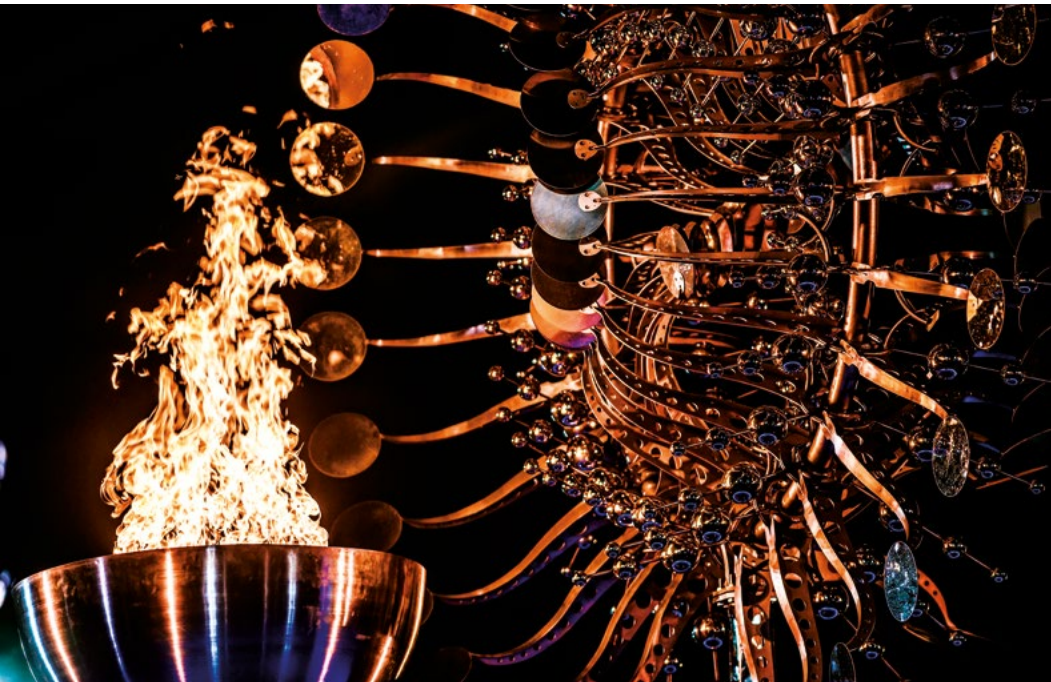
with the city's and region's long-term development plans, with a vision based on sustainability and legacy.

Activities in 2016 were focused on facilitating an open and extensive dialogue between the IOC, IFs and the Candidate Cities, with an increased number of services being provided by the IOC.

Having held workshops with each Candidate City in November 2015, which focused on Vision, Games Concept and Strategy, the IOC received part one of their Candidature Files in February 2016. These were then analysed by an IOC-appointed 2024 Evaluation Commission Working Group, which reported to the IOC Executive Board in June 2016.

Following the strengthening of the role of the IFs in the Candidature Process – as a result of Olympic Agenda 2020 – the IFs also assisted in the review of the Games concepts and venue master plans. The Working Group then provided feedback to the cities via videoconference, enabling them to review and adapt their candidatures if necessary.





In April 2016, the IOC also held a two-day workshop with the Candidate Cities, dedicated to the Olympic Village, the International Broadcast Centre (IBC) and the Main Press Centre (MPC). Further workshops were held in July 2016, focused on Governance, Legal and Venue funding, and in November 2016, dedicated to Games Delivery, Experience and Venue Legacy. Each of the sessions enabled the cities to fully address any relevant points, and had a particular emphasis on learnings from recent Olympic Games.

Following the July workshops, each of the Candidate Cities submitted part two of their Candidature Files – Governance, Legal and Venue Funding – to the IOC in October 2016. Once again, these were reviewed by the 2024 Evaluation Commission Working Group, which provided feedback to the cities via videoconference following an update to the Executive Board.

“It is impressive to see how [the 2024 Candidate Cities] have incorporated the Olympic project into the long-term development plans of their city, region and country.”

Thomas Bach, IOC President

In addition to the workshops with the IOC and feedback from the Working Group, other learning opportunities were also offered to the Candidate Cities during 2016. These included an Observer Programme at the Olympic Games Rio 2016, which gave representatives from each city the chance to gain real-life Games-time experience, as well as the Official Debrief of the Olympic Games Rio 2016, held in Tokyo in November

2016, where the cities were further able to learn first-hand from Games organisers and stakeholders.

This ongoing collaboration between the IOC, IFs and the Candidate Cities allows the IOC to provide the best possible services and assistance in the lead-up to the election of the host city in September 2017, and enables the Candidate Cities to put forward their best value proposition, which fits with the long-term development of their city and region, making the most of the unique opportunity offered by hosting the Olympic Games 2024.

Candidature Process for the Olympic Winter Games 2026

During 2016, the IOC maintained an ongoing dialogue with NOCs and cities interested in submitting a candidature for the Olympic Winter Games 2026, as it continued to develop the Invitation Phase for these Games.

Building on the successful implementation of Olympic Agenda 2020, the IOC also began implementing a series of recommendations – approved during the IOC Session in Rio – that will give Olympic Winter Games candidate and host cities more flexibility to design Games that advance their sustainability and legacy goals.

The changes, developed by the 26-member Olympic Winter Games Strategic Review Working Group with input from a wide range of other winter Games stakeholders, include a specific recommendation to tailor the Candidature Process to reflect the specific nature and character of the Olympic Winter Games, and provide more flexibility and support to prospective hosts.

It is expected that all the recommendations will be fully implemented by the start of the 2026 Candidature Process.

Placing Athletes at the Heart of the Olympic Movement

In line with Olympic Agenda 2020 recommendations, the IOC strives to keep athletes at the heart of the Olympic Movement while also strengthening its support to clean athletes.

The adoption of Olympic Agenda 2020 has reinforced the IOC's commitment to athletes by underlining the need to place them at the heart of all its activities.

In 2016, this saw the IOC increasing its engagement with athletes through its athlete programmes, which aim to inform athletes about important topics related to their career on and off the field of play through initiatives such as the Athlete Career Programme (ACP) and the Athlete Learning Gateway (ALG). In 2016, this also included a new Athlete Engagement Strategy, which was most visible during the Olympic Games Rio 2016, and the launch of the Olympic Athletes' Hub digital platform.

"The athletes are at the heart of the Olympic Games. Their voice is very important in the IOC."

Thomas Bach, IOC President

In addition, the IOC continued its efforts to support and protect clean athletes through a variety of initiatives in 2016, including new measures to safeguard athletes from harassment and abuse in sport and continued efforts to lead the fight against doping and against all forms of manipulation of sports competitions.

Moving forward, the IOC will continue to engage with athletes directly in an

integrated manner, so that athletes have all the necessary information to be protected and supported by the IOC on and off the field of play, and so that the athletes become life ambassadors by sharing the Olympic values within their communities around the world.

IOC Athletes' Commission

The Athletes' Commission continues to serve as a link between athletes and the IOC and held its latest election during the Olympic Games Rio 2016, giving all competing athletes the chance to select their representatives on the commission.

The Rio Olympians subsequently elected Britta Heidemann from Germany (fencing), Seung Min Ryu from the Republic of Korea (table tennis), Daniel Gyurta from Hungary (swimming) and Yelena Isinbaeva from the Russian Federation (athletics) for a term of eight years each.

There had been 23 candidates up for election – from the same number of NOCs – with athletes able to vote for four different athletes from four different sports. The candidates had to be presented by their NOCs, which were required to have their own athletes' commission to select the candidate. In order to be eligible, the candidates had to have participated either in the Olympic Games London 2012 or Rio 2016.

The four new members replaced outgoing members Claudia Bokel, Dae Sung Moon, Alexander Popov and Yumilka Ruiz Luaces, who had been elected to



AT A GLANCE

- The IOC Athletes' Commission held a successful election during the Olympic Games Rio 2016, with four newly elected members and a further six appointed to the commission
- The IOC athlete programmes went from strength-to-strength, offering support to athletes in a variety of ways, including the launch of the Olympic Athletes' Hub digital platform
- Efforts to protect clean athletes through the fight against doping and by combating competition manipulation and related corruption were increased
- Athletes at the Olympic Games Rio 2016 benefited from a new framework for safeguarding athletes from harassment and abuse



25,000

Visitors to the IOC Space in the Rio Olympic Village

the Athletes' Commission at the Olympic Games Beijing 2008 for a term of eight years each.

Bokel had also served as chair of the Athletes' Commission since 2012 and was replaced by American ice hockey Olympic champion Angela Ruggiero, who was elected by her fellow commission members in Rio. French Olympic canoe slalom champion Tony Estanguet was in turn elected as Vice-Chair.

Following the conclusion of the Olympic Games Rio 2016, five additional members were also appointed to the Athletes' Commission by IOC President Thomas Bach in order to ensure a balance between regions, gender and sports: Sarah Walker from New Zealand (cycling), Nadin Dawani from Jordan (taekwondo), Aya Medany from Egypt (modern pentathlon), Saina Nehwal from India (badminton) and Luis Scola from Argentina (basketball). Additionally, Patrick Singleton from Bermuda (luge and skeleton) was named as the new representative of the World Olympians Association (WOA) on the Athletes' Commission, as the term of office for Amadou Dia Ba from Senegal (athletics) had come to an end.

In November 2016, the new-look commission held a strategic workshop to review and update its vision for the coming years, with specific aims to identify areas to further strengthen the IOC and Athletes' Commission direct engagement with and support for athletes, and to create an effective global Athletes' Commission network.



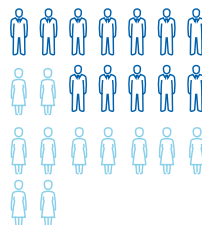
"I will make sure our voices aren't just heard, but that they are effective and that we empower athletes around the world to do the same."

Angela Ruggiero, IOC Athletes' Commission Chair

IOC ATHLETES' COMMISSION ELECTION



23 Candidates
from 14 sports



12 Men, 11 women

5,185

Athletes voted

1,603

Votes for
Britta Heidemann

1,544

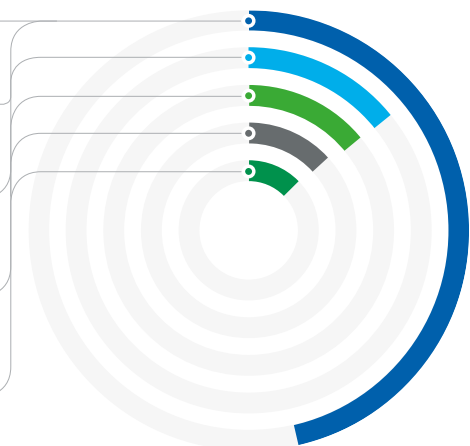
Votes for
Seung Min Ryu

1,469

Votes for
Daniel Gyurta

1,365

Votes for
Yelena Isinbaeva



Athlete engagement

Following Olympic Agenda 2020's call for the IOC to further strengthen support to athletes on and off the field of play (recommendation 18), an IOC Athlete Engagement Strategy was developed in order to liaise, communicate and engage with athletes worldwide.

The strategy – called “On the field, Off the field” – aims to prioritise and align all the key messages that are being delivered to athletes and was fully implemented during the Olympic Games Rio 2016, when the opportunity to reach competing athletes was maximised through a dedicated communication campaign in the IOC Space and throughout the Olympic Village.

Topics covered by the Games-time activations included:

- Protecting clean athletes
- The IOC and its role
- The IOC Athletes' Commission
- The IOC Athlete Career Programme
- The Olympic Athletes' Hub
- The Athlete Learning Gateway
- Play Fair
- SAFE sport
- Injury prevention

The activations resulted in 28 days of direct engagement with athletes at the IOC Space before and during the Olympic Games, with approximately 25,000 unique visitors, including athletes and entourage. One of the key reasons for the successful engagement was the use of peer-to-peer communication, which saw athletes – including Athletes' Commission members and other Olympians – delivering the key messages to the competing athletes.

In addition to the IOC Space, athletes in Rio were also engaged through the distribution of 12,500 Samsung Special

Edition smartphones, with each athlete receiving a phone that was pre-installed with the Olympic Athletes' Hub App, as well as other Games-related information.

An athlete-friendly information pack – entitled “Get Ready for Rio” – was also created for NOCs to provide athletes with essential information about their participation at the Games.

“The IOC Athlete Programmes are very useful tools for athletes at all stages of their careers. They have been tailored to meet the needs of elite athletes... they are of very high quality and are free. In fact, people from all walks of life would benefit from them.”

Aya Nakitanda, Ugandan swimmer, who competed at the Olympic Games Beijing 2008

Olympic Athletes' Hub

A key component of the IOC's Athlete Engagement Strategy has been the development of the Olympic Athletes' Hub – a digital platform for athletes that was launched in February 2016.

The Hub aims to provide a digital one-stop shop where athletes can learn about and share their experiences on important topics related to their careers on and off the field of play. Special focus

is placed on the protection of clean athletes from all sorts of manipulation, in particular doping, competition manipulation and related corruption.

Another important topic is the health of athletes and how to avoid injuries and illnesses, as well as the prevention of harassment and abuse in sport. The Hub also includes information about athletes' career programmes, special offers from the Olympic Partners and other Olympic Movement stakeholders, and provides Olympians with access to their own Getty Sport images.

Since launching in February 2016, the Hub has attracted over 1.8m page views and more than 7,600 registered users from all NOCs, while the Hub's weekly email newsletter – sent to Olympians and elite athletes – has achieved an open rate and click rate higher than industry rates.

Athlete Career Programme

The IOC Athlete Career Programme (ACP), which is delivered in cooperation with The Adecco Group, has been supporting athletes as they prepare for and go through their career transition since it was launched in 2005. The programme provides resources and training to enable athletes to develop their life skills and maximise their education and employment opportunities. In 2016, more than 4,700 athletes benefited from these ACP resources, which were offered via 24 NOCs across four continents. In line with Olympic Agenda 2020's



For all the athletes out there: check the **#OlympicAthletesHub** – pretty interesting tricks and tips **Dominique Gisin**, Olympic gold medallist, Alpine skiing, Switzerland, on Twitter



Olympians, follow @athleteshub for all the latest updates, advice & info **#TimeToJoinTheGame #OlympicAthletesHub Sarah Daninthe**, Olympic bronze medallist, fencing, France, on Twitter

recommendation to further invest in supporting athletes on and off the field of play, the ACP has also expanded in recent years through the growth of Outreach Programme workshops, which are offered to athletes in countries whose NOCs do not offer the ACP directly.

During 2016, the ACP held 47 Outreach Programme workshops with more than 1,800 athletes in 33 countries, working with NOCs and, for the first time, IFs to provide them with practical advice for life during and after sports.

“It opened my eyes to some ideas and aspects I haven’t thought of before. For example, I never thought what I did in sports would be relevant to the business world.”

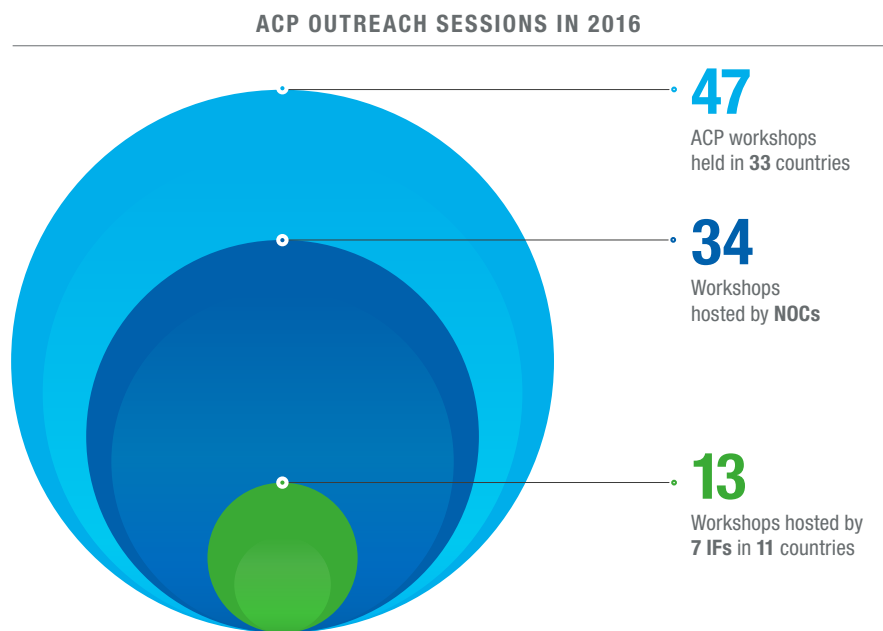
Ahmad El-Nemr, Egypt, archery

In June 2016, the ACP team also held training sessions in Lausanne for IFs, enabling them to learn about the skills and transition strategies athletes need to succeed outside the competition arena.

By partnering with the IFs, the ACP leadership believes they can reach more Olympic athletes with the programme, better preparing them to manage the transition process when their sports career winds down.

In total, 37 people from 21 IFs attended the sessions, with participants from the Americas, Africa, Asia, Oceania and Europe all attending, including current and retired Olympians and international sports administrators who specialise in athlete development.

In addition to Outreach workshops and training sessions, ACP resources were also made available online through the Olympic Athletes’ Hub in 2016, ensuring



athletes can access this helpful content at any time, while members of the IOC Athletes’ Commission also delivered dual career support for young athletes during the Winter Youth Olympic Games (YOG) Lillehammer 2016.

Athlete Learning Gateway

The Athlete Learning Gateway (ALG) provides elite athletes with online courses, which are aimed at helping them boost their performances and shape their future careers anytime, anywhere, free of charge.

Since the full service of the platform was launched in May 2015, it has attracted 14,200 registered users – including 5,214 new users during 2016 – with a total of 17,366 courses being taken.

In 2016, seven new courses were added, bringing the total number of available courses to 23 and covering four pillars of



1,800+
Athletes reached
across five continents

“I love the different points of view on offer in the ALG Community and the fact that no one is wrong and that there is a good explanation if you don’t understand something.”

Kurt Couto, three-time Olympian, Mozambique, athletics

educational material: Science of Sport, Sports Coaching, Business of Sport and Sport in Society.

Among the courses that were added in 2016 were those covering sports event management, athlete career transition and sports media.

Also in 2016, a new “Community” area was launched, providing an online forum where users can interact with fellow athletes and entourage, ask questions, share insights and learn from additional material. Since launching, the Community has been accessed from 129 countries across the world, with 1,564 members and an average of 51 sign-ups per week.

Among the initiatives hosted on the Community is the “Chat with Champions”, giving users the chance to interact directly with a successful sporting personality. The first guest was Toni Minichiello, coach to 2012 Olympic heptathlon champion Jessica Ennis-Hill, which attracted almost 500 interactions.

World Olympians Association

The IOC continues to work closely with the World Olympians Association (WOA), particularly as it aims to strengthen support to athletes, in line with Olympic Agenda 2020.

In 2016, the WOA once again operated an Olympians Reunion Centre (ORC) during the Olympic Games, providing a hospitality venue for Olympians, their friends and family.



“We are grateful to the IOC for their ongoing support of the WOA and our many initiatives to ensure athletes remain at the heart of the Olympic Games.”

Joël Bouzou, WOA President

Launched in collaboration with EY, which was a domestic sponsor of the Games, the ORC was located at Rio’s iconic Clube de Regatas do Flamengo and was opened by WOA patron and IOC Member HSH Prince Albert II of Monaco. Thousands of Olympians, guests and members of the Olympic family, from more than 50 countries and representing 35 Olympic sports, visited the venue across 17 days, making this the most popular edition of the ORC since the concept was first established at the Olympic Games Atlanta 1996.

In addition to the ORC, the WOA also ran an Olympian Ticketing Programme, offering 700 Olympic Games tickets to Olympians at no cost – with EY donating a further 200 – and an Olympian Chaperoning Programme, which saw 34 Olympians accompanying sponsor client groups to Games sessions.

Protecting clean athletes

During 2016, the IOC implemented a number of initiatives in line with Olympic Agenda 2020’s recommendation to protect and honour clean athletes, placing particular emphasis on the fight against doping and protecting the credibility and integrity of sport by attempting to combat competition manipulation and related corruption.



“With all these measures within our zero-tolerance policy we prove that the protection of the clean athletes from doping, corruption, all kinds of manipulation and unfounded suspicion are at the heart of all our efforts.”

Thomas Bach, IOC President

Rio 2016 anti-doping programme

The Olympic Games Rio 2016 benefited from a robust anti-doping programme that saw more than 4,800 tests carried out. These included 2,829 in-competition tests and 2,062 out-of-competition tests.

Compared to past editions of the Olympic Games, the anti-doping programme in Rio was improved in a number of areas. These included the establishment of testing and intelligence efforts in advance of the Games through a dedicated “taskforce”, the collection of samples during the Games period outside of accredited Olympic venues both within Brazil and globally, the introduction of a Games-time Athlete Passport Management Unit, and the establishment of a new Court of Arbitration division to handle anti-doping cases as a first instance panel.

The IOC also performed an extensive pre-Olympic Games testing programme for Rio 2016. This was a target-oriented programme based on extensive intelligence-gathering by the World Anti-Doping Agency (WADA). This programme came on top of the extensive efforts already being carried out by the IFs and national anti-doping organisations. The IOC doubled the budget for the pre-Olympic testing programme for Rio 2016.

Anti-doping reanalysis programme

To provide a level playing field for all clean athletes at the Olympic Games Rio 2016, the IOC put special measures in place, including targeted pre-tests and the reanalysis of stored samples from the Olympic Games Beijing 2008 and London 2012, following an intelligence-gathering process that started in August 2015 – in consultation with WADA, the IFs and National Anti-Doping Agencies.



The additional analyses of samples collected during the Olympic Games Beijing 2008 and Olympic Games London 2012 were performed with improved analytical methods, in order to possibly detect prohibited substances that could not be identified by the analysis performed at the time of these editions of the Games.

The total number of confirmed Adverse Analytical Findings (AAFs) by reanalysis in 2016 was 101, leading to 41 athletes who were originally eligible for Rio 2016 being suspended as a result.

Anti-doping research grants

The IOC has committed USD 10 million to fund research pertaining to anti-doping for the protection of athletes and made its latest call to researchers to apply for support and funding of athlete-centred projects between March and May 2016. The Anti-Doping Expert Panel then met in June to review the 32 applications received before recommending funding for four projects.

ASOIF anti-doping survey

In November 2016, the Association of Summer Olympic International Federations (ASOIF) published the results of its 2016 anti-doping survey involving all 28 summer Olympic IFs.

Supported by the IOC, the International Federation Anti-Doping Process and Expenditure Report had the following three main objectives:

1. Establish the anti-doping processes that individual IFs implement within their respective sports.
2. Quantify the financial resources devoted to the IF anti-doping efforts in 2015 (the first year of implementation of the revised WADA Code).
3. Establish best practices from IF experiences on how to better protect the clean athletes.



Key findings included an increase in IF anti-doping expenditure from USD 23.5m in 2009 to USD 27.68m in 2015 (an increase of 17.8 per cent), with the 17 lowest-spending IFs increasing their budgets by 82 per cent.

The methodology of the survey is now also being applied to winter Olympic IFs and IFs recognised by the IOC.

Olympic Summit declaration

In October, the leading representatives of the Olympic Movement met in Lausanne for the fifth Olympic Summit, which was convened and chaired by IOC President Thomas Bach. The summit agreed on in-principle proposals to help create a “more robust, more efficient, more transparent and more harmonised WADA anti-doping system”.



Anti-doping in numbers

4,800+

Tests carried out in Rio

2,829

In-competition tests

2,062

Out-of-competition tests

10

Number of years samples kept for possible retesting

Among the recommendations were the proposed establishment of a new anti-doping testing authority, to be set up within the framework of WADA, which would lead to a “clear segregation of duties between the regulatory and the testing bodies”. Other recommendations included a call for sanctions relating to doping cases to be delegated to the Court of Arbitration for Sport (CAS) and for WADA to be given stronger authority over the national anti-doping organisations.

IOC Integrity eLearning Platform

As part of its efforts to protect Olympic events from any kind of manipulation, the IOC has implemented robust educational awareness programmes.

In 2016, these programmes included the launch of an integrity eLearning platform, which was pilot tested with one IF (the International Hockey Federation) and one NOC (the NOC of Austria) to raise awareness about this topic in the lead-up to the Olympic Games Rio 2016, before being fully operational for the first time during the Games.

The interactive course aims to increase awareness among athletes and officials about the fight against the manipulation of competitions, while teaching them about the role they can play in protecting themselves and in preserving the integrity of their sport.

Featuring real-life scenarios and a quiz to test their knowledge, the content is built around the four core messages of the Play Fair Code of Conduct:

- Be true: always do your best, never fix an event.
- Be safe: never bet on your sport or competition.
- Be careful: never share information that could be used for betting purposes.

- Be open: if you are approached to cheat, speak out.

The eLearning course was made available to athletes in the Olympic Village’s IOC Space, as an App installed on their Samsung smartphones and online in 10 languages.

Lillehammer 2016 Play Fair booth

During the Winter Youth Olympic Games (YOG) Lillehammer 2016, a large majority of the 1,100 participating athletes visited and participated in the IOC’s Play Fair booth, which formed part of the YOG’s Learn & Share activities.

Through an interactive quiz and workshops, athletes were taught about the threat of competition manipulation and how they can play an active role in preventing any form of cheating in their sport. They were also made aware of the risks and guided through what actions they should or should not take. Olympians were on hand to help spread these messages, hosting workshops and talking to the young athletes about this topic.

“It was a lot of fun and I think we all learned a lot.”

Mattias Samuelsson, USA, ice hockey, on the Play Fair activities at Lillehammer 2016

In addition, as part of the Learn & Share Focus Day, the International Ice Hockey Federation (IIHF), working in collaboration with the IOC, conducted a Play Fair workshop to educate 200 ice hockey players and officials on the dangers of competition manipulation.

The session included a video message from a professional player who shared his experience of betting with the young athletes as a word of caution, in the hope

that this may prevent the next generation of ice hockey players from making the same mistake. The young athletes also created their own role-playing performances, which provided a fun environment for learning about these important issues.

Rio 2016 Joint Integrity Intelligence Unit

During the Olympic Games Rio 2016, the IOC worked with Brazilian law-enforcement authorities and experts from the Rio 2016 Organising Committee in a Joint Integrity Intelligence Unit (JIIU), which was responsible for monitoring all sports for instances of possible manipulation of competitions or related corruption during the Games.

The JIIU built on the experience which had been acquired during the Olympic Games London 2012, when the IOC operated a Joint Assessment Unit with the UK Gambling Commission.



“Together, the IOC and INTERPOL are developing robust education and awareness programmes that are already having a positive impact in the fight to protect the integrity of sport.”

Thomas Bach, IOC President

Integrity Betting Intelligence System

The IOC’s Integrity Betting Intelligence System (IBIS) has now become a permanent mechanism for the exchange of information and intelligence related to sports betting, with more and more sports betting operators and national regulators connecting to the system, which has also now established a link to national platforms, as defined in the Council of Europe Convention on the Manipulation of Sports Competitions.

In 2016, IBIS played an important role in protecting events during the Olympic Games Rio 2016 from competition manipulation. Betting operators and regulators that have signed agreements with the IOC were responsible for monitoring betting activity during the Games and alerting the IOC directly when suspicious activity was detected.

Prior to the Games, the system was also reinforced with an enhanced monitoring and information exchange between law enforcement agencies, sports organisations and betting operators/regulators.

In preparation for Rio 2016, a risk assessment was also conducted for all 28 summer IFs.

IOC-INTERPOL partnership

Together with INTERPOL, the IOC has been delivering workshops around the world in partnership with NOCs, IFs and National Federations, law-enforcement agencies, government entities and betting regulators on the risks of manipulation of competition and related corruption.

In 2016, these included:

- National Integrity In Sport workshops in Brazil, Argentina and Ukraine, which aimed to identify current gaps in national and regional processes in dealing with competition manipulation, to share good practice from other jurisdictions and to elaborate an appropriate national framework to protect the integrity of sport.
- A National Integrity In Sport partnership development meeting in Belgium, which focused on refining a national coordinated framework to prevent competition manipulation within the country.
- Integrity In Sport Train The Trainers workshops in Croatia and Argentina, which helped prepare sports coaches

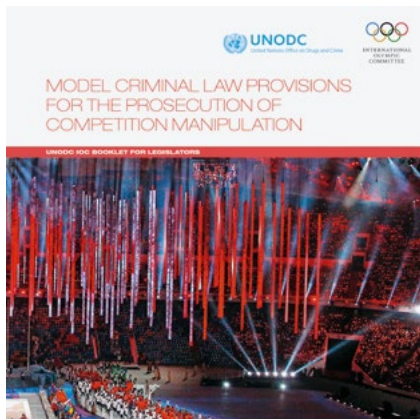
and trainers to plan and deliver a training session on integrity in sport for athletes and officials.

- A Sport Fact-Finders’ training session in Lausanne for all IFs, highlighting how to effectively collect and establish facts in relation to reports or suspicions of competition manipulation within sports organisations.
- A Law-Enforcement Investigators training session in Brazil, aimed at better preparing law-enforcement officials to investigate alleged cases of competition manipulation both in their national jurisdiction and in cooperation with other law enforcement agencies.

Olympic Movement Code on the Prevention of the Manipulation of Competitions

Following its approval in December 2015, the Olympic Movement Code on the Prevention of Manipulation of Competitions was implemented for the first time during the Olympic Games Rio 2016.





This regulatory framework defines the different kinds of violations, minimum standards of disciplinary procedures and the scope of sanctions, aiming to provide sports organisations with harmonised regulations to protect all competitions from the risk of manipulation.

Model Criminal Law Provisions for the Prosecution of Competition Manipulation

In June 2016, the IOC and the United Nations Office on Drugs and Crime (UNODC) launched their joint publication

“Model Criminal Law Provisions for the Prosecution of Competition Manipulation: Booklet for Legislators” during an official event at the UNODC headquarters in Vienna, Austria.

Based on an extensive legal analysis of 52 national jurisdictions that criminalise match-fixing, the booklet includes a checklist of “good practice” elements identified from national legislation. It also proposes Model Criminal Law Provisions and additional guidelines for consideration by national legislators seeking to introduce legislative measures to combat competition manipulation.

The launch event, attended by numerous states, also provided an opportunity to inform participants about enhanced areas of cooperation between the IOC and UNODC to combat corruption and crime in sport.

Safeguarding athletes' health

As part of its efforts to strengthen its support to athletes on and off the field of play, the IOC initiated several measures in 2016 aimed at safeguarding athletes'

health – from injury and illness prevention to protecting against harassment and abuse in sport.

Athletes' healthcare at the Olympic Games Rio 2016

At the Olympic Games Rio 2016, a polyclinic within the Olympic Village offered free medical treatment for more than 11,000 athletes at the Games.

Featuring 160 rooms and a staff of 180 professionals, the 3,500-square-metre facility was open 24 hours a day, seven days a week during the Games, processing more than 7,000 patient visits and treatments.

Once the Games were finished, over USD 2 million worth of new medical devices were donated from the polyclinic to local hospitals, including four robotic surgical arms, six surgery monitors, six anaesthetic machines, three digital x-ray scanners, one CT scanner and three ultrasound devices.

Prevention of harassment and abuse in sport

The Olympic Games Rio 2016 were the first edition of the Games where a framework for safeguarding athletes from harassment and abuse was put in place.

Following the recommendations of four IOC Commissions (Athletes', Athletes' Entourage, Medical and Scientific, and Women in Sport), the IOC initiated a clear structure for participants in Rio to report any incidents of harassment or abuse.

An IOC Welfare Officer, who was on-site in the Olympic Village during the Games, coordinated this procedure, which ensured that reported incidents were able to be dealt with through a confidential procedure linked to local law-enforcement agencies and relevant disciplinary channels.

**“The Olympic Movement has a fundamental responsibility to protect the health of the athlete.
This is an area where the IOC can make a real difference.”**

Prof Dr Uğur Erdener, Chair of the IOC Medical and Scientific Commission

In addition, guidelines to assist NOCs and IFs to implement their own policies to safeguard athletes from harassment and abuse in sport were developed by the IOC in collaboration with a Virtual Task Force of IF and NOC representatives.

Injury and illness surveillance

During the Olympic Games Rio 2016, the IOC undertook an extensive surveillance study, collecting invaluable information about injuries and illnesses picked up by athletes each day during the Games to assess risk factors and establish prevention strategies.

Once all the data is collected, the results will be shared with NOCs and IFs and published in the British Journal of Sports Medicine. The IOC has also partnered with nine research centres from across the world, which are tasked with researching, developing and implementing effective preventive and treatment methods for those injuries and illnesses identified by the study.

Safeguarding athletes' health at Lillehammer 2016

The Winter Youth Olympic Games (YOG) Lillehammer 2016 also provided a unique opportunity to deliver similar activities to young athletes but also, quite importantly, to their coaches. In addition to injury prevention, harassment and abuse in sport and healthy cooking workshops, new activities also focused on testing key motor skills of athletes, cognitive training tools, as well as workshops and talks dedicated to coaches' needs.

Olympic Movement Medical Code

A new version of the Olympic Movement Medical Code was released prior to the Olympic Games Rio 2016. The document defines basic rules regarding best medical practices in the domain of sport

as well as the safeguarding of the rights and health of the athletes.

In addition to the Olympic Games, the code has potential application to all sport, whether in training or in competition, including championships of the IFs.

ATHLETE HEALTHCARE AT RIO 2016

7,000

Patient visits
and treatments

1,540

Scans

567

MRIs

893

Ultrasounds

178

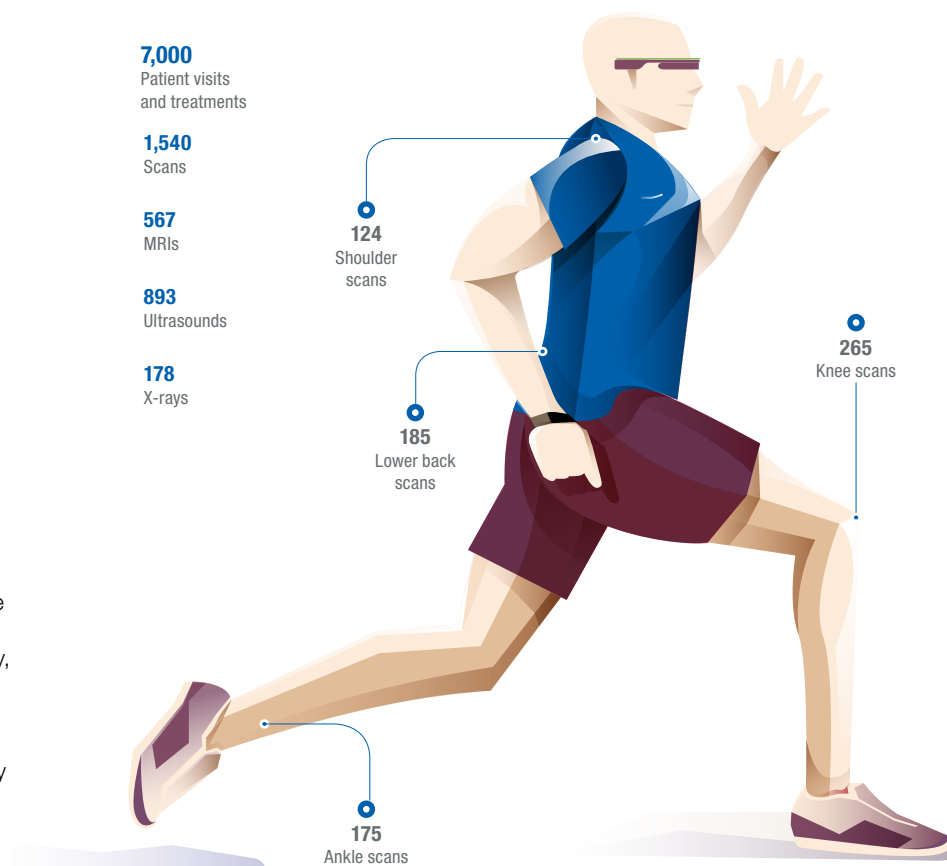
X-rays

124
Shoulder
scans

185
Lower back
scans

265
Knee scans

175
Ankle scans





Promoting Olympism in Society

The IOC continues to highlight the important role that sport can play in society through a series of initiatives that promote the values of Olympism.

The IOC not only celebrates the values of Olympism through the Olympic and Youth Olympic Games (YOG), but also through the many international programmes it supports, and other activities aimed at

promoting sport culture, education and positive values in the modern world. In 2016, the IOC – in close collaboration with key partners such as the United Nations (UN) – continued and expanded its efforts in these areas through a variety of programmes aimed at promoting active societies, peace and development through sport, gender equality, culture and education.



AT A GLANCE

- The Olympic Channel was launched to engage young people and share the power of sport and the excitement of the Olympic Games all year round
- The Refugee Olympic Team inspired the world through its participation at the Olympic Games Rio 2016
- Numerous IOC initiatives throughout the year used sport to promote positive social change around the world, including Olympic Day celebrations and the launch of a revamped edition of the Olympic Values Education Programme (OVEP) Toolkit

Youth engagement

With the Olympic Agenda 2020 recommendations directly addressing how the Olympic Movement communicates and engages with youth, the IOC continues to increase its efforts to reach young people and encourage them to follow and participate in sport. Among the initiatives launched in 2016 were the Olympic Channel and the Young Ambassador+ Programme.

Olympic Channel

In support of the IOC's goal to reach younger audiences – as set out in Olympic Agenda 2020 – the Olympic Channel launched on 21 August 2016, following the Closing Ceremony of the Olympic Games Rio 2016.

The new, multi-platform digital experience offers fans the chance to discover, engage and share in the power of sport and the excitement of the Olympic Games all year round. Offering original programming, news, live sports events and highlights, the Olympic Channel provides additional exposure for sports and athletes 24 hours a day, 365 days a year.

The scope of the Olympic Channel's original programming covers a diverse array of subjects including training, educational and youth-oriented topics, sustainability, sports science and nutrition, healthy and active lifestyles, historical footage and official films from the IOC's archives.

In 2016, the Channel distributed more than 4,000 pieces of video content produced both in-house and in



“The launch of the Olympic Channel is the start of an exciting new journey to connect the worldwide audience with the Olympic Movement all year round. Fans will be able to follow sports, athletes and the stories behind the Olympic Games. The Olympic Channel will inspire us all and reach out to new generations of athletes and fans.”

Thomas Bach, IOC President

conjunction with partners from around the world, providing stories told through a global perspective.

In an effort to reach fans and younger audiences where they consume content and how they want to consume content, the Olympic Channel provides a highly personalised experience across multiple platforms so that each user can engage with the Olympic Movement with content from the sports and athletes they love. As a key component of the distribution

strategy, Olympic Channel content is available across social media platforms such as Facebook, Instagram and Twitter, resulting in more than 428.5 million video views and 1.588 billion impressions by the end of 2016. The Olympic Channel has also rebranded the IOC's official YouTube channel, resulting in a 23 per cent increase in subscribers.

Early metrics also demonstrate that Olympic Channel content is succeeding in reaching younger audiences, with

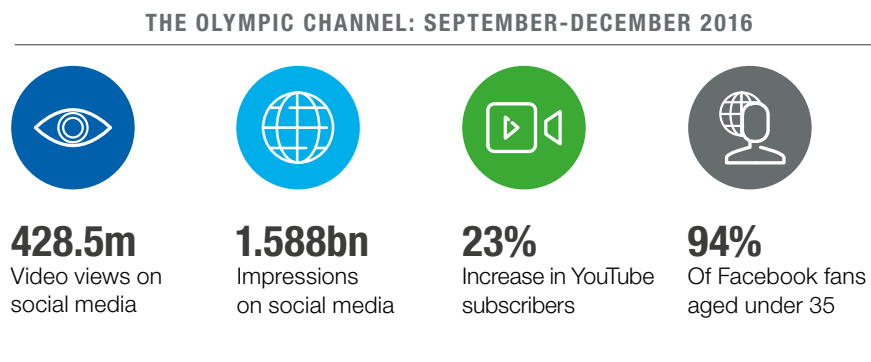
52 per cent of visitors to the digital platform and 94 per cent of Facebook followers below the age of 35.

To further its reach, the Olympic Channel is also working with broadcast partners and NOCs to develop localised versions of the Olympic Channel, which will offer region- and language-specific user experiences and localised content on linear and digital platforms in certain territories, leading to more personalised experiences for Olympic fans around the world.

In December 2016, this led to a ground-breaking collaboration between the IOC, the United States Olympic Committee (USOC) and NBCUniversal that will create a comprehensive Olympic Channel content and distribution partnership in the United States.

YA+ Programme

Following the success of the Young Ambassador (YA) Programme at the YOG, the IOC launched the Young Ambassadors+ Programme in 2016,



which invites all YA alumni to seek funding for grass-roots projects in their communities that try to leverage sport to make the world a better place.

Following the introduction of this pilot programme, 11 projects were selected to receive funding of up to CHF 5,000 each. These projects included supporting a mission of US YOG athletes to travel to Mexico to build a home for a disadvantaged family, using university facilities to offer after-school sports clubs

for underprivileged young people in Chile, and bringing the sport of karate to women and the visually impaired in Moldova.

The early results of this trial period illustrate how young people can help deliver the IOC vision for the YOG of “inspiring more young people to participate in sport and adopt and live by the Olympic values”.

Based on the success of this pilot scheme, the IOC is now delivering the second pilot phase of the programme with 20 projects supported in 2017, and continues to look into expanding it even further, inviting other groups to participate in such social entrepreneurship through sport initiatives.

Refugee Olympic Team

For the first time ever, the IOC created a team of refugee athletes to compete at the Olympic Games Rio 2016, sending a message of hope and inclusion to the millions of refugees around the world.

As part of the IOC’s pledge to aid potential elite athletes affected by the worldwide refugee crisis, NOCs around the world had been asked to identify any refugee athletes with the potential to





“We do not speak the same language, we are from different countries, but the Olympic flag unites all of us together.”

Yusra Mardini, Refugee Olympic Team

qualify for Rio 2016. Such candidates would then receive funding from Olympic Solidarity to assist with their preparations and qualification efforts.

Forty-three promising candidates were initially identified, before 10 athletes were finally selected, based on consultation with their host NOCs, IFs, the United Nations High Commissioner for Refugees (UNHCR) and the NOCs of their countries of origin. Nomination criteria included sporting level, official refugee status verified by the UN, and personal situation and background.

The team of 10 subsequently participated in the Olympic Games Rio 2016, marching into the Opening Ceremony to huge

cheers and receiving rapturous applause whenever they competed. Together, they acted as a symbol of hope for more than 60 million refugees worldwide and brought global attention to the magnitude of the refugee crisis.

Since the conclusion of the Games, the IOC has also continued its support for the refugee athletes, helping them to integrate in their new home countries or to prepare to go back to their countries of origin to contribute to building a better society there.

“Their participation in the Olympic Games is a tribute to the courage and perseverance of all refugees in overcoming adversity and building a better future for themselves and their families.”

Filippo Grandi,
UN High Commissioner for Refugees

THE REFUGEE OLYMPIC TEAM

- **Rami Anis**
(Syria, swimming)
- **Yiech Pur Biel**
(South Sudan, athletics)
- **James Nyang Chiengjiek**
(South Sudan, athletics)
- **Yonas Kinde**
(Ethiopia, athletics)
- **Anjelina Nada Lohalith**
(South Sudan, athletics)
- **Rose Nathike Lokonyen**
(South Sudan, athletics)
- **Paulo Amotun Lokoro**
(South Sudan, athletics)
- **Yolande Bukasa Mabika**
(Democratic Republic of the Congo, judo)
- **Yusra Mardini**
(Syria, swimming)
- **Popole Misenga**
(Democratic Republic of the Congo, judo)

All 10 athletes were hosted by an NOC that helped them to get to the Games (Kenya, Belgium, Luxembourg, Germany and Brazil).

“Having no national team to belong to, having no flag to march behind, having no national anthem to be played, these refugee athletes will be welcomed to the Olympic Games with the Olympic flag and with the Olympic Anthem.”

Thomas Bach,
IOC President

UN collaboration

The long-standing partnership between the IOC and the UN remains as strong as ever, with the two organisations working closely together on a wide range of programmes that use sport for development and peace.

The UN has long recognised the contribution that sport can make in these areas, and collaboration between the IOC and the UN continues to play a central role in spreading the acceptance of sport as a means to promote internationally agreed development goals.

UN resolution on sport

In December 2016, the UN reiterated its recognition of the autonomy of the IOC and sport as “an important enabler of sustainable development” by adopting a new resolution on sport at the service of the promotion of education, health and development.

The resolution was adopted by the 71st Session of the UN General Assembly, and followed up on the resolution which was initially adopted in 2014. It obtained a consensus from all the Member States, transcending political divisions to uphold the values of sports.

This resulted in a resolution that highlights once again the main areas of sport's contribution to social development and peace, while underlining certain challenges that the world of sport and governments have ahead of them and to which the IOC is determined to respond. It affirmed “the invaluable contribution of the Olympic and Paralympic movements in establishing sport as a unique means for the promotion of peace and development, in particular through the ideal of the Olympic Truce, acknowledging the opportunities provided by past Olympic and Paralympic Games,



“This flame represents the warm partnership between the United Nations and the international Olympic Movement.”

Ban Ki-moon, UN Secretary-General

including those held in Rio de Janeiro, Brazil, in 2016, which, inter alia, inspired youth by the potential presented by sport for social inclusion, as well as the Youth Olympic Games, held in Lillehammer, Norway, in February 2016”.

In addition, the resolution calls “upon future hosts of such Games and other Member States to include sport, as appropriate, in conflict-prevention activities and to ensure the effective implementation of the Olympic Truce during the Games”.

71st Session of the UN General Assembly

In recognition of the contribution that the sports movement has been making to the cause of refugees, through initiatives such as the Refugee Olympic Team, IOC President Thomas Bach addressed

the High-Level Plenary Meeting on Addressing Large Movements of Refugees and Migrants, which took place as part of the 71st regular session of the UN General Assembly (UNGA 71) in September 2016.

In his speech, President Bach, who was accompanied by members of the Refugee Olympic Team Yusra Mardini and Yiech Pur Biel, presented the IOC's plans to continue its support of the athletes in the Refugee Olympic Team and to develop more wide-reaching plans to use sport to help refugees and migrants



around the world. UN Secretary-General Ban Ki-moon, who opened the meeting, also thanked the IOC for the Refugee Olympic Team.

Olympic flame at the UN headquarters

In April 2016, the Olympic flame made a symbolic appearance at the UN headquarters in Geneva, Switzerland before making its way to Brazil for the Rio 2016 Olympic Torch Relay. The ceremony was attended by IOC President Thomas Bach and UN Secretary-General Ban Ki-moon, who called the flame “a beacon of solidarity with all peoples of the world” before then complimenting the IOC on its efforts to place sport at the service of humanity.

During the ceremony, President Bach also presented the Olympic Cup to the UN, an honour accepted by the UN Secretary-General. The IOC awards the Olympic Cup to associations or institutions that provide distinguished service to sport or contribute successfully to the promotion of the Olympic ideals.

Special Envoy of the UN Secretary-General for Youth Refugees and Sport

IOC Honorary President Jacques Rogge was appointed as the Special Envoy of the UN Secretary-General for Youth

Refugees and Sport in May 2014. As part of this role in 2016, Rogge visited Rwanda for a three-day humanitarian mission. While there, the former IOC President announced that the IOC and UNHCR would be joining forces and launching a project to better protect refugee adolescents and young adults in six refugee camps (Mahama, Gihembe, Kigeme, Kiziba, Mugombwa and Nyabiheke) in Rwanda, by offering them sports activities.

With a financial contribution from the IOC of close to USD 400,000, the project, which will run for a period of three years starting from 2017, will aim to rehabilitate sports grounds, introduce sports activities, raise awareness of the benefits of sport among the camps' young people, their parents and the wider communities, and train local young people as sports trainers to ensure its sustainability. It will aim to empower adolescents and young adults by enhancing their life skills and competencies through structured sports activities as well as using sport to enhance positive interactions and ensure a peaceful coexistence between refugees and the host communities. This initiative is supported by the Rwanda National Olympic and Sports Committee, which will provide technical expertise on sports-related matters, as well as

non-governmental organisations Plan International and Save the Children, which will act as implementing partners and also provide expertise on child protection issues.

Joint IOC-UN collaborative stamp

In July 2016, the United Nations Postal Administration (UNPA), in partnership with the IOC, launched a series of six stamps depicting sports events and a dove of peace, to commemorate the shared values of the UN and the IOC, in particular the concept of sport at the service of peace.

Designed by American artist Nick Ilusasda, the stamps – which depict rowing, weightlifting, gymnastics, fencing and athletics – were launched on 25 July, on the occasion of the solemn appeal by the UN to respect the Olympic Truce for the Olympic Games Rio 2016 officially. The appeal was made by the UN Secretary-General, Ban Ki-moon, and the President of the 70th UN General Assembly, Mogens Lykketoft. This project was facilitated by the Office of the Special Adviser to the UN Secretary-General on Sport for Development and Peace.

UN staff recreation facility

In September 2016, IOC President Thomas Bach and UN Secretary-General Ban Ki-moon unveiled a cornerstone plaque to commemorate the UN-IOC partnership to build a staff recreation facility at the UN headquarters in New York.

The recreation facility is being built thanks to support from the IOC and will be made up of an outdoor space complete with a multipurpose court and two pavilions on the North Lawn, as well as an indoor fitness facility located within Secretariat Building of the UN headquarters.





Development and peace

In 2016, the IOC continued and expanded its work on projects that use sport as a tool for development and to promote peace, working closely with numerous UN agencies, as well as international governmental and non-governmental institutions, to use the power of sport to drive social change, unite people and promote a culture of peace.

International Day of Sport for Development and Peace

Building on the success of its 2015 digital campaign, the IOC celebrated the International Day of Sport for Development and Peace through a similar campaign using social media platforms and leveraging stories of inspirational athletes and sporting projects.

Through telling these stories, the IOC was eager to demonstrate how individuals from all walks of life and the Olympic Movement are using sport for the betterment of humanity.

As part of the campaign, the IOC selected three exceptional projects in India/Pakistan, Rwanda and Brazil, which were showcased in its communications. These outstanding initiatives exemplified how sport unites people and promotes a culture of peace, builds trust and self-confidence and establishes bridges between groups in conflict.

Olympic Refuge project

In December 2016, the IOC decided to create the Olympic Refuge Foundation. The foundation will help improve the quality of life of displaced and disadvantaged children and young people worldwide by developing safe places for them to play sport.

Working in cooperation with the UN, the Olympic Refuge Foundation will support projects across the world on two levels. Firstly, to create safe, simple and accessible sports facilities in different environments (but essentially in the areas where there are displaced migrant populations, internally displaced people

and refugees) where all children and young people can play sport and take advantage of sport's multiple benefits. Secondly, to develop activities and projects which can be successfully initiated and implemented specifically within the safe places environment.

Fight For Peace

Since 2014, in partnership with the Brazilian Olympic Committee, the IOC has supported Fight For Peace (Luta pela Paz) – an NGO located in the Complexo da Mare favela, Rio de Janeiro. The IOC funds Fight For Peace's "Community Champions" project, which supports thousands of children and young people's access to boxing, judo, taekwondo, jiu-jitsu and capoeira as well as their personal development, with workshops being held for coaches from other low-income communities in Rio de Janeiro to teach them the Olympic values.

In 2016, thanks to the Olympic Games Rio 2016, Fight For Peace enjoyed higher visibility than ever, with three members from Fight For Peace participating in the Olympic Torch Relay.

Protecting young people and children from violence in Colombia

Together with the United Nations High Commissioner for Refugees (UNHCR), the IOC is jointly funding a programme in the Quibdó and Buenaventura areas of the Pacific region of Colombia, which hosts one-third of the country's Internally Displaced People (IDPs).

The programme aims to protect young people and children from the risks of armed conflict and other forms of violence through sport. The idea is to use sport as a safe environment and a place of exchange, where young people can receive appropriate support and develop increased awareness of their rights and

Olympic Laurel trophy

During the Opening Ceremony of the Olympic Games Rio 2016, Kip Keino became the first-ever recipient of the Olympic Laurel – a distinction created by the IOC to honour an outstanding individual for their achievements in education, culture, development and peace through sport.

“We come into this world with nothing... and depart this world with nothing... it’s what we contribute to the community that is our legacy.”

Kip Keino, Olympic champion and Olympic Laurel recipient



“Sport has the power to change the world, said Nelson Mandela. With this honorific distinction, this precept is rewarded here.”

Paulo Coelho, renowned Brazilian writer and member of the Olympic Laurel judging panel

an IOC Member and Chairman of the Kenyan Olympic Committee (KOC).

The Olympic Laurel – which was created following Olympic Agenda 2020’s recommendation to further strengthen the blending of sport and culture – will now be awarded at the Opening Ceremony of each Summer Games. Symbolising the connection with the ancient Olympic Games, the trophy features a stone from the site of Olympia.

Gender equality

Promoting women in sport both on and off the field of play is of key importance to the IOC. With the adoption of Olympic Agenda 2020, the IOC reaffirmed its

commitment to fostering gender equality, strengthening support to athletes, and entering into strategic partnerships linked to its long-standing cooperation with the UN and its relevant agencies.

In 2016, its efforts focused on advocacy, education and partnerships throughout the world with a focus on helping NOCs and IFs increase women’s representation in decision-making positions.

In support of this effort, the IOC Executive Board issued a decision in December requesting its constituencies to set a minimum target of 30 per cent for women’s representation in their governing bodies by 2020, and to adopt accompanying measures that will help them to reach this goal.

Women’s participation at the Olympic Games and Youth Olympic Games

In February, the Winter Youth Olympic Games (YOG) Lillehammer 2016 saw women represent 46.58 per cent of the participating young athletes – a two per cent increase compared to the Winter YOG Innsbruck 2012.

Women’s participation also increased at the Olympic Games Rio 2016, where women accounted for 45.2 per cent of competitors – compared with 44 per cent at the Olympic Games London 2012.

Women also outnumbered men on 50 delegations in Rio – including NOCs such as Canada, Ukraine, USA and China – representing a substantial increase from London 2012, where only 35 delegations included more women than men. In addition, 23 NOCs had gender-equal delegations in Rio.

With the introduction of rugby and golf, as well as new events for women and a mixed event in sailing, the number of women’s events increased – from 132 in

London to 136 out of 306 events. These successes are an important step forward, as the IOC seeks to implement Olympic Agenda 2020's recommendation to work with the IFs to achieve 50 per cent female participation in the Olympic Games.

An important milestone will be achieved at the YOG Buenos Aires 2018, where, for the first time in Olympic history, there will be gender equality in the event programme with 1,963 women and 1,963 men set to compete.

International Women's Day

The IOC joined the world in celebrating International Women's Day on 8 March, to highlight the role of sport as a powerful platform to promote gender equality and empower women and girls.

The event brought together more than 150 people, including IF leaders, UN representatives and IOC Members, who were invited to attend a dinner celebration hosted by IOC President Thomas Bach – an event that featured a panel discussion on “Measurable Actions to Kick-start Rapid Change on the Road to Gender Equality”.



“Sport gives us an opportunity that puts girls and women in the best positive light. It shows off their strength and their capacity to be winners... There’s a magic in sport and we certainly want to be part of this magic as UN Women.”

Phumzile Mlambo-Ngcuka, UN Women
Executive Director

60th Session of the UN Commission on the Status of Women

Led by IOC Member Nicole Hoevertsz, the IOC participated in the 60th Session of the UN Commission on the Status of Women (CSW60) that took place in New York from 12 to 24 March. The main subject of the session was “Women’s Empowerment and its Link to Sustainable Development”, along with “The Elimination and Prevention of all Forms of Violence against Women and Girls”.

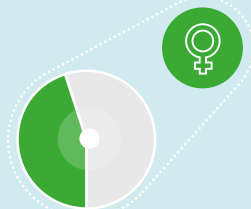
With more than 5,000 delegates representing Member States, NGOs and civil society and around 650 events, CSW60 was a great success.

WOMEN AT THE GAMES



46.58%

Female participation
at Lillehammer 2016



45.2%

Female participation at
Rio 2016 – up from 44%
at London 2012



50

Olympic delegations
in Rio where women
outnumbered men



136

Women's events in
Rio – up from 132
at London 2012

This important gathering was a crucial opportunity for the IOC to position sport as a key partner in the implementation of Agenda 2030 and to showcase its strengths and alignment around the central issues for action towards a more gender-balanced world.

As part of the CSW60, the IOC, in collaboration with UN Women and the Brazilian Government, organised a successful side-event, “2030 Agenda – the Contribution of Sport to Achieve Gender Equality and End Violence against Women and Girls”.

UN Women Executive Director Phumzile Mlambo-Ngcuka and Antonio de Aguiar Patriota, Brazil’s Permanent Representative to the UN and Chair of the CSW60, both attended the event, which highlighted the extraordinary power of sport to change women and girls’ lives.

Women Deliver Global Conference

An IOC delegation led by Lydia Nsekera, the Chair of the Women in Sport Commission, attended the 4th Women Deliver Global Conference in Copenhagen, one of the world’s largest global gatherings to focus on the health, rights and well-being of girls and women, from 16 to 19 May 2016. Based on the 17 Sustainable Development Goals (SDGs) which were adopted by the UN in 2015 in the framework of its Agenda 2030, the conference focused on how to implement the SDGs as they relate to girls and women.

The conference brought together more than 5,000 participants, including world leaders, UN leaders, advocates, policymakers, journalists, young people, researchers and leaders in the private sector and civil society, to showcase what it means and how it works when women and girls become the focus of development efforts.

Taking advantage of this important gathering, the IOC and the NOC of Denmark jointly organised a side-event under the leadership of Crown Prince Frederik and Lydia Nsekera.

The event demonstrated the important role of both sport and physical activities as central enablers to achieve gender equality and promote healthy lifestyles within the 2030 world agenda, as well as showcasing the role that the Olympic Movement is playing in this area.

Women leadership forum for IFs

In March 2016, the IOC and the Association of Summer Olympic International Federations (ASOIF) joined forces to organise the first-ever forum and training programme for women in IFs and National Federations (NFs).

More than 60 delegates from 25 NFs and IFs, together with experts and IOC

leaders, gathered in Lausanne from 7 to 9 March to explore ways to bring more women into leadership positions at all levels of sport.

The event featured two days of intensive training designed to enhance leadership skills in areas such as communication and mentoring, and marked the starting point for closer and more structured collaboration between the IOC, ASOIF, IFs, NFs and NOCs with regard to the positioning of female candidates in leadership positions.

The forum was an opportunity to sharpen skills, acquire new knowledge and update participants’ competencies in key leadership areas. One of the key outcomes was the establishment of a 10-Point Action Plan to be shared with all sports organisations within the Olympic Movement, designed to increase possibilities for girls and women in sport both on and off the field of play.



Forum for women leaders in Africa

From 19 to 21 September 2016, under the aegis of the IOC and the Zambian NOC, a forum aimed at training women working in African NOCs and NFs to excel as leaders in sports was held in the Zambian capital, Lusaka, with 65 attendees from 42 countries taking part.

The forum, opened by Zambian Vice-President Mrs Inonge Mutukwa Wina, was in line with the IOC policy to further enhance the presence of women in decision-making bodies within the Olympic Movement.

In this period of the electoral cycle, it aimed to prepare large numbers of women in middle and senior management positions in international organisations, NOCs and NFs to successfully stand for election.

The forum also aimed to provide key tips for female sports leaders as well as give

them the tools and counsel to enable them in turn to become mentors for other women seeking to work in sports.

Forum for women leaders in the Americas

From 28 to 30 November, over 100 participants from all 41 NOCs in the Americas took part in a forum aimed at empowering and training women working in sport and the Olympic Movement to excel as leaders.

The Forum for Women Leaders in Sport in the Americas – co-organised by the IOC, the Peruvian NOC and the Pan-American Sports Organisation (PASO) in Lima, Peru – opened with a panel of inspiring speakers and influential figures from the Olympic Movement.

During the three-day forum, the participants went through intensive coaching and training sessions, which were combined with discussions and mentoring sessions with the help of a team of professional trainers.

Male and female leaders in the region as well as Olympians also took part to support and contribute to the exchanges on gender differences.

One Win Leads to Another project – Rio 2016 legacy programme

"One Win Leads to Another", a joint programme initiated in 2015 by UN Women and the IOC to empower young women and girls through sport, was successfully implemented in Rio de Janeiro in 2016.

Benefiting from an IOC donation of USD 600,000, the programme targets 2,500 girls aged 12-14, using a series of sports programmes to build their leadership skills and improve their ability to influence decisions that impact their lives at all levels.

The project creates safe spaces for girls to break social barriers and equips them with basic economic skills, increased knowledge of their bodies and the confidence to access services in the event of violence.

The pilot project has now been successfully implemented across the state of Rio de Janeiro. The programme will now be expanded to other states and cities in Brazil, in the hope that it will serve as a model that can be rolled out internationally.

During an event jointly organised by UN Women and the IOC in Rio before the Olympic Games 2016, which was celebrating the "One Leads to Another" project, Worldwide TOP Partner P&G's Always brand announced that it was joining the partnership to support the training of trainers as multipliers of the programme. This announcement was in line with the brand's mission to stop the drop in confidence that girls experience at puberty.

IOC Women and Sport Awards

In November 2016, Ethiopian sports journalist Dagim Zinabu Tekle was announced as the first man to win the IOC Women and Sport World Trophy.

In 2011, the Ethiopian sports journalist founded the Lisan Women's Sport Radio Programme, which is dedicated to inspiring women and girls to be more active in sport and to pursue their goals and dreams.

Over five years, the radio programme has invited 12,580 guests, including sports leaders, coaches, professionals and sportswomen engaged in local and international women's sports activities. This has significantly raised awareness among the public of the achievements and success of these women.



Five continental trophies were also awarded to the following people:

- Winner for Africa: Ms Felicite Rwemarikira (Rwanda)
- Winner for the Americas: Dr Carole Oglesby (USA)
- Winner for Asia: Ms Maria Leonor Estampador (Philippines)
- Winner for Europe: Ms Majken Maria Gilmartin (Denmark)
- Winner for Oceania: Ms Moya Dodd (Australia)

All six winners received a grant from the IOC to help them to develop projects aiming at empowering women and girls in and through sports.

Sport and Active Society

In 2016, the IOC continued its mission to increase access to sport for all and provide everyone, in particular young people, with the educational and health values of sport. This was done in many ways, as the IOC worked towards implementing the Olympic Agenda 2020 recommendations that relate to the promotion of active lifestyles in society.

Olympic Day

NOCs around the world once again partnered with local communities and NFs to inspire people to get active on 23 June, as part of global celebrations to mark Olympic Day.

This included taking part in fun runs and walkathons, sports demonstrations, initiations and competitions, musical and crafts activities or “Chat with Champions” events.

In addition to the multitude of activities that took place around the world, the IOC’s digital platforms also helped promote Olympic Day. Reaching out to its millions of fans, the IOC invited its followers to show how and why they get



active. With the support of IFs, NFs and NOCs, thousands of people then shared their #OlympicDay sporting moments on social media platforms.

Sport and Active Society grants

In October 2016, the IOC’s Sport and Active Society Commission awarded four development grants – worth USD 20,000 each – to organisations running effective Sport for All programmes in their communities.

In order to be applicable for a grant, the organisations’ activities had to fall into one of the three following categories: empowering youth to be leaders in their community, mobilising communities to become active, and building on the legacy of the Olympic Games.

The winners were: Boxgirls International, which uses boxing as a catalyst for social change and a tool of empowerment for women and girls; Dreamfields Project, which provides townships and rural schools across South Africa with the necessary tools and equipment to play football; Salaam Bombay Foundation, which engages with 50,000 Indian children, building their self-esteem and

developing their life skills with the help of sport; and Shooting Touch, which uses the power of basketball to educate and empower at-risk young people and the communities in which they live.

The development grants were created by the commission to fulfil its mission to encourage people everywhere to participate in regular physical activity and to promote the health and social benefits of sport.

A case study detailing the projects and programmes of each of the winners will be added to the IOC’s Get Moving Toolkit – a guide to managing Sport for All programmes, which combines practical guidance and inspirational cases aimed at assisting and motivating participants in the development of new programmes.

WHO report on Ending Childhood Obesity

In May 2016, the IOC praised the adoption of a “historic” report by the World Health Organisation (WHO) on the international fight against childhood obesity, which, for the first time, placed as much importance on physical activity as diet.

Three out of six recommendations put forward by the WHO to “end childhood obesity” call for the implementation of comprehensive programmes that encourage physical activity and reduce sedentary behaviours in children and adolescents.

Culture and education

The IOC continues to run a series of programmes and activities that contribute to raising awareness about the importance of culture and Olympic education, helping to promote Olympism and Olympic ideals throughout the world and reinforce cooperation with

educational institutions and NOCs through projects especially targeting young people.

Artists-in-residence programme at the Olympic Games

As part of its implementation of Olympic Agenda 2020’s recommendation to “further strengthen the blending of sport and culture at the Olympic Games and in between”, the first-ever artists-in-residence programme was initiated during the Olympic Games Rio 2016.

French contemporary artist JR, German writer Tilman Spengler and up-and-

coming online artist Gerald Andal were invited to provide their own interpretation of the Games and the Olympic values. Best known for his huge monochrome images seen on streets all over the world, JR created “The Giants” – three black-and-white photo installations, representing athletes practising high jump, swimming and diving, which were installed on ultra-large scaffolds in the Flamengo, Barra da Tijuca and Botafogo areas in Rio de Janeiro.

Spengler, meanwhile, drew inspiration from the athletes and the Games to write a new “graphic novel”, while Andal created social media videos that captured the vibrancy of Rio, the energy and rhythm of the events and all the moods and emotions that were triggered.

In addition to “The Giants”, JR also worked on the “Inside Out Project Rio 2016”, which aimed to give a face to the people who are and who make the Olympic Games, from athletes and spectators to local residents and volunteers. Participants who had their pictures taken in the specially-designed photo booth were then presented with a large-format black-and-white poster (90 x 135cm) of their image. They were then invited to paste their poster in the surrounding area, creating an urban portrait gallery that embodied the universality of the Games.

The mobile photo booth visited the Maracanã Stadium, Praça Maua and the Olympic Village during the Games, capturing more than 8,000 portraits – all of which were posted in an online gallery (insideoutproject.net/rio2016). Using the hashtag #IOPRio2016, the project was shared widely on social media.

All elements of the artists-in-residence programme received an incredible response, engaging athletes, the general public and digital audiences. The project



received more than 44 million likes on Instagram and gained widespread global media attention in major international outlets such as The New York Times, O'Globo, Vogue, CNN, NBC and Le Figaro, in addition to cultural media outlets such as Hyperallergic, Fubiz, Culturebox, Artribune, residencyunlimited and Connaissance des Arts.

OVEP Toolkit

In its ongoing efforts to inspire young people to adopt healthy, active lifestyles built on the values of excellence, respect and friendship, the IOC launched a revamped edition of its Olympic Values Education Programme (OVEP) Toolkit in October 2016.

The toolkit has been reshaped to reinforce the benefits of an Olympic values-based curriculum:

- Structured physical activity providing a healthier and active lifestyle
- Learning becoming "fun" through instruction by movement
- Experiencing and incorporating positive sport values in daily life helping to develop a socially responsible and active individual

Exercises, stories, and games based on Olympic themes help young people to explore and experience the traditions of their own national and cultural communities. They support the shared objectives of the "education through sport" model in diverse learning environments.

Since OVEP was launched in 2007, the programme has expanded on a global scale and is delivered on five continents. During 2017, the development of a reliable Monitoring and Evaluation (M&E) system to measure programme delivery and training efficacy is underway.

At present, OVEP good practices encompass the following:

- Focusing on an integrated physical education curriculum in schools
- Supporting national educational reform and planning
- Capacity building for coaches and athletes as facilitators and trainers
- Leadership programmes for vulnerable groups
- Hybrid sports programme for life skills development and youth violence prevention
- Disaster response and social development programmes

Learn & Share activities at the YOG

The Winter Youth Olympic Games (YOG) Lillehammer 2016 provided a unique opportunity to fine-tune and deliver a unique set of culture and education activities, now known as the Learn & Share experience, to the young athletes.

With the decision taken by the IOC Session in Rio about the future of the YOG, the IOC is now revisiting the mix of activities and considering a more focused approach to a group of core athletes' integrity activities, including delivery methodologies that involve the use of innovative methods and technologies.

Buenos Aires 2018 and Lausanne 2020 will now be two important milestones to incubate and test new ways of transmitting core sports skills and life skills to athletes, their entourage and other young participants through fewer but more impactful activities.

Rio 2016 education programme

Thanks to the Rio 2016 educational programme, Transforma, over eight million pupils in almost 16,000 schools across Brazil and abroad have learned about the Olympic values and experienced new sports for the first time. Transforma has worked together with public and private schools across the country to create and develop new lessons and activities for schoolchildren that integrate the Games and their values into everyday teaching.

Since starting in 2013, the initiative – which included lessons and coaching sessions, as well as sports festivals – was rolled out to 3,032 towns and cities, and more than half of all Brazilian municipalities. It was present in 26 Brazilian states and the Federal District and was also initiated internationally in more than 20 countries.





PyeongChang 2018 education programme

In October 2016, the Pyeongchang 2018 Organising Committee announced a new partnership with the Korean Ministry of Education, which will enable schoolchildren in the Republic of Korea to learn more about winter sports and the Olympic values. The initiative will supply schools with visual aids and other educational tools to encourage students and teachers to participate in winter sports and in the Olympic Winter Games PyeongChang 2018.

It will also support winter sports institutes, a sports career development programme for middle school students, and provide opportunities for schoolchildren to gain career experience in sport.

The Olympic Museum

The Olympic Museum (TOM) – which reopened its doors in 2014 following a major redevelopment – enjoyed a record-breaking year in 2016, welcoming more than 300,000 visitors. This represented a more than 50 per cent increase compared with 2011, the year prior to the renovations. In particular, TOM's Destination: Rio programme proved very successful, attracting 45,000 people to the free exhibition and 25,000 participants in the 16 events on offer.

TOM continues to play an integral role in teaching the Olympic values to younger generations, with a quarter of its visitors aged under 16, including 25,000 children

who have benefited from TOM's schools educational programme. This represents 20 per cent more pupils than in previous years. In addition, the 36th Olympic Week attracted around 6,000 children aged from eight to 15, offering 30 free activities over five days.

One of TOM's major exhibits in 2016 was the Stadiums exhibition, launched in October, which used Olympic stadiums as an active way of speaking about sustainable development. As part of this, TOM also implemented its first interactive multimedia game, A Serious Game, intended to raise awareness of teens and young adults (from the age of 12) about sustainability issues. This game will also be added to TOM's permanent exhibition.

Financial Statements

The IOC is a non-profit association committed to leading the Olympic Movement and contributing to building a better world through sport. Its operations are based on four-year periods called Olympiads, during which both a Winter and a Summer Olympic Games and Youth Olympic Games are held. The Olympiad currently under review covers the period from 2013-2016.



IOC Financial Statements 2016

Thanks to a successful Olympiad, the IOC is in a position to distribute more revenue than ever before.

To ensure the credibility of the Olympic Movement, its values and its mission, the IOC strives to demonstrate good governance in all of its practices. This includes increasing the transparency of its operations, which was one of the recommendations outlined in Olympic Agenda 2020.

Therefore, although the IOC is under no legal obligation to apply International Financial Reporting Standards (IFRS),

it strongly believes that to do so will help it achieve more transparency, comparability and high quality in its financial statements.

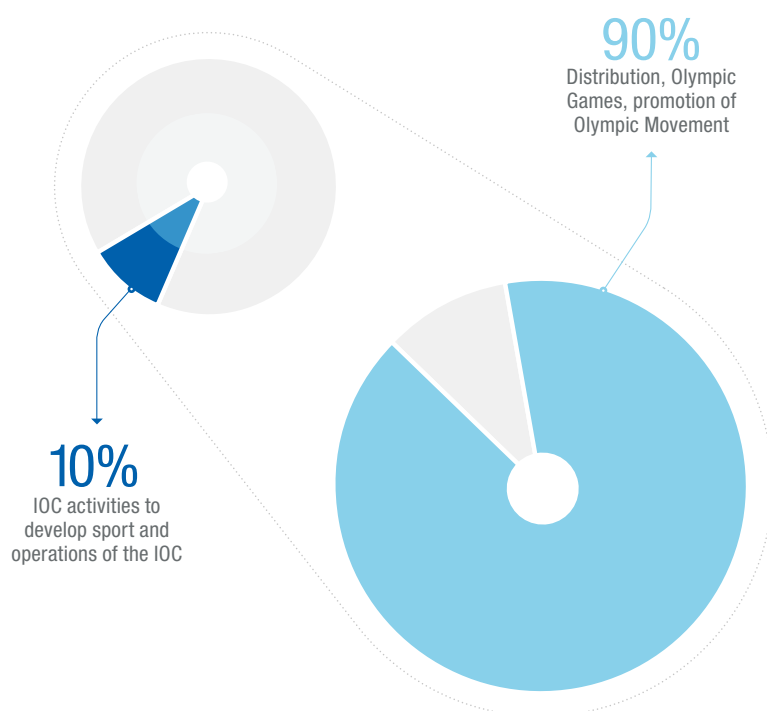
90% of the IOC revenues are redistributed

The IOC distributes 90% of its revenue of an Olympiad in order to support the staging of the Olympic Games and promote the worldwide development of sport and the Olympic Movement. The IOC retains only 10% of Olympic revenue for IOC activities to develop sport and operational costs of governing the Olympic Movement.

IOC sources of revenue

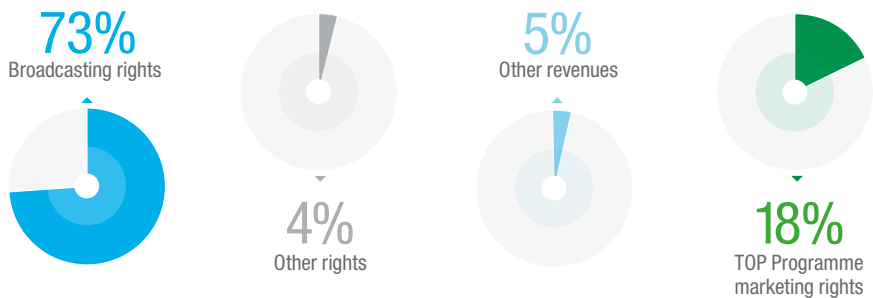
The IOC, and the organisations within the Olympic Movement, are entirely privately funded. Its strong financial foundation is driven by its partnerships with sponsors and broadcasters, which provide sustainable revenue streams to ensure the independent financial stability of the Olympic Movement. The continued growth of these partnerships supports the IOC's objectives towards promoting the worldwide development of sport, supporting the staging of the Olympic Games and assisting in the global promotion of the Olympic Movement. The IOC generates revenues through several programmes, including the sale of broadcasting rights, the worldwide TOP sponsorship programme and the IOC official supplier and licensing programme.

IOC REVENUE DISTRIBUTION (%)



The figures in the financial statements and tables have been rounded; totals may therefore deviate from the sum of the individual items. The figures 0 and 0.0 are rounded values representing less than half of the unit used, yet more than zero (rounded zero). A dash (-) in place of a number stands for zero (absolute zero).

IOC REVENUE 2013-2016



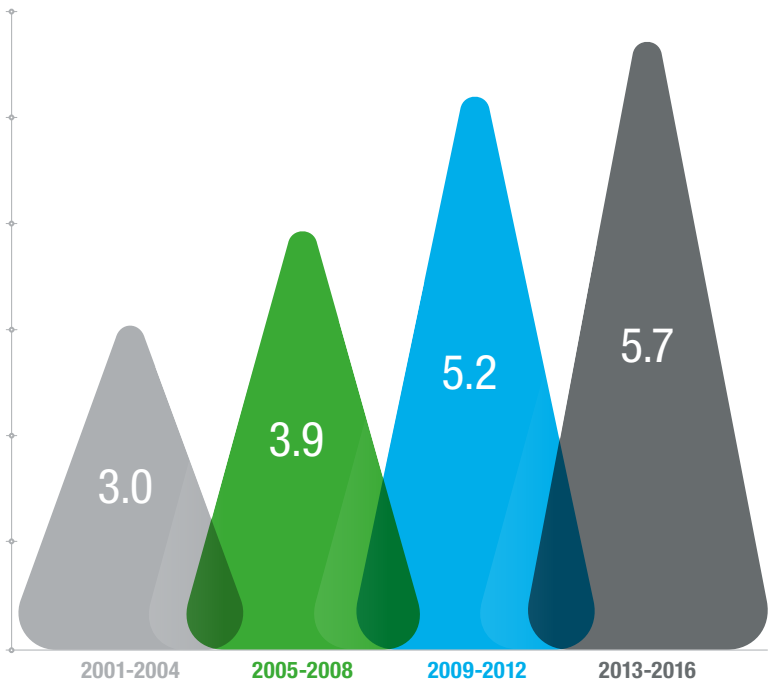
Source: IOC's audited financial statements

The IOC's 2013-2016 total revenue of USD 5.7 billion increased by 7.6% compared to the 2009-2012 total revenue. The main driver of the increase is television broadcasting rights and the TOP Programme marketing rights.

IOC television broadcasting rights for 2013-2016 increased by 8.1% to USD 4.2 billion compared to the 2009-2012 Olympiad.

Furthermore, in a sign of the continuing appeal of the Olympic Games and the Olympic values, partnership agreements for the eighth edition of the TOP Programme (TOP VIII), covering the 2013-2016 Olympiad, increased to over USD 1 billion, which represents a 5.6% growth compared to the previous TOP Programme (TOP VII).

IOC TOTAL REVENUES (IN BILLION USD)



Source: IOC's audited financial statements

IOC revenue distribution

The growth of IOC revenues has enabled the IOC to achieve the 90% distribution objectives of the Olympiad. During the 2013-2016 Olympiad, USD 5 billion was distributed by the IOC to support the staging of the Olympic Games and to promote the worldwide development of sport and the Olympic Movement.

Distributable revenues include cash and value-in-kind revenues from television broadcasting rights, TOP Programme rights and ticket royalty income. Revenues distributed to OCOGs and the United States Olympic Committee and Olympic Games-related expenditure are deducted from the revenues to calculate the equal shares attributable to the IFs, Olympic Solidarity/NOCs and the IOC.

Distributable revenues of the IOC are allocated through direct IOC contributions towards different organisations throughout the Olympic Movement, as well as various IOC activities, projects and programmes aimed at supporting the staging of the Games and promoting the worldwide development of sport and the Olympic Movement. Among others, this includes distribution to the following recipients:

The Organising Committees for the Olympic Games (OCOGs)

The IOC contribution supports the staging of the Summer and Winter editions of the Games. This includes direct contributions to the OCOGs (through the share of the television broadcasting rights and TOP rights), considerable costs that previously had been borne by the OCOG, such as the host broadcast operation, and various forms of Games support to the OCOG, including through its "Transfer of Knowledge" programmes. The OCOGs also raise additional revenue through domestic commercial activities facilitated by the authorised use of the Olympic marks together with the OCOGs' symbols. Compared to Athens 2004, the IOC contribution to support the staging of the Olympic Games Rio 2016 increased by almost 60%.

IOC contribution to support the Games (USD million)

Olympic Summer Games

2004 Athens	965
2008 Beijing	1,250
2012 London	1,374
2016 Rio	1,531

Olympic Winter Games

2002 Salt Lake	552
2006 Turin	561
2010 Vancouver	775
2014 Sochi	833

Source: IOC's audited financial statements

Olympic Solidarity/ National Olympic Committees (OS/NOCs)

The IOC distributes revenue to each of the 206 NOCs throughout the world to train and develop their Olympic hopefuls, athletes and teams. The IOC also contributes revenue to Olympic Solidarity, an autonomous commission that distributes revenue to NOCs. The Rio 2016 revenue distribution to Olympic Solidarity/NOCs more than doubled compared to Athens 2004.

Gross revenue to OS/NOCs (USD million)

Olympic Summer Games

2004 Athens	234
2008 Beijing	301
2012 London	520
2016 Rio	540

Olympic Winter Games

2002 Salt Lake	87
2006 Turin	136
2010 Vancouver	215
2014 Sochi	199

Source: IOC's audited financial statements

International Federations (IFs)

The IOC provides revenue to the IFs. These funds, which are used to support the development of sport worldwide, are distributed after the completion of the Games in which the federation is active. The Rio 2016 revenue distribution to IFs more than doubled compared to Athens 2004.

Gross revenue to IFs (USD million)

Olympic Summer Games

2004 Athens	257
2008 Beijing	297
2012 London	520
2016 Rio	540

Olympic Winter Games

2002 Salt Lake	92
2006 Turin	128
2010 Vancouver	209
2014 Sochi	199

Source: IOC's audited financial statements

Recognised organisations and federations

The IOC contributes to recognised international organisations, including the World Anti-Doping Agency, the Court of Arbitration for Sport, the International Olympic Academy and the International Paralympic Committee. The IOC also supports the International Paralympic Committee by enabling the Paralympic athletes to compete in the same city as the Olympic Games, benefit from the same Organising Committee, use the same sports venues and facilities, and enjoy the same conditions for official travel and accommodation as Olympic athletes. Funds earmarked for contributions from Rio 2016 revenues almost doubled compared to Athens 2004.

Funds earmarked (USD million)

Olympic Summer Games

2004 Athens	57
2008 Beijing	69
2012 London	81
2016 Rio	110

Olympic Winter Games

2002 Salt Lake	28
2006 Turin	33
2010 Vancouver	39
2014 Sochi	40

Source: IOC's audited financial statements

The Youth Olympic Games and the Youth Olympic Games Organising Committees (YOGOCs)

The IOC contribution supports the staging of the Youth Olympic Games (YOG). Celebrated for the first time in Singapore in 2010, the YOG launched a new Olympic tradition that engages young people through sport, education and cultural programmes.

IOC contribution to support the YOGs (USD million)

Summer YOG

2010 Singapore	40
2014 Nanjing	50

Winter YOG

2012 Innsbruck	20
2016 Lillehammer	35

Source: IOC's audited financial statements

Strong financial position

The IOC financial position at 31 December 2016 remains strong. IOC current assets stand at USD 1.9 billion, while non-current assets stand at USD 1.4 billion. Cash and financial assets represent 76% of the IOC's total financial position.

IOC total liabilities of USD 1.2 billion represent 37% of total financial position. This is fully covered by the IOC current assets, as well as the IOC fund balances. This shows IOC overall financial health and long-term sustainability. The IOC

fund balance stands at USD 2.1 billion, which represents 63% of the total financial position. Of the fund balances, 71% are undesignated to cover the Olympic Foundation as part of the IOC risk management strategy, as well as to cover the expenditures and contributions planned during a non-Games year in which no Games-related revenues are recognised. The IOC designated fund, at 29% of total fund balances, is designated for the financing of the annual programmes of Olympic Solidarity in order to secure financial assistance to the NOCs.



Report of the Statutory Auditor to the Session

As statutory auditor, we have audited the accompanying combined financial statements of the International Olympic Committee, which comprise the statement of financial position, statement of activities, statement of comprehensive income, statement of cash flow, statement of changes in fund balances and notes (pages 110 to 152), for the year ended 31 December 2016.

Executive Board's responsibility

The Executive Board is responsible for the preparation of the combined financial statements in accordance with the International Financial Reporting Standards (IFRS), the requirements of Swiss law and the Olympic Charter. This responsibility includes designing, implementing and maintaining an internal control system relevant to the preparation of combined financial statements that are free from material misstatement, whether due to fraud or error. The Executive Board is further responsible for selecting and applying appropriate accounting policies and making accounting estimates that are reasonable in the circumstances.

Auditor's responsibility

Our responsibility is to express an opinion on these combined financial statements based on our audit. We conducted our audit in accordance with Swiss law and Swiss Auditing Standards as well as the International Standards on Auditing. Those standards require that we plan and perform the audit to obtain reasonable assurance whether the combined financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the combined financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the combined financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers the internal control system relevant to the entity's preparation of the combined financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control system. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made, as well as evaluating the overall presentation of the combined financial statements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the combined financial statements for the year ended 31 December 2016 give a true and fair view of the financial position, the results of operations and the cash flows in accordance with the International Financial Reporting Standards (IFRS) and comply with Swiss law and the Olympic Charter.

Report on other legal requirements

We confirm that we meet the legal requirements on licensing according to the Auditor Oversight Act (AOA) and independence (article 69b paragraph 3 CC in connection with article 728 CO) and that there are no circumstances incompatible with our independence.

In accordance with article 69b paragraph 3 CC in connection with article 728a paragraph 1 item 3 CO and Swiss Auditing Standard 890, we confirm that an internal control system exists which has been designed for the preparation of combined financial statements according to the instructions of the Executive Board.

We recommend that the combined financial statements submitted to you be approved.

PricewaterhouseCoopers SA



Michael Foley
Audit expert
Auditor in charge



Pierre-Alain Dévaud
Audit expert

Lausanne, 9 June 2017

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Combined Statement of Financial Position

as at 31 December (in thousands of US dollars)

	Notes	2016	2015
ASSETS			
Current assets			
Cash and cash equivalents	4	970 092	417 632
Financial assets at fair value through profit or loss	5	829 922	954 858
Receivables and other current assets	7	113 372	832 813
Olympic Games-related deferred expenditure	11	–	148 817
		<u>1 913 386</u>	<u>2 354 120</u>
Non-current assets			
Financial assets	5	1 004 179	1 205 665
Investments in associates	6	9 299	11 104
Tangible fixed assets	8	188 264	209 358
Intangible fixed assets	9	69 978	47 737
Olympic Games-related deferred expenditure	11	94 316	59 470
		<u>1 366 036</u>	<u>1 533 334</u>
Total assets		<u>3 279 422</u>	<u>3 887 454</u>
LIABILITIES AND FUND BALANCES			
Current liabilities			
Accounts payable and accrued expenses	10	191 140	112 589
Olympic Games-related advances	11	–	1 698 148
Deferred income	11	95 695	154 635
Earmarked funds	12	71 463	38 046
		<u>358 298</u>	<u>2 003 418</u>
Non-current liabilities			
Olympic Games-related advances	11	681 570	413 244
Deferred income	11	68 722	32 127
Earmarked funds	12	39 766	–
Net pension plan obligation	13	47 931	33 482
Other non-current liabilities	14	9 306	61
		<u>847 295</u>	<u>478 914</u>
Fund balances			
Undesignated		1 497 094	1 110 605
Designated		603 516	292 753
Cumulative translation adjustment		26 869	29 494
Cash flow hedges		(53 650)	(27 730)
		<u>2 073 829</u>	<u>1 405 122</u>
Total liabilities and fund balances		<u>3 279 422</u>	<u>3 887 454</u>

The notes on pages 115 to 152 are an integral part of the financial statements.

Combined Statement of Activities

for the years ended 31 December (in thousands of US dollars)

	Notes	Undesignated	2016 Designated (note 2J)	Total	2015 Total
REVENUE					
Television broadcasting rights	15	2 868 600	–	2 868 600	–
TOP Programme marketing rights		409 928	–	409 928	143 015
Other rights	16	98 701	–	98 701	5 628
Other revenue	17	140 725	–	140 725	8 106
		<u>3 517 954</u>	<u>–</u>	<u>3 517 954</u>	<u>156 749</u>
EXPENDITURE					
Olympic Games-related expenditure, contributions and special projects					
Olympic Games-related expenditure	18	(463 744)	–	(463 744)	–
Youth Olympic Games-related expenditure	19	(19 406)	–	(19 406)	–
Grants and contributions		(6 340)	–	(6 340)	(6 877)
Funds earmarked for allocation	12	(110 000)	–	(110 000)	–
Olympic Solidarity programme	20	–	(113 427)	(113 427)	(101 670)
Special projects		(12 087)	–	(12 087)	(8 423)
		<u>(611 577)</u>	<u>(113 427)</u>	<u>(725 004)</u>	<u>(116 970)</u>
DISTRIBUTION OF REVENUE TO OCOG, NOC, USOC AND IF					
Revenue distribution	21	(1 894 529)	428 430	(1 466 099)	–
TOP Programme marketing	21	(377 407)	–	(377 407)	(121 544)
		<u>(2 271 936)</u>	<u>428 430</u>	<u>(1 843 506)</u>	<u>(121 544)</u>
Promotion of the Olympic Movement	23	(102 087)	–	(102 087)	(53 019)
Operating expenditures	22	(167 405)	(4 240)	(171 645)	(154 811)
Excess of (expenditure)/revenue before financial income		<u>364 949</u>	<u>310 763</u>	<u>675 712</u>	<u>(289 595)</u>
Financial income/(expense), net	25	35 710	–	35 710	(36 573)
Share of profit/(loss) of associates	6	509	–	509	394
Excess of (expenditure)/revenue		<u>401 168</u>	<u>310 763</u>	<u>711 931</u>	<u>(325 774)</u>

The notes on pages 115 to 152 are an integral part of the financial statements.

Combined Statement of Comprehensive Income

for the years ended 31 December (in thousands of US dollars)

	2016	2015
Excess of (expenditure)/revenue	711 931	(325 774)
Other comprehensive income:		
Items that will not be reclassified to the statement of activities		
Remeasurements of defined benefit obligations	(14 679)	(16 665)
Items that may be subsequently reclassified to the statement of activities		
Cash flow hedge	(25 920)	(12 710)
Translation adjustment	(2 625)	413
Other comprehensive income for the year	(43 224)	(28 962)
Total comprehensive income for the year	668 707	(354 736)

Combined Statement of Cash Flows

for the years ended 31 December (in thousands of US dollars)

	2016	2015
Operating activities		
Excess of revenue (expenditure)	711 931	(325 774)
Adjustments for:		
Excess of television broadcasting rights revenue over distribution	(1 401 461)	–
Allocation to earmarked funds	110 000	–
Recognition of Olympic Games-related deferred income and expenditure, net	89 877	–
Financial (income)/expense	(38 624)	33 107
Depreciation and amortisation	48 782	32 298
Share of profit/(loss) of associates	(509)	(394)
Foreign exchange differences	(11 704)	6 898
	<u>(491 708)</u>	<u>(253 865)</u>
Changes in:		
Olympic Games-related deferred income and expenditure, net	1 749	25 820
Receivables and other current assets	(666)	(10 436)
Accounts payable and accrued expenses	26 955	(93 388)
	<u>28 038</u>	<u>(78 004)</u>
TV rights receipts and allocations		
Receipt of Olympic Games-related advances	1 374 702	1 124 993
Disbursement of Olympic Games-related advances	(1 048 829)	(77 724)
Increase in OCOG receivable	(74 399)	(247 344)
Use of earmarked funds	(36 817)	(34 925)
(Increase)/decrease in television broadcasting rights receivable	<u>428 970</u>	<u>(531 876)</u>
	<u>643 627</u>	<u>233 124</u>
Interest received	45 528	34 674
Interest paid	(22)	(4)
	<u>45 506</u>	<u>34 670</u>
Net cash generated by/(used in) operating activities	<u>225 463</u>	<u>(64 075)</u>
Investing activities		
Purchases of fixed assets	(51 883)	(47 508)
Purchase of financial assets at fair value through profit or loss	(403 430)	(620 240)
Proceeds from sales of financial assets at fair value through profit or loss	770 343	886 107
Dividends from associates	256	262
Proceeds from sale of associate	1897	389
Net cash generated by/(used in) investing activities	<u>317 183</u>	<u>219 010</u>
Financing activities		
Proceeds from borrowings	8 752	–
Net cash generated by/(used in) financing activities	<u>8 752</u>	<u>–</u>
Increase/(decrease) in cash and cash equivalents	<u>551 398</u>	<u>154 935</u>
Movement in cash and cash equivalents		
At start of year	417 632	261 205
Increase/(decrease)	551 398	154 935
Effects of exchange rate changes	1 062	1 492
At end of year	<u>970 092</u>	<u>417 632</u>

The notes on pages 115 to 152 are an integral part of the financial statements.

Combined Statement of Changes in Fund Balances

for the years ended 31 December (in thousands of US dollars)

	Undesignated funds	Designated funds	Cumulative translation adjustments	Cash flow hedges	Total
Balance at 1 January 2015	1 346 474	399 323	29 081	(15 020)	1 759 858
Excess of revenue/(expenditure) recognised in statement of activities	(219 204)	(106 570)	–	–	(325 774)
Other comprehensive income/(loss) for the year	(16 665)	–	413	(12 710)	(28 962)
Total comprehensive income/(loss) for the year					(354 736)
Balance at 31 December 2015	1 110 605	292 753	29 494	(27 730)	1 405 122
Excess of revenue/(expenditure) recognised in statement of activities	401 168	310 763	–	–	711 931
Other comprehensive income/(loss) for the year	(14 679)	–	(2 625)	(25 920)	(43 224)
Total comprehensive income/(loss) for the year					668 707
Balance at 31 December 2016	1 497 094	603 516	26 869	(53 650)	2 073 829

The notes on pages 115 to 152 are an integral part of the financial statements.

Notes to the Combined Financial Statements

1. Activity

The International Olympic Committee (IOC), domiciled in Lausanne, Switzerland, is an international non-governmental not-for-profit organisation in the form of an association with the status of a legal person. The mission of the IOC is to lead the Olympic Movement in accordance with the Olympic Charter. The Olympic Movement encompasses organisations, athletes and other persons who agree to be guided by the Olympic Charter, including, in addition to the IOC, the International Federations (IFs), the National Olympic Committees (NOCs), including the United States of America Olympic Committee (USOC), and the Organising Committees of the Olympic Games (OCOGs).

The IOC's revenues are largely generated from royalties on licensing television broadcasting rights for Olympic Games, as well as revenues from the commercial exploitation of the Olympic symbol and Olympic emblems.

In addition to the activities of the IOC, these combined financial statements include the activities of the following organisations and programmes:

- The Olympic Foundation for Culture and Heritage (OFCH), a foundation governed by the provisions of the Swiss Civil Code. It has been entrusted by the IOC with the task of depicting the history and development of the Olympic Movement and to associate the movement with art and culture for specialists and the public at large worldwide.
- The Olympic Foundation (OF), a foundation governed by the provisions of the Swiss Civil Code. It has been entrusted by the IOC to give support to the activities of the Olympic Movement notably in the areas of culture, education and sports.
- Olympic Solidarity (OS), a programme developed jointly by the IOC and the NOCs. Its purpose is to assist the officially recognised NOCs, especially those most in need, to fulfil their mission and in making known the ideals of the Olympic Movement.
- IOC Television and Marketing Services SA (IOCTMS), a company fully owned by the OF which manages the IOC's worldwide sponsorship programme, all its other marketing activities and activities related to broadcasting rights and new media.
- The Olympic Partner (TOP) Programme, the IOC's worldwide sponsorship programme which is managed by IOCTMS.
- Olympic Broadcasting Services SA (OBS SA), a company fully owned by the OF that supplies all services relating to the establishment and management of the Host Broadcasting function of the Olympic Games.
- Olympic Broadcasting Services SL (OBS SL), a company that provides services to OBS SA, fully owned subsidiary of OBS SA.
- Olympic Channel Services SA (OCS SA), a company fully owned by the OF which provides any types of services in relation to audio-visual programmes relating to the Olympic Movement and to sports and to ensure the distribution of such programmes through all available media including through digital and linear broadcasting.
- Olympic Channel Services Spain SL (OCS SL), a company that provides services to OCS SA, fully owned subsidiary of OCS SA.

The activities of the OFCH, OF, OS, IOCTMS, TOP, OBS SA, OBS SL, OCS SA and OCS SL have been combined with those of the IOC (together, the IOC or the Group) on the basis of the fact that the latter has a 100% shareholding or control of the Boards of each organisation and programme.

2. Summary of Significant Accounting Policies

a) Basis of preparation

The combined financial statements are prepared in accordance with and comply with International Financial Reporting Standards (IFRS). The significant accounting policies are described below and have been consistently applied to the years presented, unless otherwise stated. The financial statements are prepared under the historical cost convention except for financial assets at fair value through profit or loss and derivative financial instruments which are shown at fair value. Transactions and balances among the combined organisations and programmes have been eliminated.

The preparation of financial statements in conformity with IFRS requires the use of accounting estimates and also requires the exercise of judgement in the application of the accounting policies. In particular, significant assumptions are used in the calculation of the defined benefit obligations (note 13).

These combined financial statements have been approved by the Executive Board of the IOC on 9 June 2017.

The amounts shown in these combined financial statements are presented in US dollars, in view of the international nature of the IOC's operations and due to the majority of its revenues being earned in that currency.

The television broadcasting revenues are received in USD, EUR, JPY, GBP, CAD and AUD. The related distributions are paid in USD and EUR.

Change in presentation

Certain comparative statement of financial position figures have been reclassified to conform to the current year's presentation.

The adoption of new standards and interpretations as of 1 January 2016 had no impact, or only limited impact on the accounting policies, financial position or performance of the Group.

Standard	Title	Effective date
IFRS 9	Financial instruments (Full Version) (July 2014)	01/01/2018
IFRS 15	Revenue from contracts with customers	01/01/2018
IFRS 16	Leases	01/01/2019

Standards, amendments and interpretations not yet effective and which have not been early adopted

A number of new standards and amendments to standards and interpretations are effective for annual periods beginning after 1 January 2016, and have not been applied in preparing these combined financial statements.

Based on a preliminary assessment, the Group does not expect any significant impact following the adoption of IFRS 9 and IFRS 15 on its combined financial statements.

The Group has not yet evaluated the impact of the adoption of IFRS 16 on its combined financial statements.

There are no other IFRSs or IFRIC interpretations that are not yet effective that would be expected to have a material impact on the Group.

b) Foreign currencies

Group companies

Items included in the financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which the entity operates ("the functional currency").

The statements of activities of the Group's entities that have a functional currency different from the presentation currency have been translated in US dollars at average exchange rates for the year and the statements of financial position at the year-end exchange rates ruling at 31 December. Exchange differences arising from such translation have been taken to the statement of changes in fund balances.

The main exchange rates used are as follows:

1 USD against		2016	2015	2016	2015
		Year-end rates		Average rates	
Swiss Franc	CHF	1.0190	0.9998	0.9883	0.9649
Euro	EUR	0.9505	0.9204	0.9069	0.9069

Transactions and balances

Foreign currency income and expenditure are accounted at the exchange rates prevailing at the date of the transactions. Gains and losses resulting from the settlement of such transactions and from the translation of monetary assets and liabilities denominated in foreign currencies are recognised in the statement of activities. Non-monetary items carried at historical cost denominated in a foreign currency are reported using the historical exchange rate at the date of the transaction.

c) Consolidation

Subsidiaries

Subsidiaries are all entities (including structured entities) over which the Group has control. The Group controls an entity when the group is exposed to or has right to variable returns from its involvement with the entity to affect those returns through its power over the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are deconsolidated from the date that control ceases.

The Group uses the acquisition method of accounting to account for business combinations. The consideration transferred for the acquisition of a subsidiary is the fair values of the assets transferred, the liabilities incurred and the equity interests issued by the Group. The consideration transferred includes the fair value of any asset or liability resulting from a contingent consideration arrangement. Acquisition-related costs are expensed as incurred. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date. On an acquisition-by-acquisition basis, the Group recognises any non-controlling interest in the acquiree either at fair value or at the non-controlling interest's proportionate share of the acquiree's net assets.

2. Summary of Significant Accounting Policies (continued)

The excess of the consideration transferred the amount of any non-controlling interest in the acquiree and the acquisition-date fair value of any previous equity interest in the acquiree over the fair value of the Group's share of the identifiable net assets acquired is recorded as goodwill. If this is less than the fair value of the net assets of the subsidiary acquired in the case of a bargain purchase, the difference is recognised directly in the statement of activities.

Inter-company transactions, balances and unrealised gains on transactions between Group companies are eliminated. Unrealised losses are also eliminated. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.

Transactions and non-controlling interests

The Group treats transactions with non-controlling interests as transactions with equity owners of the Group. For purchases from non-controlling interests, the difference between any consideration paid and the relevant share acquired of the carrying value of net assets of the subsidiary is recorded in equity. Gains or losses on disposals to non-controlling interests are also recorded in equity.

When the Group ceases to have control or significant influence, any retained interest in the entity is premeasured to its fair value, with the change in carrying amount recognised in profit or loss. The fair value is the initial carrying amount for the purposes of subsequently accounting for the retained interest as an associate,

joint venture or financial asset. In addition, any amounts previously recognised in other comprehensive income in respect of that entity are accounted for as if the Group had directly disposed of the related assets or liabilities. This may mean that amounts previously recognised in other comprehensive income are reclassified to profit or loss.

If the ownership interest in an associate is reduced but significant influence is retained, only a proportionate share of the amounts previously recognised in other comprehensive income are reclassified to profit or loss where appropriate.

Associates

Associates are all entities over which the Group has significant influence but not control, generally accompanying a shareholding of between 20% and 50% of the voting rights. Investments in associates are accounted for using the equity method of accounting and are initially recognised at cost. The Group's investment in associates includes goodwill identified on acquisition, net of any accumulated impairment loss.

The Group's share of its associates' post-acquisition profits or losses is recognised in the statement of activities, and its share of post-acquisition movements in other comprehensive income is recognised in other comprehensive income. The cumulative post-acquisition movements are adjusted against the carrying amount of the investment. When the Group's share of losses in an associate equals or exceeds its interest in the associate, including any other unsecured receivables, the Group

does not recognise further losses, unless it has incurred obligations or made payments on behalf of the associate.

Unrealised gains on transactions between the Group and its associates are eliminated to the extent of the Group's interest in the associates. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of associates have been changed where necessary to ensure consistency with the policies adopted by the Group.

Dilution gains and losses arising in investments in associates are recognised in the statement of activities.

d) Financial assets

The Group classifies its financial assets in the following categories: financial assets at fair value through profit or loss, and loans and receivables. The classification depends on the purpose for which the financial assets were acquired. Management determines the classification of its financial assets at initial recognition and re-evaluates this designation at every reporting date.

Financial assets at fair value through profit or loss

A financial asset is classified in this category if acquired principally for the purpose of selling in the short term or if so designated by management.

Derivatives are also categorised as such. Assets in this category are classified as current assets if they are expected to be realised within 12 months of the balance sheet date.

Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for maturities greater than 12 months after the balance sheet date. These are classified as non-current assets.

Regular purchases and sales of investments are recognised on settlement date. Financial assets at fair value through profit or loss are initially recognised at fair value and transaction costs are expensed in the statement of activities. They are subsequently carried at fair value. Investments are derecognised when the rights to receive cash flows from the investments have expired or have been transferred and the IOC has transferred substantially all risks and rewards of ownership. Loans and receivables are carried at amortised cost using the effective interest method.

Gains or losses arising from changes in the fair value of the “financial assets at fair value through profit or loss” category, including interest and dividend income, are presented in the statement of activities within financial expense, net, in the period in which they arise.

e) Deferred expenditure

Expenditure relating to Olympic Games and Youth Olympic Games (the “Games”) not yet held are deferred and recognised in the statement of activities upon successful completion of the Games. These include costs incurred on certain projects which provide benefits to a number of Games.

f) Tangible fixed assets

Tangible fixed assets are stated at cost less accumulated depreciation. Broadcasting equipment is depreciated according to its effective use during the Olympic Winter Games and during the Games of the Olympiad once every two years.

Depreciation of fixed assets is calculated on a straight-line basis over the estimated useful life of the assets as follows:

Buildings	50 years
Building and land installations	from 20 to 25 years
Leasehold improvements, furniture and equipment	from 4 to 10 years
Hardware	from 4 to 5 years
Collections	from 0 to 25 years

Land is stated at cost and is not depreciated.

New building and land installations as well as major renewals are capitalised; maintenance, repairs and minor renewals are charged to the statement of activities as incurred. The depreciation charge on broadcasting equipment is included in the Olympic Games-related expenditure.

The depreciation period and method are reviewed at least at the end of every reporting period.

g) Intangible fixed assets

Intangible fixed assets are initially measured based on the costs incurred to acquire the assets or to put them into service. After initial recognition, they are stated at cost less accumulated amortisation and accumulated impairment losses.

Amortisation is calculated on a straight-line basis over the estimated useful life of the assets as follows:

Software and licences	from 4 to 5 years
Multimedia library	from 4 to 10 years
Collections	from 0 to 6 years

The amortisation period and method are reviewed at least at the end of every reporting period.

2. Summary of Significant Accounting Policies (continued)

h) Content production

Content production for the Olympic Channel digital platform is initially measured based on the costs incurred to acquire or produce the content and is directly expensed in the statement of activities, in the Olympic Channel costs (disclosed under "Promotion of the Olympic Movement").

i) Pension obligations

The Group sponsors pension plans for employees of the IOC, OFCH, OF and IOCTMS. These plans are cash-balance plans treated as defined benefit plan for financial reporting purposes. The plan assets are separated and managed independently from the Group's assets. Furthermore, the Group pays contributions to savings plans for OBS SL and OCS SL.

The liability or the asset recognised in the balance sheet in respect of defined benefit pension plans is the present value of the defined benefit obligation at the end of the reporting period less the fair value of plan assets. The defined benefit obligation is calculated annually by an independent actuary using the projected unit credit method. The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using interest rates of high-quality corporate bonds that are denominated in the currency in which the benefits will be paid, and that have terms to maturity approximating to the terms of the related pension obligation.

Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to equity in other comprehensive income in the period in which they arise.

Past-service costs are recognised immediately in the statement of activities.

j) Designated funds

Funds designated for the financing of the quadrennial programme of Olympic Solidarity are reported as designated funds in the combined financial statements. The balance of these funds consists of unutilised allocations from the previous quadrennial programmes to be carried forward to the 2017-2020 quadrennial plan.

k) Revenue recognition

Television broadcasting rights

Royalties from the licensing of television rights to broadcast Olympic Games and Youth Olympic Games are recognised on the successful completion of the respective Olympic Games. Instalments received by the IOC prior to this date are deferred as they may be repayable, in whole or in part, to the television networks at any time up to the completion of the Games upon the occurrence, for any reason, of one or several conditions specified in the agreements. Interests earned on the instalments received are of the benefit of the IOC and are recorded as interest income.

TOP rights

Revenues from TOP rights are partly received in cash, in which case they are recorded on a linear basis, and partly received in the form of goods or services (Value in Kind). Value in Kind is recognised on a linear basis during the period of the contract and in the year of the Games of the Olympiad or Olympic Winter Games for the OCOGs. Value in Kind revenues are recorded based on their underlying fair value. Fair value is considered to be the estimated market price obtainable between knowledgeable, willing parties in an arm's length transaction.

Other rights

Other rights include revenues from the commercial exploitation of the Olympic symbol and Olympic emblems. The revenues represent the Group's share of the OCOGs marketing programmes, as well as income from other sponsorship, suppliership and licensing agreements. Revenues which are related to Olympic Games are deferred until the year the Olympic Games are held; other revenues are recorded in the period the instalments become due. Part of these revenues is received in the form of goods or services (Value in Kind).

l) Revenue distribution

In application of the recommendation made during the XIII Olympic Congress in Copenhagen in 2009, distributable revenues include cash and Value in Kind revenues from television broadcasting rights, TOP rights and part of the royalties income. Revenues distributed to OCOGs and USOC and Olympic Games-related expenditure are deducted from the revenues to calculate the equal shares attributable to the IFs, NOCs and IOC.

The TOP rights proceeds, net of related management fees, are allocated between the IOC, OCOGs and NOCs based on a standard formula agreed by the parties. Such distribution is recorded in line with the aforementioned policy with respect to the recognition of TOP rights.

m) Income taxes

The IOC, the OF and the OFCH are exempt from paying income taxes. Income taxes expensed by IOCTMS, OBS SA, OBS SL, as at 31 December 2016 and 2015 are included in operating expenditures and amount to USD 2.234 million in 2016 and USD 0.224 million in 2015. Income taxes expensed by OCS SA and OCS SL are included in Olympic Channel costs (disclosed under "Promotion of the Olympic Movement") and amount to USD 0.724 million in 2016 and USD 0.03 million in 2015.

n) Accounting for derivative financial instruments and hedging activities

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently re-measured at their fair value. The method of recognising the resulting gain or loss depends on whether the derivative is designated as a hedging instrument, and if so, the nature of the item being hedged.

All fair value changes of derivatives not designated as hedging instruments are recognised immediately in the statement of activities.

The Group designates certain derivatives as hedges of a particular risk associated with a recognised asset or liability or a highly probable forecast transaction (cash flow hedge).

Certain financial instrument transactions provide effective economic hedges under the Group's risk management policies; however, they do not qualify for hedge accounting under the specific rules in IAS 39. As a consequence, the hedging instrument and the hedged item are reported independently as if there were no hedging relationship.

The Group documents at the inception of the transaction the relationship between hedging instruments and hedged items, as well as its risk management objectives and strategy for undertaking various

hedging transactions. The Group also documents its assessment, both at hedge inception and on an ongoing basis, of whether the derivatives that are used in hedging transactions are highly effective in offsetting changes in cash flows of hedged items.

Cash flow hedge

The effective portion of changes in the fair value of financial assets that are designated and qualify as cash flow hedges is recognised in other comprehensive income. Amounts accumulated in equity are reclassified to the statement of activities in the periods when the hedged item affects profit or loss (for example, when the forecasted distribution that is hedged takes place). When a hedging instrument expires or is sold, or when a hedge no longer meets the criteria for hedge accounting, any cumulative gain or loss existing in equity at that time remains in equity and is recognised when the forecast transaction is ultimately recognised in the statement of activities. When a forecast transaction is no longer expected to occur, the cumulative gain or loss that was reported in equity is immediately transferred to the statement of activities within financial expense, net.

3. Financial Risk Management

a) Financial risk factors

The Group's activities expose it to a variety of financial risks, including the effects of changes in foreign currency exchange rates and interest rates. Its overall risk management programme seeks to minimise potential adverse effects on the activities of the Group. The Group uses derivative financial instruments such as foreign currency options, interest rate swaps, swaptions and forward contracts to cover certain exposures.

Risk management is carried out by the treasury section under limits determined by the Finance Management Committee and the policies approved by the Executive Board.

Foreign exchange risk

The Group is exposed to foreign exchange risks mainly because most of its revenues are generated in various currencies including USD, EUR, GBP, AUD, CAD and JPY whereas its operating expenditures are essentially Swiss Franc-based. Foreign currency option and forward contracts are used to reduce the related exposure.

The full fair value of a hedging derivative is classified as a non-current asset or liability when the remaining hedged item is more than 12 months and as a current asset or liability when the remaining maturity of the hedged item is less than 12 months. Trading derivatives are classified as a current asset or liability.

A portion of the IOC's JPY portfolio, amounting to USD 401.3 million (2015: USD 235.5 million), has been designated as hedging instrument to hedge currency risks on future JPY-based disbursements from the IOC contribution (cash flow hedge). The contribution will be paid by the Group between 2017 and 2020. It will be allocated to the Olympic Games Tokyo 2020 expenditure. The effective portion of exchange loss on the related JPY portfolio has been recognised in other comprehensive income (OCI), for a total amount of USD 16.2 million (2015: USD 0.4 million loss).

A currency forward contract, amounting to USD 550.6 million (2015: USD 550.6 million), has been designated as hedging instrument to hedge currency risks on future JPY-based contractual broadcasting advances (cash flow hedge). The contractual advances will be received by the Group between 2017 and 2024. They will be allocated to future Games revenues, from Olympic Games 2018 to 2024. The effective portion of change in fair value of the related forward contract has been recognised in other comprehensive income, for a total loss of USD 13.7 million (2015: USD 1.6 million gain).

A portion of the IOC's EUR portfolio, amounting to USD 65.2 million (2015:

USD 116.4 million), has been designated as hedging instrument to hedge currency risks on future EUR-based disbursements from the IOC contribution (cash flow hedge). The disbursements will be paid by the Group between 2017 and 2024. They will be allocated to future Games expenditure, from Olympic Games 2018 to 2024. The effective portion of exchange loss on the related EUR has been recognised in other comprehensive income, for a total amount of USD 1.3 million (2015: USD 13.9 million loss).

The 2016 gain of USD 3.6 million (2015: USD 0.6 million gain) relating to the ineffective portion is recognised immediately in the statement of activities within financial expense, net.

In the current year, the deferred loss arising from cash flow hedges has been recycled from other comprehensive income to the profit and loss for an amount of USD 5.2 million (2015: USD 0 million).

The following table shows the Group's sensitivity to the above mentioned foreign currencies:

	2016				2015			
	Impact on P/L		Impact on Equity		Impact on P/L		Impact on Equity	
	10% decrease vs USD	10% increase vs USD	10% decrease vs USD	10% increase vs USD	10% decrease vs USD	10% increase vs USD	10% decrease vs USD	10% increase vs USD
EUR	5.4	(5.4)	(6.5)	6.5	(9.4)	12.5	(11.6)	11.6
JPY	0.0	(0.0)	4.1	(13.9)	0.0	(0.0)	25.2	(32.0)
CHF	(36.0)	39.1	–	–	(14.9)	20.4	–	–
AUD	(4.0)	4.0	–	–	(8.2)	8.2	–	–
GBP	(4.2)	4.2	–	–	(6.5)	6.5	–	–
CAD	(4.0)	4.0	–	–	(8.7)	8.7	–	–

3. Financial Risk Management (continued)

a) Financial risk factors (continued)

Interest rate risk

The Group is exposed to interest rate risk through the impact of rate changes on interest bearing assets. These exposures are managed partly through the use of derivative financial instruments such as interest rate swaps and swaptions.

At 31 December 2016, if the interest rates had increased by 1%, with all other variables held constant, revenues for the year would have deteriorated by USD 16.5 million (2015: USD 26.8 million), mainly as a result of change in fair value of bond instruments included in financial assets at fair value through profit or loss. If the rates had decreased by 1%, revenues would have improved by USD 16.9 million (2015: USD 26.8 million).

Credit risk

A substantial part of the Group's revenues are generated from the licensing of television broadcasting rights and other rights. The Group believes that all amounts due under such rights are fully

collectible. The Group has policies which limit the amount of credit and investment exposures. Cash is placed with Swiss banks; derivative instruments and custodian agreements are also made with these same banks. Investment securities represent notes issued by major corporations and government entities as well as investment fund units issued by major banks.

Market risk

The Group is exposed to market risk because of its financial assets at fair value through profit or loss other than Money market instruments. These exposures are managed by the Group using the financial risk management policies described below.

At 31 December 2016, if the equity indexes had increased/decreased by 10%, with all other variables held constant, excess of revenues (expenditure) for the year would have improved/deteriorated by USD 37.9 million (2015: USD 39.0 million), mainly as

a result of change in fair value of equity-based instruments included in financial assets at fair value through profit or loss.

Liquidity risk

The treasury department monitors and manages cash at the Group level and prepares rolling forecasts of the Group's liquidity position on an ongoing basis. Such forecasting takes into consideration the contractual terms of cash in- and outflows under television broadcasting rights and TOP Programme agreements, the IOC's funding of contractual obligations towards other organisations of the Olympic Movement and operating expenses of the Group's organisations and programmes.

The table below analyses the Group's non-derivative financial liabilities and net settled derivative financial liabilities into relevant maturity groupings based on the remaining period at the balance sheet date to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flow.

At 31 December 2016 USD 000	Less than 1 year	Between 1 and 2 years	Between 2 and 5 years	Over 5 years
Accounts payable	91 392	–	–	–
Earmarked funds	71 463	39 766	–	–
Bank borrowings	–	–	–	8 752
Balance at 31 December	162 855	39 766	–	8 752
At 31 December 2015 USD 000	Less than 1 year	Between 1 and 2 years	Between 2 and 5 years	Over 5 years
Accounts payable	102 368	–	–	–
Earmarked funds	38 046	–	–	–
Balance at 31 December	140 414	–	–	–

b) Financial risk management policy

Overview and objectives

The IOC receives and distributes funds to the various pillars of the Olympic Movement. The Finance Commission and the Executive Board wish to adopt policies and procedures to govern the management of these funds as well as the level of market and credit risk that can be assumed, and the reports to be submitted.

Policies described below are to be followed in the management of the funds directly under the control of the IOC. These funds are kept in four separate portfolios herein denominated as the IOC portfolio, the Olympic Foundation portfolio, the Olympic Solidarity portfolio and the TOP Programme portfolio.

The Olympic Foundation portfolio is the primary reserve fund of the IOC. Its purpose is to cover the operating expenses of the IOC over an Olympiad in which no Games were held.

The Olympic Solidarity portfolio holds the funds which are to be distributed by Olympic Solidarity.

The TOP Programme portfolio serves to manage the surplus funds to cover future deficits of the programme.

The objective of this policy statement is to outline for each portfolio (a) the purpose of the portfolio, its return objectives and its level of risk, (b) the type of investment instruments permitted with limits by type of instrument, (c) the maximum market risk limits to be assumed by the portfolios, by duration and value-at-risk measures, (d) the limits on debt investments by credit rating, and (e) the reporting requirements.

Responsibilities

The Finance Commission is responsible for recommending policies for approval by the Executive Board. These portfolios are managed by the Treasurer, and overseen by the Treasury Committee (TC) as well as the Finance Commission. Members of the TC are the IOC President, the Finance Commission President, the IOC Director General, the IOC Finance Director and the Treasurer.

The Executive Board approves the investment strategy for the IOC, Olympic Foundation and TOP Programme portfolios on the recommendation of the Finance Commission, and thereafter exercises overall supervision of its implementation. The execution of approved investment strategies is the responsibility of the TC. The investment strategy of the Olympic Solidarity portfolio is subject to the prior approval of the Olympic Solidarity Commission. The Treasurer is responsible for implementing approved strategies and ensuring compliance with policy limits.

3. Financial Risk Management (continued)

b) Financial risk management policy (continued)

International Olympic Committee portfolio

The IOC portfolio includes funds derived primarily from broadcasting rights contracts which may have to be reimbursed in foreign currency under certain circumstances, within an uncertain period of time. The remainder of the portfolio is used to finance operating expenses, made usually in CHF, and other cash outflows.

The short-term nature and uncertainty of the claims on the IOC portfolio suggest that it should have a modest risk profile where a principal attribute is capital preservation.

Types of investments permitted include:

- Money market instruments, notes and bonds
- Euro Commercial Papers (ECP)
- Foreign exchange spot and forwards
- Structured products with 100% capital guarantee
- Foreign exchange options
- Interest rates swaps and derivatives such as options, FRA's or swaptions
- Money market funds

All other types of investments require prior approval of the TC and/or the Finance Commission.

For fixed-income securities, the following limits shall apply:

- The securities shall have a rating of "A" or above on the Bloomberg Composite Rating. If a rating falls below A during the bond's lifetime, a deeper analysis has to be carried out and the case will be submitted at the next TC meeting.
- The following ratings limits shall apply: AAA and AA Bonds 60 – 100%, A bonds 0 – 40%. Unrated bonds are not permitted.
- The duration of the fixed-income portfolio shall not exceed four years, and the 90-day value-at-risk must remain below 9% of the market value.
- Total exposure to any one corporate issuer should not exceed 6% of the market value of the total bond portfolio.
- Structured notes, maximum 20% of the market value of the bond portfolio.

For Euro Commercial Papers (ECP):

- ECPs are booked as Money market instruments
- The securities shall have a short-term rating of A-3 or above by Standard & Poor's
- The maturity shall not exceed 12 months

For Derivatives:

Short options are permitted for the purpose of yield enhancement and are always covered by an underlying asset in the portfolio.

Forward forex contracts are always covered by an underlying asset in the portfolio. Securities lending operations are forbidden.

Olympic Foundation portfolio

The Olympic Foundation has been entrusted by the IOC to give support to the activities of the Olympic Movement. The Olympic Foundation portfolio will ensure it has sufficient investments realisable with a minimum of loss so as to cover the IOC's operating cash requirements in the eventuality of a cancellation of any future Olympic Games.

The portfolio has a long-term orientation and has an absolute return objective. The investment universe is broad and therefore the risk appetite is higher than the IOC portfolio.

External mandates for some specific investments are permitted.

Types of investments permitted include:

- Money market instruments, notes and bonds
- Euro Commercial Papers (ECP)
- Common equities and exchange-traded funds (ETFs)
- Mutual funds or hedge funds which invest in securities described above
- Emerging market debt and equity funds
- Fund of Funds
- Real estate funds or real estate direct investments
- Commodities
- Structured products with 100% capital guarantee.
- Foreign exchange spot and forwards
- Options on foreign exchange and rates

For fixed-income securities, the following limits shall apply:

- Ratings: the following Bloomberg Composite Rating limits shall apply:

AAA and AA Bonds	55-100%
A Bonds	0-40%
BBB, BB and B Bonds	0-5%

 Unrated Bonds are not permitted.
- The duration of the fixed-income portfolio shall not exceed 10 years, and the 90-day value-at-risk must remain below 9% of the market value.
- Total exposure to any one corporate issuer should not exceed 6% of the market value of the total bond portfolio.
- Structured notes with principal protection should not exceed 20% of the market value of the bond portfolio

For Euro Commercial Papers (ECP):

- ECPs are booked as Money market instruments.
- The securities shall have a short-term rating of A-3 or above by Standard & Poor's.
- The maturity shall not exceed 12 months.

For common equities, the following limits will apply:

- Positions in any single equity must be limited to 6% of the market value of the equity portfolio. Positions in a single equity fund and Fund of Funds must be limited to 12% of the equity portfolio.
- Emerging market equities cannot exceed 20% of the market value of the equity portfolio.
- The proportion of the portfolio invested in equities cannot exceed 30% of the total market value of the portfolio.

- The proportion of the portfolio invested in alternative investments, such as hedge funds and Funds of Funds, cannot exceed 15% of the total market value of the portfolio.

For commodities investments, the following limits will apply:

- Investments must be limited to 10% of the market value of the total portfolio.

For real estate investments, the following limits will apply:

- Direct investments in real estate as well as real estate funds must be limited to 10% of the market value of the total portfolio.

For Derivatives:

- Short options are permitted for the purpose of yield enhancement and are always covered by an underlying asset in the portfolio.
- Forward forex contracts are always covered by an underlying asset in the portfolio. Securities lending operations are forbidden.

All other investments require prior approval of the TC and/or the Finance Commission.

3. Financial Risk Management (continued)

b) Financial risk management policy (continued)

Currency allocation

Olympic Foundation investments can be made in every convertible currency. Nevertheless, the following ranges should be maintained and respected:

- 80-100% of the total of investments in USD
- 0-20% of the total of investments in EUR
- 0-10% of the total of investments in CHF
- All others currencies (0-5%)

Custodian banks

The Olympic Foundation assets should be held in several banks for diversification purposes. None of them should have more than 70% of the global portfolio.

Olympic Solidarity portfolio

The strategy consists of managing the biennial IOC allocations and matching the investments with the forecasted outflows. The portfolio should have a low-risk profile where a principal objective is capital preservation. It is short-term orientated and has an absolute return objective.

1. Olympic Solidarity operational funds

Types of investments permitted include:

- Money market instruments, notes and bonds
- Euro Commercial Papers (ECP)

For fixed-income securities, the following limits shall apply:

- Ratings – the Bloomberg Composite Rating will be used and the following limits shall apply:

AAA and AA Bonds	50 – 100%
A Bonds	0 – 50%

If a bond is suddenly downgraded below A, the IOC Finance Department will notify Olympic Solidarity in order to make a deeper analysis and reassess the risk.

- The duration of the fixed-income portfolio shall not exceed five years, and the 90-day value at risk must remain below 6% of the market value.
- Total exposure to any group corporate issuer should not exceed 6% of the market value of the total bond portfolio, including the surplus fund.

For Euro Commercial Papers (ECP):

- ECPs are booked as Money market instruments.
- The securities shall have a short-term rating of A-3 or above by Standard & Poor's.
- The maturity shall not exceed 12 months.

2. Olympic Solidarity surplus fund

After the Olympic Games London 2012, a reserve fund was created. The aim of this fund is to cover potential smaller future allocations from the IOC.

The fund can be invested in all types of products detailed under section 1 and, up to a maximum of 50% of the surplus fund, in the additional following instruments:

- Common equities and exchange-traded funds (ETFs)
- Emerging market debt and equity funds
- Mutual funds or hedge funds which invest in securities described above

All investments will be carried out in USD denominated assets and the reporting currency for the Olympic Solidarity portfolio is USD.

All other types of investments require prior approval of the Olympic Solidarity Commission.

TOP Programme portfolio

Like Olympic Solidarity, the TOP Programme has one operational portfolio and one surplus fund.

The TOP Programme surplus fund was set up in 2009 with the marketing profits from previous TOP Programmes. Its purpose is to cover a possible deficit of the TOP IX Programme. If there is no deficit, the investments will be extended to future programmes.

Since the business model of the TOP Programme is similar to that for Olympic Solidarity, by analogy, the same investment policies apply. However, the TOP Programme investments can be in several currencies.

All other types of investments require prior approval from the Finance Commission.

Benchmarks

Each category of investment allocated to the IOC portfolios should have an identified benchmark index. These would be used to compare the actual total return of the components of the IOC portfolios with a corresponding passive index.

Reporting

Reports on the investment portfolios must be presented to the Finance Commission on a semi-annual basis and quarterly to the TC. In addition, a dashboard report is issued every month and sent to management. This report assesses the full compliance of investments with risk policies. Any deviation is underlined and the follow-up and the final decision are taken by management.

Policy exceptions and update

Policy exceptions may be approved in the event that unusual market conditions require immediate action, and it is not feasible to convene the Finance Commission. In the case of any proposed actions that could result in exceeding a policy limit, approval must be obtained at least from the IOC Finance Director and one other member of the TC, one of whom must be either the President or the Chairman of the Finance Commission, before proceeding. At the following TC meeting, the transaction(s) must be presented for ratification.

During 2016, the dashboard did not reveal any significant discrepancy with the risk management policies. Two positions were over limit by the end of the year but have been reduced during the first quarter of 2017.

During 2015, the dashboard did not reveal any discrepancy with the risk management policies except currency allocation of the Olympic Foundation, whose ranges have been changed in December 2015 by the financial policies update. Change in currency allocation of the Olympic Foundation has been made according to the new policies at the beginning of 2016.

These policies shall be reviewed every two years and should contain a re-assessment of the portfolio objectives, risk profiles, permitted investments/currencies and asset allocation mix.

The last update was made in December 2016 and was approved by the IOC Finance Commission on 5 December 2016.

c) Strategy managing own funds

Funds balances include designated funds which are set aside for the financing of the Olympic Solidarity programme. Undesignated funds are kept for the purpose of financing the Olympic Foundation portfolio and the Group working capital.

3. Financial Risk Management (continued)

d) Fair value estimation

The table below analyses financial instruments carried at fair value, by valuation method. The different levels have been defined as follows:

- Quoted prices (unadjusted) in active markets for identical assets or liabilities (Level 1)
- Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (that is, as prices) or indirectly (that is, derived from prices) (Level 2)
- Inputs for the asset or liability that are not based on observable market data (that is, unobservable inputs) (Level 3)

The following table presents the Group's assets and liabilities that are measured at fair value at 31 December 2016.

USD 000	Level 1	Level 2	Level 3	Total
Financial assets and liabilities at fair value through profit or loss				
Money market funds	4 314	–	–	4 314
Bonds	1 087 770	–	–	1 087 770
Equity	140 460	–	10 056	150 516
Hedge funds	–	228 875	–	228 875
Real estate	69 232	–	–	69 232
Commodities	9 725	–	–	9 725
Derivative financial instruments	–	(15 011)	–	(15 011)
Total assets	1 311 501	213 864	10 056	1 535 421

The following table presents the Group's assets and liabilities that are measured at fair value at 31 December 2015.

USD 000	Level 1	Level 2	Level 3	Total
Financial assets at fair value through profit or loss				
Bank deposits	101 418	–	–	101 418
Money market funds	47 560	–	–	47 560
Bonds	1 300 731	–	–	1 300 731
Equity	150 185	–	10 722	160 907
Hedge funds	–	229 250	–	229 250
Real estate	64 993	–	–	64 993
Commodities	9 714	–	–	9 714
Derivative financial instruments	–	4 460	–	4 460
Total assets	1 674 601	233 710	10 722	1 919 033

The fair value of financial instruments traded in active markets is based on quoted market prices at the balance sheet date. A market is regarded as active if quoted prices are readily and regularly available from an exchange, dealer, broker, industry group, pricing service, or regulatory agency, and those prices represent actual and regularly occurring market transactions. The quoted market price used for financial assets held by the Group is the last daily quoted price. These instruments are included in Level 1. Instruments included in Level 1 comprise primarily equity investments, bonds, commodities and bank deposits classified as financial assets at fair value through profit or loss.

The fair value of financial instruments that are not traded in an active market (for example, over-the-counter derivatives) is determined by using valuation techniques. These valuation techniques maximise the use of observable market data where it is available and rely as little as possible on entity specific estimates. If all significant inputs required to fair value an instrument are observable, the instrument is included in Level 2.

If one or more of the significant inputs is not based on observable market data, the instrument is included in Level 3.

The following table presents the changes in Level 3 instruments for the year ended 31 December 2016.

USD 000	Equity	Total
Opening balance	10 722	10 722
Purchases of Level 3 instruments	–	–
Sales of Level 3 instruments	(1 376)	(1 376)
Gains and losses recognised in profit or loss	710	710
Closing balance	10 056	10 056
Total gains or losses for the period included in profit or loss for assets held at the end of the reporting period	710	710

The following table presents the changes in Level 3 instruments for the year ended 31 December 2015.

USD 000	Equity	Total
Opening balance	12 955	12 955
Purchases of Level 3 instruments	3 900	3 900
Sales of Level 3 instruments	(2 117)	(2 117)
Gains and losses recognised in profit or loss	(4 016)	(4 016)
Closing balance	10 722	10 722
Total gains or losses for the period included in profit or loss for assets held at the end of the reporting period	(4 016)	(4 016)

4. Cash and Cash Equivalents

	2016 USD 000	2015 USD 000
Cash at bank and in hand	812 000	316 415
Bank deposits		
in USD	158 092	90 576
in NOK	–	3 048
in CAD	–	7 593
Total cash and cash equivalents	970 092	417 632

5. Financial Assets

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a) Movements in financial assets at fair value through profit or loss

	2016 USD 000	2015 USD 000
For the year ended 31 December		
Opening net book amount	1 919 033	2 273 566
Additions	403 430	620 458
Disposals	(770 343)	(886 325)
Gains/(losses) on sale of financial assets (note 25)	(2 936)	218
Exchange gains/(losses)	(27 434)	(75 670)
Increase/(decrease) in market value (note 25)	13 671	(13 214)
Closing net book amount	1 535 421	1 919 033
As at 31 December		
Current	829 922	954 858
Non current (note 5c)	705 499	964 175
Total of financial assets at fair value through profit or loss	1 535 421	1 919 033

b) Financial assets at fair value through profit or loss by portfolio and classes

	2016 USD 000	2015 USD 000
a) International Olympic Committee		
Bank deposits	–	76 418
Money market funds	–	31 948
Bonds	460 067	631 230
Derivative financial instruments	(12 043)	2 534
	<u>448 024</u>	<u>742 130</u>
b) Olympic Foundation		
Money market funds	4 314	4 109
Bonds	462 095	454 896
Equity	150 516	160 907
Hedge funds	135 463	137 288
Real estate	69 232	64 993
Commodities	9 725	8 852
Derivative financial instruments	(2 967)	1 926
	<u>828 378</u>	<u>832 971</u>
c) Olympic Solidarity		
Bank deposits	–	25 000
Money market funds	–	11 503
Bonds	160 950	194 823
Hedge funds	92 978	91 478
	<u>253 928</u>	<u>322 804</u>
d) TOP Programme		
Bonds	4 657	19 782
Hedge funds	434	484
Commodities	–	862
	<u>5 091</u>	<u>21 128</u>
Total portfolios	<u>1 535 421</u>	<u>1 919 033</u>
Total by classes		
Bank deposits	–	101 418
funds	4 314	47 560
Bonds	1 087 769	1 300 731
Equity	150 516	160 907
Hedge funds	228 875	229 250
Real estate	69 232	64 993
Commodities	9 725	9 714
Derivative financial instruments	(15 010)	4 460
	<u>1 535 421</u>	<u>1 919 033</u>

Note that cash and cash equivalents are not included in the figures above.

The fair value of derivatives that are designated and effective as cash flow hedges (hedge accounting) is USD -4.9 million (2015: USD 2.0 million).

5. Financial Assets (continued)

c) Non-current financial assets

	2016 USD 000	2015 USD 000
Advances to Organising Committees of Olympic Games:		
PyeongChang 2018	125 163	75 542
Tokyo 2020	7 098	1 625
Television broadcasting rights receivable	157 486	157 486
Financial assets at fair value through profit or loss (note 5a)	705 499	964 175
Loan to associates	2 996	3 054
Other financial assets	5 937	3 783
Total financial assets	1 004 179	1 205 665

The advances to host cities' OCOGs are guaranteed by their respective government which have the following Standard & Poor's, ratings as of 31 December 2016: the Republic of Korea government (PyeongChang 2018) AA (2015: AA-) and Japanese government (Tokyo 2020) A+ (2015: A+).

At 31 December 2016, TV broadcasting rights receivable is concentrated on a single counterpart rated A- by S&P, as in 2015.

d) Financial instruments by category

	Financial assets at fair value through profit or loss USD 000	Loans and receivables USD 000	Total USD 000
Assets as per statement of financial position at 31 December 2016			
Current assets			
Cash and cash equivalents (note 4)	–	970 092	970 092
Financial assets at fair value through profit or loss (note 5a)	829 922	–	829 922
Receivables and other current assets (note 7)	–	113 372	113 372
Non-current assets			
Financial assets (note 5c)	705 499	298 680	1 004 179
Total	1 535 421	1 382 144	2 917 565
Assets as per statement of financial position at 31 December 2015			
Current assets			
Cash and cash equivalents (note 4)	–	417 632	417 632
Financial assets at fair value through profit or loss (note 5a)	954 858	–	954 858
Receivables and other current assets (note 7)	–	832 813	832 813
Non-current assets			
Financial assets (note 5c)	964 175	241 490	1 205 665
Total	1 919 033	1 491 935	3 410 968

Except where mentioned in the relevant notes, the carrying amount of each class of financial assets disclosed in the table above approximates the fair value.

6. Investments in Associates

The Group's investments in associates are comprised of various entities active in the management and development of real estate in Switzerland. All associates are unlisted.

The tables below provide summarised financial information of the Group's associates. The information disclosed below reflects the amounts presented in the financial statements of the relevant associates and not Group's share of those amounts.

USD 000	Assets	Liabilities	Revenue	Profit/(Loss)
2015	87 108	47 758	54 545	1 510
2016	73 415	38 947	15 519	1 822

Net assets movement of the Group's associates:

	2016 USD 000	2015 USD 000
At 1 January	39 350	40 127
Acquisition/disposals	(5 059)	(1 037)
Profit/(loss) for the period	1 822	1 510
Dividends paid	(1 024)	(1 049)
Foreign exchange differences	(621)	(201)
Closing net assets	34 468	39 350

The carrying value of the Group's investments in associates is:

Interest in associates	9 299	11 104
Carrying value	9 299	11 104

7. Receivables and Other Current Assets

	2016 USD 000	2015 USD 000
Receivable from Organising Committees of Olympic Games:		
Rio 2016	43	303 990
PyeongChang 2018	16 787	16
Tokyo 2020	8 741	6 206
Other Organising Committees	–	1
TOP rights receivable	8 109	402
Television broadcasting rights receivable	1 052	430 022
Recoverable withholding taxes and VAT	49 770	5 448
Other receivables	11 355	51 124
Accrued income	–	11 640
Accrued interest receivable	7 399	11 799
Prepaid expenses and advances	7 973	10 264
Olympic souvenirs and awards	2 143	1 901
Total receivables and other current assets	113 372	832 813

At 31 December 2016, a receivable of USD 0.7 million was past due. As of 31 December 2015, a receivable of USD 4.2 million was past due.

8. Tangible Fixed Assets

	Land, buildings and building installations USD 000	Leasehold improvements, furniture and equipment USD 000	Hardware USD 000	Broadcasting equipment USD 000	Collections USD 000	Construction in progress USD 000	Total USD 000
At 1 January 2015							
Cost	135 212	49 641	12 239	61 406	42 919	6 401	307 818
Accumulated depreciation	(17 887)	(18 166)	(9 232)	(60 116)	(7 917)	–	(113 318)
Net book amount	117 325	31 475	3 007	1 290	35 002	6 401	194 500
Year ended 31 December 2015							
Opening net book amount	117 325	31 475	3 007	1 290	35 002	6 401	194 500
Exchange differences	(459)	(137)	(171)	(2)	(1)	(254)	(1 024)
Additions/Disposals, net	297	1 782	2 990	10 076	575	20 539	36 259
Transfer, net	2 776	(2 785)	(252)	–	(1)	644	382
Depreciation charge	(12 238)	(4 978)	(1 813)	–	(1 730)	–	(20 759)
Closing net book amount	107 701	25 357	3 761	11 364	33 845	27 330	209 358
At 31 December 2015							
Cost	140 490	44 457	8 805	66 797	43 493	27 330	331 372
Accumulated depreciation	(32 789)	(19 100)	(5 044)	(55 433)	(9 648)	–	(122 014)
Net book amount	107 701	25 357	3 761	11 364	33 845	27 330	209 358
Year ended 31 December 2016							
Opening net book amount	107 701	25 357	3 761	11 364	33 845	27 330	209 358
Exchange differences	(1 692)	(685)	(402)	(215)	(0)	66	(2 928)
Additions/Disposals, net	260	6 737	9 694	7 797	182	10 891	35 561
Transfer, net	513	2 453	(961)	12 767	(18 789)	(15 789)	(19 806)
Depreciation charge	(6 748)	(6 231)	(2 251)	(17 844)	(847)	–	(33 921)
Closing net book amount	100 034	27 631	9 841	13 869	14 391	22 498	188 264
At 31 December 2016							
Cost	109 918	47 720	15 318	85 366	14 908	22 498	295 728
Accumulated depreciation	(9 884)	(20 089)	(5 477)	(71 497)	(517)	–	(107 464)
Net book amount	100 034	27 631	9 841	13 869	14 391	22 498	188 264

Reconciliation of the depreciation charge:

	2016 USD 000	2015 USD 000
Included in:		
Operating expenditures (note 22)	7 507	12 641
Promotion of the Olympic Movement (note 23)	7 691	7 042
Broadcasting costs (note 18)	18 308	–
Youth Olympic Games-related expenditure (note 19)	415	–
Olympic Games-related deferred expenditures (note 11)	–	1 076
Total depreciation – tangibles	33 921	20 759

9. Intangible Fixed Assets

	Software and licences USD 000	Multimedia and Library USD 000	Collections USD 000	Intangibles under construction USD 000	Total USD 000
At 1 January 2015					
Cost	37 613	28 624	–	12 286	78 523
Accumulated amortisation	(28 986)	(1 124)	–	–	(30 110)
Net book amount	8 627	27 500	–	12 286	48 413
Year ended 31 December 2015					
Opening net book amount	8 627	27 500	–	12 286	48 413
Exchange differences	(1)	–	–	(3)	(4)
Additions/Disposals, net	2 131	5 242	–	3 876	11 249
Transfer, net	262	7 055	–	(7 699)	(382)
Amortisation charge	(7 247)	(4 292)	–	–	(11 539)
Closing net book amount	3 772	35 505	–	8 460	47 737
At 31 December 2015					
Cost	44 757	40 921	–	8 460	94 138
Accumulated amortisation	(40 985)	(5 416)	–	–	(46 401)
Net book amount	3 772	35 505	–	8 460	47 737
Year ended 31 December 2016					
Opening net book amount	3 772	35 505	–	8 460	47 737
Exchange differences	(600)	–	–	1	(599)
Additions/Disposals, net	15 185	3 465	326	(1 081)	17 895
Transfer, net	1 380	3 967	21 558	(7 099)	19 806
Amortisation charge	(2 928)	(11 931)	(2)	–	(14 861)
Closing net book amount	16 809	31 006	21 882	281	69 978
At 31 December 2016					
Cost	31 806	46 958	31 429	281	110 474
Accumulated amortisation	(14 997)	(15 952)	(9 547)	–	(40 496)
Net book amount	16 809	31 006	21 882	281	69 978

Reconciliation of the amortisation charge:

	2016 USD 000	2015 USD 000
Included in:		
Operating expenditures (note 22)	13 304	11 506
Promotion of the Olympic Movement (note 23)	1 075	33
Broadcasting costs (note 18)	482	–
Total amortisation – intangibles	14 861	11 539

10. Accounts Payable and Accrued Expenses

	2016 USD 000	2015 USD 000
Payable to Organising Committees of Olympic Games:		
Sochi 2014	–	5 000
Rio 2016	10 786	14 479
TOP rights income to be redistributed	1 657	1 840
Revenue to be redistributed to the Olympic Movement	58 980	–
Other payables	80 606	52 156
Accrued expenses	39 111	39 114
Total accounts payable and accrued expenses	191 140	112 589

11. Olympic Games-related Advances, Deferred Income and Expenditure

a) Advances on TV rights

	2016			2015		
	Total advances on TV rights USD 000	Less TV rights allocated to USOC USD 000	Advances, net USD 000	Total advances on TV rights USD 000	Less TV rights allocated to USOC USD 000	Advances, net USD 000
2016 Olympic Summer Games	–	–	–	1 760 674	(62 526)	1 698 148
2018 Olympic Winter Games	428 644	(23 715)	404 929	300 568	(24 225)	276 343
2020 Olympic Summer Games	185 793	(1 823)	183 970	32 711	(1 823)	30 888
Future Olympic Games	102 425	(9 754)	92 671	115 767	(9 754)	106 013
Total	716 862	(35 292)	681 570	2 209 720	(98 328)	2 111 392
Current portion	–	–	–	1 760 674	(62 526)	1 698 148
Non-current portion	716 862	(35 292)	681 570	449 046	(35 802)	413 244
Total	716 862	(35 292)	681 570	2 209 720	(98 328)	2 111 392

b) Deferred income

	2016 USD 000	2015 USD 000
2016 Olympic Summer Games	–	132 327
2018 Olympic Winter Games	15 192	435
2020 Olympic Summer Games	53 487	17 522
TOP Programme	95 695	35 459
Future Youth Olympic Games	43	1 019
Total	164 417	186 762
Current portion	95 695	154 635
Non-current portion	68 722	32 127
Total	164 417	186 762

c) Deferred expenditure

	2016 USD 000	2015 USD 000
2016 Olympic Summer Games	–	140 677
2018 Olympic Winter Games	55 564	30 298
2020 Olympic Summer Games	26 984	22 111
Future Olympic Games and Youth Olympic Games	11 768	15 201
Total	94 316	208 287
Current portion	–	148 817
Non-current portion	94 316	59 470
Total	94 316	208 287

12. Earmarked Funds

This account represents provisions based on tripartite obligation of financial assistance to organisations of the Olympic Movement. Transactions recorded during 2016 and 2015 are as follows:

	2016 USD 000	2015 USD 000
Year ended 31 December		
Balance at 1 January	38 046	72 971
Funds earmarked for allocation to organisations of the Olympic Movement	110 000	–
Allocation to the World Anti-Doping Agency	(14 431)	(19 327)
Allocation to the International Council of Arbitration for Sport	(7 617)	(7 931)
International Federations development programme	(2 650)	(2 920)
Financial assistance to other organisations of the Olympic Movement	(12 119)	(4 747)
Balance at 31 December	111 229	38 046
At 31 December		
Current	71 463	38 046
Non-current	39 766	–
Balance at 31 December	111 229	38 046

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13. Defined Benefit Pension Plan

The IOC's pension scheme covers substantially all employees. The scheme was valued by independent actuaries using the projected unit credit method as at 31 December 2016, as in 2015.

The following tables set forth the status of the pension plan and the amounts recognised in the statement of financial position at 31 December 2016 and 2015:

	2016 USD 000	2015 USD 000
Projected benefit obligations	176 010	153 530
Fair value of plan assets	(128 079)	(120 048)
Net liability/(asset) recognised in the statement of financial position	47 931	33 482

The movement in the defined benefit obligation over the year is as follows:

	Defined benefit obligation USD 000	Fair value of plan assets USD 000	Total USD 000
At 1 January 2016	153 530	(120 048)	33 482
Current service cost	9 341	–	9 341
Impact change in plan	(2 244)	–	(2 244)
Interest expense/(income)	1 165	(910)	255
Expense in the statement of activities	8 262	(910)	7 352
Remeasurements:			
Return on plan assets, excluding amounts included in interest expense/(income)	–	(141)	(141)
Experience loss/(gain)	14 820	–	14 820
Amount recognised in other comprehensive income	14 820	(141)	14 679
Exchange differences:	(3 682)	2 581	(1 101)
Contributions:			
Employer	–	(6 481)	(6 481)
Employees	4 466	(4 466)	–
Benefits paid	(1 386)	1 386	–
At 31 December 2016	176 010	(128 079)	47 931
At 1 January 2015	131 437	(111 047)	20 390
Current service cost	8 087	–	8 087
Impact change in plan	(5 100)	–	(5 100)
Interest expense/(income)	1 355	(1 144)	211
Expense in the statement of activities	4 342	(1 144)	3 198
Remeasurements:			
Return on plan assets, excluding amounts included in interest expense/(income)	–	(397)	(397)
Experience loss/(gain)	17 062	–	17 062
Amount recognised in other comprehensive income	17 062	(397)	16 665
Exchange differences:	(1 549)	959	(590)
Contributions:			
Employer	–	(6 181)	(6 181)
Employees	4 267	(4 267)	–
Benefits paid	(2 029)	2 029	–
At 31 December 2015	153 530	(120 048)	33 482

13. Defined Benefit Pension Plan (continued)

The actual return on plan assets was a gain of USD 1.1 million in 2016 (2015: USD 1.5 million).

The assumptions used for the calculations are the following:

	2016	2015
Discount rate used in determining present values	0.60%	0.75%
Annual rate of increase in future compensation levels	1.50%	1.75%
Expected rate of future increase in pension benefits	0.00%	0.00%
Expected long-term rate of return on plan assets	0.60%	0.75%
Mortality assumption	LPP2015_G	LPP2010_G

As an indication of sensitivity of the above estimates, a decrease in the discount rate of 0.5 % per annum would, all other things being equal, increase the obligation by USD 17.0 million (2015: USD 12.1 million). Changes in the other assumptions disclosed above do not lead to significant changes in the obligation.

The asset allocation at 31 December is:

	2016 USD 000	2015 USD 000
Cash	14 572	19 796
Equity	33 583	28 535
Bonds	52 707	47 455
Real estate	19 665	17 047
Others	7 552	7 215
	<u>128 079</u>	<u>120 048</u>

Expected contributions to post-employment benefits plans for the year ending 31 December 2017 are USD 6.2 million (2015: 3.6 million).

The weighted average duration of the defined benefit obligation is 17.7 years in 2016 (2015: 16.7 years).
Expected maturity analysis of undiscounted pension benefit payments for the next ten years is as follows:

At 31 December 2016	USD 000
2017	3 061
2018	2 940
2019	2 876
2020	3 098
2021	3 081
2022-2026	17 394

14. Other Non-current Liabilities

	2016 USD 000	2015 USD 000
Bank borrowings	8 752	–
Deferred tax liabilities	554	61
Total other non-current liabilities	9 306	61

The Group has contracted a loan to finance the construction of its new headquarters. For the first time in 2016, a portion of the construction loan has been received by the Group.

The bank borrowings are financial liabilities categorised at amortised cost and are denominated in CHF.

The fair value of borrowings equals their carrying amount, as the impact of discounting is not significant.

In 2016, we have capitalised borrowing costs amounting to USD 64,000 (2015: USD 0) on tangible fixed assets. Borrowing costs were recognised at the rate of 1.46%, which is also the effective interest rate of the borrowings.

15. Television Broadcasting Rights Revenue

	2016 USD 000	2015 USD 000
Olympic Games broadcast rights revenues by continent		
America	1 596 268	–
Europe	649 127	–
Africa	43 366	–
Asia	524 574	–
Oceania	54 225	–
	2 867 560	–
Youth Olympic Games broadcasting rights revenues	1 040	–
Total revenues from television broadcasting rights	2 868 600	–

16. Other Rights

	2016 USD 000	2015 USD 000
Royalties:		
OCOG marketing programme	82 161	905
Suppliers	7 267	2 643
Licensing	4 967	171
Other	4 306	1 909
Total other rights	98 701	5 628

17. Other Revenues

	2016 USD 000	2015 USD 000
Unilateral and Paralympic broadcasting revenue	119 875	–
USOC contribution to the Olympic Summer Games	10 000	–
Other revenue	10 850	8 106
Total other revenue	140 725	8 106

18. Olympic Games-related Expenditure

	2016 USD 000	2015 USD 000
Expenditure in relation to the 2016 Olympic Summer Games		
Broadcasting costs	321 079	–
Candidacy, Evaluation Commission and Coordination Commission costs	14 321	–
Technology costs	8 002	–
IOC operations	43 421	–
Contributions to NOCs including grants for travel, equipment and athletes	39 790	–
Services delivered to athletes	3 913	–
Contribution to anti-doping programme	3 779	–
Knowledge transfer programme (TOK)	2 391	–
Marketing programme: TV rights costs	10 454	–
Insurance premium for Games cancellation	14 384	–
Other costs	2 210	–
Total expenditures in relation with the 2016 Olympic Summer Games	463 744	–

Broadcasting costs include equipment, production and telecommunication costs incurred by the Group to broadcast the live television and radio signals to the 2016 Olympic Summer Games:

	2016 USD 000	2015 USD 000
Broadcasting costs		
Broadcast equipment and construction	109 392	–
Depreciation of broadcasting equipment	18 790	–
Salaries and social charges	44 880	–
Games operations workforce	48 122	–
Logistics	54 921	–
Production	13 966	–
Telecommunications	15 418	–
Administrative and other expenses	15 590	–
Total broadcasting costs	321 079	–

19. Youth Olympic Games-related Expenditure

	2016 USD 000	2015 USD 000
Expenditure in relation with the 2016 Youth Olympic Games		
Broadcasting costs	2 175	–
Depreciation of broadcasting equipment	415	–
Candidacy, Evaluation Commission and Coordination Commission costs	960	–
Technology costs	536	–
IOC's operations	12 571	–
Other costs	2 749	–
Total expenditures in relation with the Youth Olympic Games	19 406	–

20. Olympic Solidarity Programme

	2016 USD 000	2015 USD 000
Previous years' programmes	(3 439)	(1 358)
Current year programmes		
Continental Programmes:	45 444	47 970
Olympic Solidarity World programmes:		
Olympic Scholarships for Athletes	9 666	11 840
Team Support Grants	1 927	3 545
Continental Athletes Grant	2 749	6 327
Youth Olympic Games—Athletes Support	1 438	2 376
Technical Courses for Coaches	3 765	3 483
Olympic Scholarships for Coaches	2 122	2 268
Development of National Sports Structure	1 876	1 658
NOC Administration Development	9 167	9 244
National Training Courses for Sports Administrators	1 127	790
International Executive Training Courses in Sports Management	778	1 087
NOCs Exchanges	350	219
Sports Medicine	966	600
Environment Sustainability in Sport	402	239
Women and Sport	392	424
Sport for All	1 323	937
Olympic Education, Culture & Legacy	2 865	2 028
	40 913	47 065
Complementary programmes and others	30 509	7 993
Total current year programmes	116 866	103 028
Total Olympic Solidarity Programmes	113 427	101 670

21. Revenue Distribution

In application of the recommendation made during the XIII Olympic Congress in Copenhagen in 2009, distributable revenues include cash and value in kind revenues from television broadcasting rights, TOP rights and part of the royalties income. Revenues distributed to OCOGs and USOC and Olympic Games-related expenditure are deducted from the revenues to calculate the equal shares attributable to the IFs, NOCs and IOC.

The amounts recognised in the statement of activities are as follows:

	2016			2015		
	Revenue USD 000	TOP Programme USD 000	Total USD 000	Revenue USD 000	TOP Programme USD 000	Total USD 000
Allocations to:						
Rio 2016 Organising Committee	765 169	231 085	996 254	–	37 348	37 348
Sochi 2014 Organising Committee	–	11 640	11 640	–	11 640	11 640
USOC	160 650	35 609	196 259	–	31 900	31 900
International Federations	540 280	–	540 280	–	–	–
National Olympic Committees	428 430	52 235	480 665	–	40 086	40 086
Marketing in kind and other costs	–	46 838	46 838	–	570	570
	1 894 529	377 407	2 271 936	–	121 544	121 544
National Olympic Committees' share of revenue reserved in designated funds	(428 430)	–	(428 430)	–	–	–
Distribution of revenue to OCOG, NOCs, USOC and IFs	1 466 099	377 407	1 843 506	–	121 544	121 544

For the 2016 Olympic Summer Games, the 2016 global allocation of revenues to the Olympic Movement, which included amounts paid or payable prior to 2016, was as follows:

	USD 000
2016 gross distributable revenues after deduction of contribution to Rio OCOG, USOC and Games-related expenditure	1 620 840
Allocation to:	
International Federations	540 280
National Olympic Committees	540 280
International Olympic Committee	540 280
Total	1 620 840

22. Operating Expenditures

	2016 USD 000	2015 USD 000
Salaries and social charges	76 423	67 503
Press, publications and public relations	5 990	1 965
External services	27 596	26 063
Session, Executive Board and commission expenses	10 621	13 596
Transport, travel and residence expenses	7 321	7 206
Maintenance, supplies and other expenses	20 649	14 107
Income taxes	2 234	224
Depreciation (note 8) and amortisation (note 9)	20 811	24 147
Total operating expenditures	171 645	154 811

23. Promotion of the Olympic Movement

	2016 USD 000	2015 USD 000
Olympic Channel	63 600	11 146
Culture and Heritage	38 487	41 873
Total promotion of the Olympic Movement	102 087	53 019

24. Salaries and Social Charges

	2016 USD 000	2015 USD 000
Salaries and other staff costs	127 260	75 498
Social security costs	17 082	10 628
Pensions costs	8 730	3 198
Total salaries and social charges	153 072	89 324

The total salaries and social charges above are comprised of salaries and social charges presented under the financial statement line items “Olympic Games-related expenditure” (Note 18), “Youth Olympic Games-related expenditure” (Note 19), “Operating expenditures” (Note 22) and “Promotion of the Olympic Movement” (Note 23).

The increase in salaries and social charges in 2016 is mainly driven by the salaries and social charges recognised as broadcasting costs in 2016 of USD 45.2 million (2015: 0). The salaries and social charges recognised as broadcasting costs were deferred in the Statement of Financial Position in the previous years and are recognised in the statement of activities (Note 2E) upon successful completion of the Olympic Games and Youth Olympic Games every two years.

25. Financial Income (Expense), Net

	2016 USD 000	2015 USD 000
Interest income and dividend	41 128	35 955
Interest expense	(22)	(4)
Fair value increase/(decrease) on financial assets at fair value through profit or loss, net (note 5A)	13 671	(13 214)
Gains/(losses) on sale of financial assets at fair value through profit or loss, net (note 5A)	(2 936)	218
Net foreign exchange losses	(13 217)	(56 062)
Other financial expense	(2 914)	(3 466)
Total financial income (expense), net	35 710	(36 573)

26. Related Party Transactions

Identity of related parties

IOC Members are natural persons. The total number of IOC Members may not exceed 115. As of 31 December 2016, the IOC has 98 Members, 39 Honorary Members, one Honour Member and one Honorary President. From the Group's perspective, the following persons are regarded as related parties: the President, the Executive Board members and the members of the executive management.

Transactions with related parties

The IOC Members including the IOC President are volunteers. Upon request by the IOC Members (following a simple process), some of the personal administrative expenses related to the execution of their respective functions within the IOC are compensated by fixed amounts. This amount varies in relation to the various functions. These costs are included in the statement of activities under Session, Executive Board and commission expenses.

Travel and accommodation expenses during the execution of the IOC Members' functions are covered by the IOC.

The indemnity policy for the IOC Members and the IOC President is as follows:

IOC Members and IOC Honorary Members

- Annual administrative support
USD 7,000
- Daily indemnity for the IOC Members for all types of meetings, including commissions, Sessions and Olympic Games (to cover the time of travel, the days before and after the meetings are compensated)
USD 450
- Daily indemnity for IOC commission chairs for their own commission meetings (to cover the time of travel, the days before and after the meetings are compensated)
USD 2 x 450
- Daily indemnity for IOC Executive Board members for Executive Board meetings (to cover the time of travel, the days before and after the meetings are compensated)
USD 2 x 450

The respective indemnities can be allocated by the President when he requests a Member for a special mission. These costs are included in the statement of activities under transport, travel and residence expenses.

The IOC President will be treated in the same way and entitled to the same indemnity as the Executive Board members during the meetings of the Executive Board and as any IOC Executive Board member during the Olympic Games.

According to the obligations and rights attributed to him in the Olympic Charter, the IOC President has the function of an Executive President. Therefore, the President is on mission for the IOC 365 days a year. In line with past practices and like all other IOC Members, the IOC President receives an indemnity to partially cover his expenses. The President receives neither the fixed annual support nor the daily indemnity related to all commission meetings or other missions that he is entitled to as an IOC Member. The Ethics Commission decided a single annual fixed amount linked to inflation of EUR 225,000 as indemnity, which is included in the President's expenses disclosed below.

In line with the policy, the IOC covers the cost of the President's expenses which amounted to USD 305,000 in 2016 and USD 301,000 in 2015. Consistent with past practice, an annual amount of USD 106,000 is paid by the IOC to cover the income tax expense related to the IOC President's activities in Switzerland. These are included in the statement of activities under transport, travel and residence expenses and Session, Executive Board and commission expenses.

The executive management of the IOC is considered to be the President, the Director General and all Directors of the IOC. As mentioned previously, the President is not remunerated. The salaries and short-term benefits of the other members of the executive management amounted to USD 8,787,000 in 2016 and USD 8,513,000 in 2015. Their post-employment benefits amounted to USD 948,000 in 2016 and USD 923,000 in 2015.

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