CONTRACTUAL FRAMEWORK FOR HOSTING THE OLYMPIC AND PARALYMPIC GAMES

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Introduction

This document describes the contractual framework needed to host the Olympic and Paralympic Games, provides the rationale behind key provisions of the Olympic Host Contract and describes which elements need to be secured prior to election. The Olympic Host Contract reflects the Olympic Agenda 2020 and New Norm reforms as well as the new host election approach, approved by the IOC in June 2019. These reforms provide increased flexibility in the sharing of responsibilities, promote innovative delivery solutions focused on alignment with the future host’s long-term development plans and goals to ensure sustainable Games and positive legacies. Through this document, the IOC seeks to assist cities, regions and countries interested in hosting future Olympic Games to develop a project that best fits their specific governance structure and legal context.

Hosting the Olympic and Paralympic Games, brings together many public and private actors working together and in partnership with the IOC towards a common goal. To welcome the world’s best athletes and help them provide their best performance for millions of fans, many pieces need to be assembled in a complex jigsaw puzzle, from competition venues, accommodation, technology, food and beverage, transport, and tickets, to name but a few. Of course, none of this would be possible without adequate funding and efficient governance and delivery structures to ensure sustainable Games planning and delivery that leave positive legacies for decades to come. Such a complex endeavour requires strong commitments from the Olympic Games hosts and a close cooperation with the International Olympic Committee (“IOC”), the International Paralympic Committee (“IPC”), International Federations (“IFs”), National Olympic Committees (“NOCs”) and other Olympic Movement stakeholders. These commitments and the cooperation are reflected in the Olympic Host Contract (formerly Host City Contract), signed between the IOC and the host party(ies) immediately after the announcement of the Olympic Games host. It is essential that the ways in which the Games will be planned and delivered (including legacy planning and delivery), are agreed prior to election and supported by binding guarantees, both from a financial and operational point of view – defining who does what and who funds what. This protects all parties signing the Olympic Host Contract and ensures the future Organising Committee can carry out its mission to stage the Games in the best possible conditions.

This document provides information and explanations specific to the legal considerations linked to hosting the Games and is part of the overall information and support provided by the IOC to Interested Parties. It does not intend to be legally binding or exhaustive.

A generic version of the Olympic Host Contract – Principles can be found in annex to this explanatory note. Where necessary to fit the context and proposed governance model of the specific Games project, in particular the proposed signatories and their respective responsibilities, adjustments to certain provisions of the Olympic Host Contract – Principles may be agreed between the Interested Parties and the IOC.

According to the terminology used in this document:

- Interested Party(ies) refers to the city, region, country, NOC and/or associated individuals interested in hosting a future edition of the Olympic Games;
- Preferred Host refers to Interested Party(ies) identified by the IOC Executive Board following the Continuous Dialogue based on recommendations from the Future Host Commissions to enter into a Targeted Dialogue for a specific edition of the Games;
- Continuous Dialogue refers to the non-committal discussions between the IOC and Interested Parties with regard to hosting future editions of the Olympic Games; and
- Targeted Dialogue refers to the phase where, based on recommendations from the Future Host Commissions and a strategic decision from the IOC Executive Board, the IOC targets one or more Preferred Hosts to develop a project for a specific edition of the Games.
I. Key actors involved in Games delivery

I.1 The Host National Olympic Committee (NOC), other NOCs and National Paralympic Committees (NPCs)

As local representatives of the Olympic Movement, NOCs ensure the development of sports and the promotion of the Olympic values in their respective countries. As such, NOCs have the exclusive authority to select the Interested Party which may apply to organise the Olympic Games. The hosts of the Games rely on the experience and assistance of the Host NOC, which also contributes to the OCOG’s ability to secure marketing revenues in the host country and to ensure the Games sporting legacy. All NOCs, and NPCs in the context of the Paralympic Games, play an essential role by sending their athletes to the Games.

I.2 The Host City and/or other Olympic Host(s)

The right and responsibility to host the Olympic Games is in principle entrusted to a city. However, since June 2019, the Olympic Charter provides the possibility to elect several cities or other entities such as regions, states or countries as Games host(s). This flexibility, through Olympic Agenda 2020 – New Norm, allows for a better representation of public authorities and other stakeholders who contribute to the organisation and financing of the Games, particularly in situations where events are held across several cities, regions or countries.

I.3 The Organising Committee for the Olympic Games and Paralympic Games (OCOG)

One of the first tasks is to set up the OCOG, whose sole mission is to deliver the Games. The OCOG is responsible for delivering most operational elements required under the Olympic Host Contract, with the support of public authorities and other stakeholders. The OCOG is also the IOC’s and IPC’s main partner during the years of Games preparation.

I.4 The International Olympic Committee (IOC) and its affiliated entities

Part of the IOC’s mission is to ensure the regular celebration of the Olympic Games, to elect the hosts and to define the fundamental principles governing their organisation. The IOC supports the OCOG in many ways, first through the cash and value-in-kind contributions described in the Olympic Host Contract and, further, by enabling the OCOG to leverage marketing opportunities in relation to one of the most recognised and powerful brands in the world, the Olympic rings. The IOC also ensures transfer of knowledge from past to future Games organisers and provides support and expertise throughout the preparation and hosting of the Games. The IOC has a number of affiliated entities (referred to in the Olympic Host Contract as “IOC Controlled Entities”) which have an operational role in the preparation and staging of the Games. In particular, Olympic Broadcasting Services (OBS) is the host broadcaster for all editions of the Olympic Games and delivers the images and sounds of the Olympic Games to the world, working in close cooperation with the rights-holding broadcasters.

I.5 The local, regional, or national authorities

Host country authorities provide an essential support to the OCOG and in some cases take care of entire aspects of the Games delivery. Their assistance typically includes the provision of various public services as well as the delivery of infrastructure and security (some of them being described further below). Authorities also help setting up efficient legislative and administrative processes to enable the temporary entry and stay of essential Games-related personnel in the host territory and facilitate the exercise of their mission.
I.6 The International Paralympic Committee (IPC)

The IPC is an international non-profit organisation and the global governing body for the Paralympic Movement. The IPC’s purpose is to oversee the preparation of the Paralympic Games which are staged approximately two weeks after the Olympic Games. The OCOG will work closely with the IPC to develop a vision for how they will deliver successful Paralympic Games, which should be planned and organised in an integrated manner with the Olympic Games. While many of the Olympic Host Contract requirements presented in this document also apply to the Paralympic Games, their implementation may sometimes differ to take into account the smaller scale of the event and the specific needs of Paralympic stakeholders. References to the “Games” in this document apply to both the Olympic and the Paralympic Games.

I.7 International Federations (IFs)

International Federations govern one or several sports at the world level. In the context of the Olympic Games, they assume the responsibility for the control and direction of their sports.

I.8 Other actors

The above list of actors is not exhaustive. Many other actors have a role in the organisation of the Games and have interactions with the OCOG that are reflected in contracts or other legal documents developed during the Games preparation. It starts by the athletes and supporting personnel, whose participation is subject to the accreditation terms and other rules stemming from the Olympic Charter, and extends to spectators, marketing partners, rights-holding broadcasters and other media covering the Games, just to name a few.
II. The Games contractual framework

The following documents shape the contractual framework for hosting the Games and are binding in nature.

II.1 The Olympic Charter

The Olympic Charter is the codification of the fundamental principles of Olympism, rules and implementing provisions adopted by the IOC. It regulates the organisation, action and operation of the Olympic Movement and contains provisions regarding the organisation of the Olympic Games. All activities of the hosts of the Olympic Games and of the OCOG must be consistent with the values expressed in the Olympic Charter and with the different rules and conditions it contains regarding the Olympic Games.

II.2 The IOC Code of Ethics

The IOC Code of Ethics is an integral part of the Olympic Charter. It sets out the fundamental obligations of Games bodies (referred to as “Olympic parties”), including the OCOG, and of its members, staff and representatives, to uphold the highest ethical principles, prohibit discrimination of any sort, respect human rights and support environmental protection. The IOC Code of Ethics also applies before the election, especially in all relationships between the IOC and Interested Parties.

II.3 The Olympic Host Contract

Immediately upon election, the IOC enters into the Olympic Host Contract with the elected Olympic host(s) and the Host NOC. The Olympic Host Contract consists of the Olympic Host Contract – Principles and the Olympic Host Contract – Operational Requirements. It describes the relationships between the Olympic Host(s), the Host NOC, the OCOG and the IOC and their respective responsibilities regarding the planning, organising, financing and staging of the Olympic and Paralympic Games.

- The Olympic Host Contract – Principles sets out the general contractual relationship between the Olympic Host(s), the Host NOC, the OCOG, the IOC and, if appropriate, other signatories, and includes the legal, commercial, organisational, reporting and financial obligations of each signatory of the Olympic Host Contract.

- The Olympic Host Contract – Operational Requirements defines the specific obligations of the OCOG in each of the delivery areas necessary for the successful planning, organisation, financing and staging of the Games. At the time of publication of the present explanatory note, the “Host City Contract – Operational Requirements” dated June 2018 are to be used as reference document. This version of the Operational Requirements does not yet reflect the new future host approach and the related modifications of the Olympic Charter dating June 2019. Therefore, references to the Host City in such version are in principle to be understood as references to the Olympic Host (as defined above in section I.1). However, this may need to be adapted depending on the specific context of the Games project. A new version, which will also reflect the new approach, is intended to be developed following and based on the learnings of the Tokyo 2020 Games.

II.4 Guarantees from third parties

The OCOG cannot organise the Games by itself. It requires partnership from the host country’s government as well as other relevant public authorities and private actors. Such support needs to be secured in the form of guarantees addressing the key elements required to successfully deliver the Games. For further detail, refer to section III below.
II.5 Other agreements

While most of the provisions applicable to the delivery of the Games are contained in the Olympic Host Contract, certain additional agreements complete the Games contractual framework by providing further details on specific aspects:

- The Joint Marketing Programme Agreement (JMPA) is concluded by the Host and the Host NOC prior to the election (see below section III.3). It combines all of the marketing and commercial rights of the future OCOG and the Host NOC for a period usually commencing around five years before the Games until the end of the year of the Games. A similar agreement is concluded in the context of the Paralympic Games with the Host National Paralympic Committee, the Paralympic Joint Marketing Programme Agreement (PJMPA).

- The Marketing Plan Agreement (MPA) is concluded between the OCOG and the IOC in the first 18 months following the election. It defines the key parameters for the development of the OCOG commercial programmes, as well as its various interactions with TOP Partners, rights-holding broadcasters and other Olympic and Paralympic commercial partners (see below section III.3).

- The Broadcasting Cooperation Agreement (BCA) defines the relationship between the OCOG and OBS and specifies the support (facilities, services) needed by OBS in order to facilitate the coverage of the Games by rights-holding broadcasters.

- The Broadcast Refund Agreement (BRA) defines the mechanism and relevant conditions applicable to the full or partial reimbursement by the OCOG of the advance payments of the broadcast-related IOC contribution in case of full or partial cancellation of the Games and other contingencies. This agreement is concluded before election and the OCOG’s obligations under this agreement are secured by relevant guarantee mechanisms (see below section III.4).
III. Securing the necessary commitments

This section describes the essential features of the Games contractual framework and specifies the commitments that must be presented by Preferred Host(s) during the Targeted Dialogue. These include guarantees from the host country authorities and other relevant third parties. The IOC Future Host Commission will verify that future organisers have secured the necessary support from all relevant stakeholders.

As most of these commitments are embedded in the provisions of the Olympic Host Contract, the proposed Olympic Host Contract signatories will be requested to confirm their commitment to execute the Olympic Host Contract, if elected, to perform all their obligations under this contract and more generally to assist the OCOG in its mission to deliver the Games. Beyond the Olympic Host Contract signatories, other public or private entities involved in the Games delivery will be requested to provide specific guarantees to support the OCOG and to facilitate Games delivery in their specific sphere of competence. Due to their close relationship with the provisions of the Olympic Host Contract, these guarantees will be referenced in, and sometimes annexed to, the Olympic Host Contract.

The areas listed below must be addressed in the guarantees submitted during the Targeted Dialogue. For each of these areas, the context, the key requirements and the reason they are requested are explained before the blue box, which provides the actual content of the requested guarantee. The exact nature and wording of the guarantees will be confirmed by the IOC, taking into account the proposed Games concept and in particular the Olympic Host Contract signatories. During this process, the IOC will work in partnership with the Preferred Host(s) to streamline as much as possible the collection of guarantees and ensure that all guarantees provided constitute legally binding commitments that both the OCOG and the IOC can rely upon. Should the Games concept involve a neighbouring country(ies), additional guarantees should be provided by the NOC and the authorities of such country. Again, the nature of these will depend on the specific context and the IOC will advise the Preferred Host(s) accordingly.

Unless specifically mentioned otherwise, commitments to be provided by the Preferred Host(s) also apply to the Paralympic Games.

III.1 Operations

a. Venues

Securing the venues required for the Games (availability and basic financial terms) as early as possible is key in order to consolidate the Games concept and mitigate risks. In line with Olympic Agenda 2020’s emphasis on sustainability, priority must be given to the use of existing or temporary venues and infrastructure. The construction of new permanent venues or infrastructure for the purpose of the organisation of the Olympic Games can only be considered on the basis of sustainable legacy plans and if there is an added long-term value for the region, city and the local population. Venue selection must also ensure that the relevant field of play areas meet the standards issued by the IFs for their sport and that the venues are accessible to all.

The Olympic village(s) forms the key element of any Games project, as it accommodates all athletes as well as supporting personnel. The solution for the Olympic village(s) must fit with the overall Olympic Games concept and the city/region’s long-term development plans. The Olympic Host Contract sets out specific requirements for its financing, planning and delivery to ensure the best possible athlete experience. Similar conditions apply to other key venues such as the International Broadcast Centre (IBC) and the Main Press Centre (MPC) to ensure their timely delivery.
### What commitments need to be secured during the Targeted Dialogue?

**G1.1 Venue Use Agreements:** The relevant owners and/or operators must provide guarantees regarding all existing Key Olympic Venues planned to host competitions and other Games events that ensure the availability of the venues to the OCOG for the purposes of the Games and that cover the key financial terms. To ensure compliance with the Games contractual framework (including the exclusive rights granted to Olympic commercial partners), such guarantees must include the possibility to control spectator access, broadcast, security and commercial branding and activities in and around the venues. A template will be provided by the IOC.

**G1.2 Venue financing and delivery:** Competent authorities, and/or private developers/owners must guarantee the financing and delivery of the following venues, including for all works: Olympic Village(s), Opening / Closing Ceremony venue, IBC/MPC, Media Village(s), competition and training venues. In addition, the construction (or renovation) of the Olympic Village(s) must be underwritten by a guarantor to ensure that a shortfall in the construction budget would not impact its availability and timely delivery.

**G1.3 Accessibility:** In order to ensure non-discrimination towards persons with reduced mobility, competent authorities must state that the national and international accessibility standards will be applied for the Games and confirm that accessibility will be fully integrated into the planning and construction phases of any new venue.

**G1.4 Sustainability:** Competent authorities must guarantee that any new venues will not be located in or adjacent to an environmentally protected area and that the sites chosen for the construction of new venues are in line with the city/region development plan and meet the standards to obtain planning permission. Such guarantee should also provide that appropriate measures will be taken to mitigate to the fullest possible extent, any environmental or social impacts caused by the construction of (or other works on) Games venues and other Games-related development projects.

**G1.5 Infrastructure:** Competent authorities must guarantee the delivery of (i) power, (ii) telecommunications infrastructure, (iii) fixed and mobile telecommunications capacity as well as (iv) frequencies, in an appropriate level and quality to meet the needs of the Olympic Games, accompanied by corresponding support services.

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**b. Accommodation**

In addition to the Olympic Village(s), other accommodation must be secured to host media and other Olympic stakeholders who will attend the Games. During Games-time, there is an increased demand for accommodation and securing the necessary capacity requires early identification, planning and reservation. If the Games concept relies on new accommodation being built, the relevant construction projects must be in line with long-term development plans. Guarantees will be required to ensure they will be delivered on time.
What commitments need to be secured during the Targeted Dialogue?

Guarantees must ensure that sufficient and adequate inventory of accommodation will be available for those attending the Games at reasonable prices. More specifically:

G1.6 Financing and delivery of new facilities: Competent authorities and/or private entities (e.g. hotel owner) must guarantee the financing and delivery (including delivery dates) of any new hotels or other accommodation facilities, where appropriate including that construction authorisations have been issued.

G1.7 Availability and conditions: All individual hotels and other accommodation (villages, apartments, etc.) owners must guarantee, for all stakeholder groups:
- room availability (from 14 nights prior to the Opening Ceremony until 2 nights after the Closing Ceremony);
- room rate in USD (from 14 nights prior to the Opening Ceremony until 2 nights after the Closing Ceremony);
- minimum stay/room block waves, if applicable;
- timelines and financing of hotel upgrades, if applicable;
- price control mechanism / formula for services other than room rates;
- fixed rates for function room space; and
- obligation to transfer the terms of the guarantees provided to future owner(s) in case of sale in the run up to or during the Games.

A template agreement will be provided by the IOC.

c. Transport

All Games stakeholders rely on safe, efficient and reliable transport services during the Games. Transport can be a challenge due to increased visitor numbers to the host country. It is therefore critical to ensure that airport(s), train stations, roads and other transport infrastructure forming part of the Games project can cope with these additional, temporary demands. Again, no permanent infrastructure should be contemplated purely for the purposes of staging the Games. The Games adapt to the local context. Alternative and temporary measures can be implemented to handle Games-time traffic and ensure the city/region continues to operate normally.

What commitments need to be secured during the Targeted Dialogue?

G1.8 The competent authorities, and/or private developers/owners must guarantee the financing and delivery of all transport projects necessary in view of the Games and that all planned transport projects are aligned with long-term development plans.

d. Security

As one of the biggest events in the world, an extremely important element of Games preparations and part of the host’s responsibilities is to ensure their peaceful celebration and security of all participants and visitors inside and outside Games venues. This requires the cooperation of multiple actors, from the security and police forces, to private security and law enforcement authorities, through a unified command structure.

In addition, cooperation between security personnel and other Games stakeholders is necessary to protect the integrity of the Games by preventing, investigating and sanctioning doping, manipulation of competitions and any other breaches of the IOC Code of Ethics or applicable laws.
### What commitments need to be secured during the Targeted Dialogue?

**G1.9** The national government and, if applicable, other competent national, regional and/or local authorities must provide guarantees confirming their commitment:

- to ensure the safe and peaceful celebration of the Games and to provide all the required services to this effect;
- to cooperate with the OCOG and the IOC on security matters, including by sharing with the IOC the necessary information; and
- to efficiently address security threats related to the Games (including with regard to accredited persons and all Games-related information and telecommunication services and infrastructure), and to prevent, investigate or sanction potential breaches of the IOC Code of Ethics and other relevant laws.

This guarantee must specify all applicable financial, planning and operational aspects and reflect a clear allocation of responsibilities among all relevant authorities, with an indication of the authority that bears the ultimate responsibility for all security matters.

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e. **Medical services**

Games stakeholders may need to receive medical treatment during their stay in the host territory, if such a treatment cannot be reasonably delayed. It is therefore important to confirm the relevant responsibilities to ensure that these services can be delivered without negative impact on the medical services provided to local population. In addition, NOCs and other organisations may come to the Games with their own medical personnel who need to be able to continue looking after members of their delegation during their presence at the Games.

### What commitments need to be secured during the Targeted Dialogue?

**G1.10** The competent authorities must provide guarantees confirming their responsibility for all aspects of medical and health services related to the Games and ability for team physicians to treat their national delegation in the host country during the period of the Games.

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f. **Other public services**

Public services such as health care, waste management or emergency services play a critical role. For budgeting purposes, it is important to determine whether such services will be provided at free or whether the OCOG would be required to participate in such costs.

### What commitments need to be secured during the Targeted Dialogue?

**G1.11** The national government and, if applicable, other competent national, regional and/or local authorities must provide guarantees confirming the type of public services they will provide and whether such services will be made available at no cost to the OCOG or whether a contribution from the OCOG would apply.
III.2 Government support and services

To simplify Games preparations and make the best use of available resources, the OCOG provides administrative support to Games stakeholders in close cooperation with the relevant host country authorities (including immigration, work permits, customs and taxes).

The IOC does not request any legislative changes. Past OCOGs, always taking the existing legal framework as a basis, have found it helpful and expedient to implement simple or fast-track administrative processes and/or ad-hoc regulations on a limited and temporary basis, solely for the purpose of facilitating Games preparations and delivery.

a. Immigration, work permits and customs

During the preparation and staging of the Games, a large number of individuals will enter the host country (i.e. athletes from over 200 NOCs, their supporting teams, officials, Olympic broadcast personnel and other persons attending or contributing to the preparation and delivery of the Olympic Games) as well as spectators.

In accordance with the Olympic Charter and the Olympic Host Contract, the Olympic Identity and Accreditation card, together with a valid passport and other official travel documents, authorises entry into the host country. This process allows such persons to carry out their Olympic function in the host country for the duration of the Games (including for a period of at least one month before the official opening of the Games and one month after the conclusion of the Games). The right to enter the host country for the purpose of the Games must be guaranteed without discrimination and can only be limited on the basis of justifiable public interest, in particular in case the relevant person(s) represent a risk for national security.

Specific needs of accredited personnel, for instance in terms of irregular working hours during the period of the Games (including in the weeks before and after the competition periods), must be acknowledged by ensuring that labour laws will be applied in a manner that does not undermine such personnel’s capacity to fulfil their Games-related mission, while respecting internationally recognised human rights standards.

The Games rely on specialised workforce carrying out Games-related activities (including employees, service providers and other persons acting on behalf of the IOC and IOC Controlled Entities, NOCs, IFs, IOC marketing partners, the official timekeeper, rights-holding broadcasters and the media). This workforce must be guaranteed the right to enter the country and obtain visa and work permits in a simplified and expedited manner, without any fees or similar charges. This applies irrespective of whether the relevant persons are accredited or not and normally applies one year before the official opening of the Games until one year after the conclusion of the Games. This period can be extended where necessary to address specific needs.

Animals (in principle not applicable for Winter Games) and goods that are temporarily imported into the host country for the purposes of the Games (such as sport and broadcasting equipment), must be admitted through efficient fast-tracked procedures and without costs. This obligation applies four years before the official opening of the Games and runs until at least one year after the conclusion of the Games.
Securing the necessary commitments

What commitments need to be secured during the Targeted Dialogue?

G2.1 The national government and, if applicable, other competent national, regional and/or local authorities must guarantee that they will ensure the following, in accordance with the specifications of the Olympic Host Contract:

- **entry into the country** of all accredited persons in possession of a valid passport and an Olympic Identity and Accreditation Card and ability for these persons to carry out their Olympic function for the duration of the Games;
- **application of labour laws and regulations** of the host country in a manner that does not prevent, delay or hinder the performance by such accredited persons of their Olympic functions, while respecting internationally recognised human rights standards;
- **issuing of entry visas and work permits** to Olympic-related personnel requiring to perform certain Olympic functions in the host country in an expedited and simplified manner and without any fees or similar charges being payable in the host country; and
- **entry of animals (if applicable), equipment and supplies into the host country** for the purpose of the Games and for use by the IOC and other relevant Olympic stakeholders without duties, customs, taxes or similar charges being payable in the host country.

Such guarantee(s) must include a commitment to put in place an appropriate administrative process in order to facilitate the above-mentioned requirements.

b. Taxes

The Olympic Host Contract includes a number of tax-related measures to support Games operations with the following objectives:

- Maximise the funding available to the OCOG for delivering the Games and enable the IOC to fulfil its mission under the Olympic Charter to support the wider Olympic and sports movement, including many athletes who depend on IOC funding to train and compete at the Games. In this regard, it is important to highlight that the IOC is recognised as an independent, international, not for profit organisation, acting for public interest. As such, it is fully exempt from direct taxes in Switzerland. This tax exemption was granted in order to enable the IOC to fulfil its mission under the Olympic Charter to act as a main source of funding for the entire Olympic and sports movement worldwide. The IOC redistributes over 90% of its revenues and provides financial assistance and in-kind support to a wide range of institutions (OCOGs, NOCs, IFs, and other IOC-recognised organisations such as the Court of Arbitration for Sport, the World Anti-Doping Agency and the IPC). Without the IOC's financial support, many of these organisations would not be able to participate in the Games or to perform their other missions of public interest. In addition, the IOC marketing partners and the rights-holding broadcasters are critical actors without whom it would be impossible to stage the Games and to ensure their coverage to the widest possible audience around the world. Tax exemption means that more revenue from the Games can be redistributed to support sport.

- Ensure the absence of double taxation for non-resident individuals carrying out Games-related functions in the host country and the organisations to which such individuals belong, or by which they may be employed.

- Ensure equal treatment among the relevant Olympic stakeholders as defined in the Olympic Host Contract, in particular, with regards to indirect taxation.

Such measures must be effective not later than four years before the official opening of the Games and remain in effect until at least one year following the conclusion of the Games. To ensure efficiency and consistency and taking into account that it may prove difficult to fulfil the above mentioned objectives solely based on existing legislation (e.g. as Double Tax Treaties are often not in place with all countries represented at the Games and as their content may widely vary) ad-hoc, temporary measures may need to be considered by the competent authorities.
On this basis, the Olympic Host Contract provides the following:

- Transactions between the OCOG and the IOC (including the IOC Controlled Entities as defined in the Olympic Host Contract) or between the OCOG and the Games Official Timekeeper must not be subject to nor impacted by any direct or indirect (typically VAT) taxes due in the host country. Examples include any payment to be made by the OCOG to the IOC, IOC Controlled Entities and/or the Games Official Timekeeper with respect to the revenues generated in relation to the Games, or any payment to be made by them to the OCOG for services received from or through the OCOG.

- The relevant Olympic stakeholders, as defined in the Olympic Host Contract, who are non-residents of the host country must not be subject to nor impacted by any tax levied in relation to their Games-related revenues. This includes for instance athletes and individuals associated with the IOC, IOC Controlled Entities, the Games Official Timekeeper, NOCs, IFs, IOC marketing partners and rights-holding broadcasters. Based on experience from past editions of the Games, in most jurisdictions, individual tax exposure will not be triggered under applicable national law. Most of the Games-related personnel will remain in the host country only within the accreditation period (i.e. for less than 183 days in any 12 months period commencing or ending in the fiscal year concerned, as per article 15 of the OECD Model Tax Convention). However, due to operational needs, certain Games-related personnel may need to stay in the host country for longer periods.

- The temporary presence in the host country of the above-mentioned non-resident individuals must not be considered as creating a permanent establishment of the organisations to which such persons belong, or by which they may be employed. The relevant organisations must be exempt from any requirement to create any type of local entity in the host country to carry out their Games-related activities.

- With regard to indirect taxes (typically VAT), equal treatment must be ensured between domestic business operators on the one hand and the relevant Olympic stakeholders as defined in the Olympic Host Contract on the other hand. This implies in particular that the latter must be able to supply goods and services in relation to the Games (e.g. supplies of rate cards items, sales of hotel rooms, sales of Games tickets) free of VAT (or any other applicable indirect tax) in the host country. They must also obtain the refund of any VAT (or any other applicable indirect tax) attributable to their Games-related expenses, insofar as such tax treatment would be applicable to the domestic business operators under the existing tax legislation.

What commitments need to be secured during the Targeted Dialogue?

G2.2 The national government and, if applicable, other competent national, regional and/or local authorities need to confirm their commitment to take all necessary measures to fulfil the tax-related requirements of the Olympic Host Contract and give full effect to these provisions, in a manner guaranteeing:

- ability of the OCOG to enjoy full benefits of the payments or other contributions made available by the IOC or IOC Controlled Entities, without being subjected nor impacted by direct or indirect taxes due in the host country;
- absence of any direct or indirect taxes due in the host country on the transactions between the OCOG and the IOC (including the IOC Controlled Entities) or between the OCOG and the Games Official Timekeeper;
- absence of double taxation for non-resident individuals (in particular the athletes) and the organisations to which such individuals belong, or by which they may be employed in the host country upon the occasion of the Games; and
- treatment of the IOC and other relevant Olympic stakeholders that is no less favourable than the treatment of the domestic business operators with regard to indirect taxes.
III.3 Marketing programmes and brand protection

Becoming an Olympic host means becoming the custodian of the Olympic rings, which are key assets to develop a successful marketing programme. Olympic marketing partners are not only commercial partners, they are also critical contributors to the success of the Games. Many of them have a long-term commitment to support and promote the Olympic Movement. They provide direct financial support, but they also deliver valuable operational services, specific expertise and run numerous hospitality programmes which contribute to the overall commercial success of the Olympic Games.

The Olympic Partners (TOP) programme is the worldwide sponsorship programme managed by the IOC to establish long-term partnerships with some of the world’s leading companies. Through the Olympic Host Contract, the Host and the OCOG must confirm their commitment to respect all rights granted under the TOP programme and to fulfil all contractual obligations.

In addition, the OCOG develops its own domestic sponsorship programme to generate additional Games funding and may also develop other revenue generating programmes such as banknote, coin or stamp programmes. All marketing and commercial rights of the future OCOG and the Host NOC will be combined for a period usually commencing around five years before the Games until the end of the year of the Games through the JMPA (see section II above), which needs to be defined between the Host and the Host NOC and submitted to the IOC prior to the election. This avoids the Host NOC and the OCOG being in competition for sponsorship revenues, maximises revenues and reduces market clutter. Similar considerations apply for the PJMPA. A template of the JMPA and PJMPA will be shared with Interested Parties.

The success of the IOC’s and OCOG’s commercial programmes is largely dependent on their ability to protect the exclusivity and value of the rights granted to their commercial partners. Rights protection programmes and protective clauses inserted in venue use agreements and other relevant agreements safeguard these rights and ensure the Olympic Charter provisions on clean venues and intellectual property rights ownership are respected.
What commitments need to be secured during the Targeted Dialogue?

G3.1 The national government and, if applicable, other competent national, regional and/or local authorities need to guarantee the protection of Olympic Properties in the host country through:
- adequate and continuing legal protection of Olympic Properties in the host country in the name of the IOC;
- appropriate legislation to ensure protection of the IOC’s rights and interests in relation to the Games (such as, without limitation, regarding protection against unauthorised street trading, unauthorised ticket resale, unauthorised live sites and public viewing events, unauthorised broadcast or retransmission of Games images, ambush marketing and counterfeit merchandise; and securing of advertising space); and
- procedures and remedies allowing for timely resolution of disputes.

G3.2 The Preferred Host and, as relevant, the competent authorities must confirm that binding options from relevant third parties (public or private) for the acquisition of all existing or hereafter developed outdoor advertising space (e.g. billboards) have been secured:
- at any premises of the sites at which competitions or official events and activities of the Games will be held as well as any neighbouring land and facilities up to five hundred metres in and around the perimeter of such sites; and
- on public transport (e.g. buses, metro, trams, etc.) and adjacent parking facilities in the Host City/Region and in cities/regions having an operational role in the staging of the Games (e.g. venue cities, ports of entry, transport hubs, including indoor or outdoor advertising at airports).

G3.3 All current and future venue owners need to guarantee the control of commercial rights by the OCOG in relation to existing or hereafter developed Olympic venues (including but not limited to the terms and conditions listed in the “Clean Venue Appendix”, which will be shared with Interested Parties) for the period the OCOG has control of the venue, including test events. The guarantee should also include the obligation to transfer the terms of the guarantees to future owner(s) in case of sale.

G3.4 A fully executed copy of the Joint Marketing Programme Agreement (JMPA) and of the Paralympic Joint Marketing Programme Agreement need to be submitted, including the written guarantees from each National Sports Federation as well as other required appendices. A template will be provided by the IOC.

G3.5 In case any coin and banknote programme is planned to support the financing of the Games, the national government and, if applicable, other competent national, regional and/or local authorities need to provide a confirmation that such programme will be conducted in cooperation with the OCOG and a guarantee that a share of the revenues derived from such programme will be allocated to the OCOG and the IOC.

III.4 Games delivery guarantee and Broadcast Refund Agreement

Delivering the Games within budget and balancing the budget are fundamental measures of success. A recent independent study by the Universities of Mainz and La Sorbonne (Preuss, Andreff, Weitzmann 2018) shows that for the past ten Games editions, the Games organisational budgets have either balanced or even shown a surplus.

Through Olympic Agenda 2020 - New Norm, the IOC has introduced important reforms to decrease costs of bidding and Games organisation. Nevertheless, the Games remain a large-scale, global event, which requires robust financial systems, processes and controls. Even with sound budgeting and planning, financial difficulties may arise during the years of preparation as a result of unforeseen events such as economic downturn, natural disasters or other contingencies. It is therefore key that the OCOG’s ability to deliver the Games is protected against such risk through adequate funding mechanisms and guarantees.
that cover a potential economic shortfall in the OCOG budget, that may arise before, during or after the Games.

This can be achieved through different ways, for instance through a combination of several layers of public or private funding mechanisms which offers sufficient protection. The following types of safeguards should be considered:

- conservative budget planning including a contingency reserve (min. 10%). The budget needs to provide a realistic protection against potential cost overruns, taking into account the specific situation of the host and the proposed Games project;
- collaborative budget control mechanism;
- private insurance coverage (e.g. for loss of revenues);
- allocations of financial risks among concerned stakeholders;
- defined public financial commitment; and
- legacy funding (e.g. endowment fund) covering the post-Games OCOG dissolution period and the protection for local businesses participating in Games delivery.

The “Games delivery guarantee” benefits the OCOG and serves to protect the persons and entities depending on the OCOG, including its employees and the many businesses that work with the OCOG and participate in the effort to host the Games and is not a blank cheque in favour of the IOC.

To help the OCOG manage its cash flow and deliver the Games, the IOC pays the IOC broadcast-related contribution foreseen in the Olympic Host Contract through advance payments. These payments derive from advances that the IOC itself receives from its rights-holding broadcasters. In accordance with agreements concluded with these rights-holding broadcasters, the IOC has to reimburse all or part of the amounts received as advances to the relevant broadcast partners in case of a total or partial cancellation of the Games or other contingencies. Accordingly, the IOC must ensure that it can recover the amounts advanced to the OCOG on a pro rata basis. For this purpose, the Preferred Host(s) and Host NOC are required to sign the Broadcast Refund Agreement (BRA) on behalf of the future OCOG. This agreement is prepared by the IOC and needs to be signed and returned to the IOC during the Targeted Dialogue. It details the reimbursement obligations of the OCOG, which must be guaranteed through adequate security mechanisms (typically through a confirmation that the Games delivery guarantee covers any default by the OCOG on its obligations under the BRA) to perform this reimbursement obligation. Following the election and once the OCOG is created, it adheres to the BRA.

What commitments need to be secured during the Targeted Dialogue?

G4.1 Games delivery guarantee: The government - national, regional, local or others, as well as any other funding sources, as relevant, must provide financial guarantees, covering a potential economic shortfall of the OCOG and ensuring that the OCOG can deliver the Games in accordance with Olympic Host Contract requirements and meet all of its financial obligations.

G4.2 Broadcast Refund Agreement: The Preferred Host and the NOC shall sign on behalf of the OCOG and submit to the IOC the Broadcast Refund Agreement, including the related guarantees securing the OCOG’s performance under this agreement. A template will be provided by the IOC.
III.5 Compliance with the Olympic Charter, Code of Ethics, and other rules and regulations - Undertaking to abide by the Olympic Host Contract

In line with the fundamental principles contained in the Olympic Charter and the IOC’s commitment to good governance, it is of critical importance that all activities carried out in relation to the Games (from the start of the dialogue with Interested Parties, throughout the preparation and staging of the Games, until the dissolution of the OCOG) are conducted in conformity with the highest standards of ethics and integrity. The standards are formalised in the IOC Code of Ethics and its implementing provisions, as established by the IOC Ethics Commission. This independent Commission also analyses complaints and proposes sanctions in the event of a violation of the ethical principles.

The provisions of the Olympic Charter, including the Fundamental principles of Olympism as expressed therein and the IOC Code of Ethics, in particular its implementing provisions, the Rules of Conduct, apply to all Interested Parties and during the entire pre-election period.

During the Targeted Dialogue, the proposed Olympic Host Contract signatories need to confirm their commitment to sign the Olympic Host Contract, as shared by the IOC, if elected by the IOC Session.

In view of the election, the Olympic Host Contract signatories and authorities involved in the preparation, financing and delivery of the Games must commit to complying with applicable laws, the Olympic Charter and the IOC Code of Ethics. They must also confirm that there are no legal obstacles to hosting the Games in accordance with the Olympic Host Contract. In conformity with internationally recognised human rights standards and principles, including the United Nations Guiding Principles on Business and Human Rights, applicable in the host country, the organisers also need to take measures to prevent, mitigate and remedy any negative impact that the Games organisation may have on the fundamental rights of third parties. The competent authorities must in particular confirm that there will be no restrictions on the freedom of the media to provide independent news coverage of the Games and related events, on the editorial independence of the material broadcasted or published by the media and on the right of participants and spectators to access and use major international social media.

Likewise, the respect of international agreements and standards applicable in the host country, with regard to anti-corruption, planning, construction, protection of the environment, health and safety, labour and working conditions and cultural heritage needs to be guaranteed. As regards anti-doping, the host country must be recognised by the World Anti-Doping Agency as being compliant with the World Anti-Doping Code and maintain this status throughout the Games preparation and staging. To protect the integrity of the Games and sports in general, public authorities may not be involved in or support any sport betting in relation to the Games. They must support the IOC in protecting the integrity of sport with regards to sport betting and manipulation of competitions in relation to the Games.

What commitments need to be secured during the Targeted Dialogue?

**G5.1 The Preferred Host and the NOC** must confirm their commitment to respect the Olympic Charter, including the Fundamental principles of Olympism as expressed therein and the IOC Code of Ethics, including the Rules of Conduct, in all discussions with IOC Future Host Commissions and all activities related to their Games project.

**G5.2 The national government as well as competent authorities from the concerned regions and municipalities** must provide the following commitments:

- **Olympic Charter including IOC Code of Ethics**: Guarantee to respect the Olympic Charter in all their activities related to the organisation of the Games, in particular through an acknowledgment of the prohibition of any form of discrimination with regard to a country or a person on grounds of race, colour, sex, sexual orientation, language, religion, political or other opinion, national or social origin, property, birth or other status.
Securing the necessary commitments

- **No legal obstacle**: Guarantee that there is no legal obstacle to the organisation of the Games in accordance with the Olympic Host Contract.

- **World Anti-Doping Code**: Guarantee that all necessary measures will be taken to ensure the following:
  - the National Anti-Doping Organisation is compliant with the World Anti-Doping Code and possesses the resources, experience and expertise to deliver doping control programmes nationally and internationally and commits to supporting the OCOG with advice, personnel training and resources as prescribed by the World Anti-Doping Agency (WADA);
  - their commitment to cooperate and sharing of information between the sports authorities and the public authorities (police, customs) in relation to the fight against doping and to implement the commitments of the host country under the UNESCO Convention against Doping in Sport and the World Anti-Doping Code; and
  - the respect of all other arrangements specified by WADA and the IOC in relation to the anti-doping regime leading into and during the Games.

- **UN Guiding Principles on Business and Human Rights**: Guarantee that necessary measures will be taken so that, in all activities related to the organisation of the Games, human rights are protected and respected. Any violation of human rights must be remedied in a manner consistent with international agreements, laws and regulations applicable in the host country and in a manner consistent with all internationally recognised human rights standards and principles, including the United Nations Guiding Principles on Business and Human Rights, applicable in the host country.

- **Media freedom**: Guarantee the absence of restrictions on the freedom of the media to provide independent news coverage of the Games and related events, on the editorial independence of the material broadcasted or published by the media and on the right of participants, media, other accredited persons and spectators to access and use the internet in and around all Key Olympic Venues, transport hubs and other sites used in relation to the Games.

- **International standards on anti-corruption and other matters**: Guarantee that necessary measures will be taken so that:
  - in all activities related to the organisation of the Games, any act involving fraud or corruption is prevented or remedied, in a manner consistent with any international agreements, laws and regulations applicable in the host country and all internationally recognised anti-corruption standards applicable in the host country; and
  - any international agreements, laws and regulations applicable in the host country, with regard to planning, construction, protection of the environment, health and safety, labour and working conditions and cultural heritage, will be adhered to.

- **In relation to sport betting and manipulation of competitions**: Guarantee the absence of involvement in, and no support of, any sport betting in relation to the Games and support of the IOC in protecting the integrity of sport with regards to sport betting and manipulation of competitions in relation to the Games.

G5.3 **Legal Undertaking by proposed Olympic Host Contract signatories**

The **proposed Olympic Host Contract signatories** must confirm:

- that they are aware of the Olympic Host Contract which shall be executed with the IOC should their bid be successful and that they are prepared to sign such Olympic Host Contract without reserve or amendment;
- that there is no legal obstacle to the performance by the Host, the NOC and the Organising Committee of their obligations pursuant to the Olympic Host Contract and, more generally, to the organisation of the Games in the host country in accordance with such contract;
- that as long as they are engaged in the Targeted Dialogue with the IOC in relation to their project of hosting the Games, they will refrain from becoming a party to or approving or consenting to any act, contract, commitment or any other action contrary to or which might affect any of their obligations pursuant to the Olympic Host Contract; and
• should they have already entered into or approved or consented to a commitment which would be in conflict with, jeopardise, prevent or make impossible the fulfilment of any provision of the Olympic Host Contract, the proposed Olympic Host Contract signatories shall:
  – bring such commitment to the attention of the IOC in writing without undue delay;
  – declare that all such commitments shall be neither enforced nor enforceable vis-à-vis the IOC and that such commitments shall be deemed, as regards the IOC and any party with which the IOC may enter into an agreement with respect to the Games, to be null and void, unless specifically requested and/or approved in writing by the IOC; and
  – that they will take all steps necessary to terminate or cause to be terminated all such commitments which would be contrary to the obligations stipulated in the Olympic Host Contract.

**Annex to this note:** Generic version of the Olympic Host Contract – Principles, for information purposes.
Olympic Host Contract – Principles

Generic version – January 2020
Introduction Note

This model version of the Olympic Host Contract - Principles aims at informing National Olympic Committees, cities, regions and other entities interested in hosting the Olympic and Paralympic Games about the applicable contractual framework and requirements. This document does not refer to any specific edition of the Games and is based on the Olympic Charter in its version dated June 2019.

During the targeted dialogue with preferred host(s), the IOC will issue an updated version of the Olympic Host Contract - Principles, which will take into account the specific context and Games concept of each preferred host.

Interested parties are invited to refer to the document entitled “Contractual framework for hosting the Olympic and Paralympic Games” for an overview of the Games contractual framework, content and rationale of the key contractual requirements. This document also lists and describes the different commitments that need to be secured before the host election by the IOC Session.
OLYMPIC HOST CONTRACT [year of the Games] – PRINCIPLES

executed in [place] on the [date]

BETWEEN

THE INTERNATIONAL OLYMPIC COMMITTEE

represented by ______________________ and ______________________, duly authorised for all purposes hereof (the "IOC")

AND

[NAME(S) OF THE HOST]
[Note: In accordance with the Olympic Charter, the host of the Olympic Games is in principle a city, but the IOC may, where deemed appropriate, also elect several cities, or other entities, such as regions, states or countries, as host of the Olympic Games]

represented by ______________________ and ______________________, duly authorised for all purposes hereof (the "Host")

AND

THE NATIONAL OLYMPIC COMMITTEE OF ______________________

represented by ______________________ and ______________________, duly authorised for all purposes hereof (the "Host NOC")
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### APPENDIX 1 - LIST OF DEFINED TERMS

### APPENDIX 2 - CHAPTERS OF THE OHC – OPERATIONAL REQUIREMENTS
PREAMBLE

A. WHEREAS, the Olympic Host Contract for the [official designation of the edition of the Olympic Games] (the “Games”) consists of the present “Olympic Host Contract [year of the Games] – Principles”, including all appendices thereto (the “OHC – Principles”), and the other documents and commitments referred to in §1.1, in particular the “Olympic Host Contract - Operational Requirements” including all appendices thereto (the “OHC – Operational Requirements”) which describe the main deliverables and other obligations to be performed by the Host, the Host NOC and the Organising Committee of the Olympic Games (the “OCOG”), as part of their responsibility for planning, organising, financing and staging the Games and, subject to the terms of §35, the [year of the Games] Paralympic Games (the “Paralympic Games”) (collectively, the “Olympic Host Contract” or “OHC”);

B. WHEREAS, in accordance with the Olympic Charter, the IOC is the supreme authority of and leads the Olympic Movement, and the Olympic Games are the exclusive property of the IOC;

C. WHEREAS, the Host and the Host NOC have developed their project to host the Games so that the Games significantly contribute to the fulfillment of the Host’s long-term development plans and leave a positive legacy for the citizens of the Host Country;

D. WHEREAS, it is the mutual desire of the IOC, the Host and the Host NOC that the Games be organised in the best possible manner and take place under the best possible conditions for the benefit of the Olympic athletes of the world and to contribute to the further development of sport and the Olympic Movement in the Host Country and throughout the world;

E. WHEREAS, the IOC, the Host and the Host NOC are committed to ensure that the Games are at the forefront in the field of sustainability and are organized in a manner which complies with the Olympic Charter, the IOC Code of Ethics and the United Nations Guiding Principles on Business and Human Rights;

F. WHEREAS, the IOC, the Host and the Host NOC recognize that it is of the utmost importance to protect athletes against doping, and to act in accordance with the provisions of the World Anti-Doping Code published by the World Anti-Doping Agency;

G. WHEREAS, the IOC, the Host and the Host NOC acknowledge the importance of Olympic Agenda 2020 and of the recommendations contained therein and intend to cooperate in view of reducing the costs and complexity of organising the Games by implementing the measures recommended in the “Olympic Games: the New Norm” report as adopted by the IOC at its 132nd Session in February 2018;

H. WHEREAS, the IOC, the Host and the Host NOC acknowledge the importance of ensuring the fullest possible broadcast and other media coverage of the Games and the widest possible audience for the Games and of cooperating with the IOC, the host broadcaster of the Games (OBS) and Rights-Holding Broadcasters to attain these objectives;

I. WHEREAS, the IOC’s commercial programme, further described in §24.7 and referred to as the “International Programme”, is an essential source of financial revenues and value-in-kind support for the Olympic Games and the Olympic Movement in general and accordingly, all other commercial programmes developed in relation to the Games are intended to complement the International Programme;
J. WHEREAS, the Paralympic Games (in general) represent for athletes with an impairment the ultimate international multi-sport competition that reflects the highest standards of athletic excellence and diversity and it is the mutual desire of the IOC, the Host and the Host NOC that the Paralympic Games be organised by the OCOG, along with the International Paralympic Committee (the “IPC”) and, to the extent relevant, the National Paralympic Committee in the Host Country, in accordance with the relevant provisions contained in the OHC and the relevant principles derived from the agreement concluded between the IOC and the IPC with regards to the Paralympic Games (the “IOC/IPC Agreement”);

K. WHEREAS, the IOC has taken note of, and has specifically relied upon, the undertakings of the Host and the Host NOC as well as of the government of the country in which the Host and the Host NOC are situated (the “Host Country”) to respect the Olympic Charter;

L. WHEREAS, in reliance upon the matters referred to above, the IOC has voted to elect the Host as the host of the Games and of the Paralympic Games, and has designated the Host NOC as the responsible National Olympic Committee for the Games;

M. WHEREAS, the Olympic Charter requires the formation of an OCOG, which shall intervene as a party and adhere to the OHC, and the term “Parties”, as used herein, shall refer collectively to the Host, the Host NOC, the OCOG and the IOC; and

N. WHEREAS, the Parties agree that the foregoing Preamble shall form an integral part of the OHC – Principles.

NOW THEREFORE, IN CONSIDERATION OF THE FOREGOING, THE PARTIES HEREBY AGREE AS FOLLOWS:
I. GENERAL RESPONSIBILITIES OF THE PARTIES

1. The Olympic Host Contract

1.1. The Olympic Host Contract (or OHC), as referred to herein, consists of the following documents and commitments, which are all binding upon the Parties and which, in case of any conflict or discrepancy, will apply in the following order of precedence:

   a. The OHC – Principles (including all appendices which form an integral part thereof);
   b. The OHC – Operational Requirements;
   c. The Games Delivery Plan; and
   d. The Pre-election Commitments.

1.2. The obligations of the Parties under the OHC shall be defined, first, by the terms of the OHC, second, by the terms of the Olympic Charter (in accordance with §48) and, third, by application of the principles of interpretation of Swiss law.

1.3. Unless otherwise defined, all capitalised terms used in the OHC shall have the meaning set forth in Appendix 1 to the OHC – Principles.

1.4. The Host, the Host NOC and the OCOG shall abide by all terms set forth in the OHC – Operational Requirements and, subject to §31.3, all updates, amendments and modifications thereto, irrespective of when updated, amended or modified. The chapters of the OHC – Operational Requirements in force on the day of execution of the OHC are listed in Appendix 2 to the OHC – Principles.

2. Right and responsibility to organise the Games

The IOC hereby entrusts the Host, the Host NOC and, in conformity with §3, the OCOG, with the planning, organising, financing and staging of the Games, in accordance with the terms of the OHC and the Olympic Charter.

3. Formation of the OCOG and adhesion by the OCOG to the OHC

3.1. Within five (5) months following the execution of the OHC or at a later date mutually agreed in writing between the Parties, the Host and the Host NOC will form the OCOG, as an entity endowed with legal personality under the laws of the Host Country and in a manner providing for maximum efficiency with respect to its operations and its rights and obligations under the OHC. The Host and the Host NOC shall keep the IOC informed on all matters relating to the structuring and formation of the OCOG. All agreements and other contractual or legal documents relating to the formation and governance of the OCOG, as well as any subsequent changes thereto, shall be subject to the IOC’s prior written approval.

3.2. The OCOG must include, among the members with full voting rights of its highest executive body, the IOC member (or members) from the Host Country, any IPC Governing Board members from the Host Country, the President and the Secretary General of the Host NOC, the President of the National Paralympic Committee of the Host Country, at least one athlete having competed for the Host Country in a recent edition of the Olympic Games and one athlete having competed for the Host Country in a recent edition of the Paralympic Games and, for each legal entity elected as host, at least one member representing, and designated by, such entity. Consistent with the principles set forth in §13.2, the OCOG shall apply a policy of equal remuneration of men and women. The composition of the OCOG’s highest executive body shall reflect fair representation of men and women.

3.3. The Host and the Host NOC are responsible to ensure that, within one (1) month after the OCOG’s formation, the OCOG intervenes as a party to the OHC and adheres to all its terms, so that all terms of the OHC relating to the OCOG and in particular all the rights, obligations, and guarantees of the OCOG provided for in the OHC, are legally binding upon the OCOG as if it were an original party
hereto. The Parties shall enter into a legally binding joinder agreement to that effect and the Host and the Host NOC shall ensure that the OCOG executes and delivers to the IOC any further documents that may be necessary to effect or confirm the OCOG’s adherence to the OHC.

3.4. The OCOG shall remain in good standing under the laws of the Host Country and the various documents governing its constitution throughout the duration of the OHC. Prior to the completion of its liquidation, the OCOG must ensure that it has taken and completed the following actions:
   a. satisfied all its financial and other obligations under the OHC;
   b. completed all arrangements with the relevant Host Country Authorities and/or other third parties involved in the development, delivery and funding of the Games legacy plan further described in the “OHC – Operational Requirements – Sustainability and Legacy”;
   c. prepared and delivered to the IOC, and where applicable to the IPC, all reports and other information to this effect and performed all assignments of rights or transfers of physical and intellectual property elements contemplated under the OHC; and
   d. established an efficient procedure for handling any pending or potential legal disputes between the OCOG and any third party.

3.5. The creation of any subsidiary or other affiliated corporate entity, or the entry into any partnership, joint venture or similar legal structure by the Host, the Host NOC and/or the OCOG for the purpose of the performance of any of their obligations, or the exercise of any of their rights under the OHC, is subject to the IOC’s prior written approval and to the following conditions:
   a. the Host, the Host NOC and/or the OCOG shall submit to the IOC all agreements and other contractual or legal documents relating to the formation and governance of such corporate entity or legal structure to the IOC for review;
   b. through their ownership of capital stock, voting rights or any other means of control, the Host, the Host NOC and the OCOG shall give all instructions and take all measures as necessary in order to guarantee the compliance with the OHC by such corporate entity or legal structure. Where appropriate, the IOC may require that such corporate entity or legal structure enters into a legally binding instrument with the IOC to this effect; and
   c. the Host, the Host NOC and the OCOG shall be jointly and severally liable, to the extent indicated in §4.1 and §4.2, for all acts and omissions of such corporate entity or legal structure.

4. Joint and several liabilities of the Host, the Host NOC and the OCOG

4.1. The Host, the Host NOC and the OCOG shall be jointly and severally liable for all their obligations, guarantees, representations and other commitments under the OHC, whether entered into individually or collectively. The joint and several liabilities of the Host, the Host NOC and the OCOG shall, in particular, apply in respect of all damages, costs and liabilities of any nature, direct or indirect, which may result from their breach of any provision of the OHC, including pursuant to §38.1.

4.2. Notwithstanding §4.1, the Host NOC will not be jointly liable with the Host and the OCOG for the financial undertakings of the Host and the OCOG in relation to the planning, organising, financing and staging of the Games except if, and to the extent that, this liability of the Host NOC was provided in any Pre-election Commitment.

5. Pre-election Commitments and other commitments made by Host Country Authorities

5.1. All Pre-election Commitments shall continue in effect after the election and be binding upon the Host, the Host NOC and the OCOG. The Host, the Host NOC and the OCOG are responsible to ensure that all Pre-election Commitments remain in effect until the completion of the Games and, where relevant, until the completion of the Paralympic Games, or for so long thereafter as required pursuant to the OHC or the Olympic Charter, without prejudice to any other obligations that may exist between the Parties.
5.2. The Host, the Host NOC and the OCOG are further responsible to ensure that:
   a. all Host Country Authorities and relevant third parties honour and enforce all Pre-election Commitments and all other commitments, guarantees and obligations they have undertaken in relation to the Games and, where applicable, to the Paralympic Games; and
   b. all cities, regions or other third parties that are hosting events of the Games and/or of the Paralympic Games, perform and comply with the terms of the OHC and carry out their obligations related thereto under the supervision of the OCOG.

5.3. In case any event part of the Programme of the Games and/or of the Paralympic Games is organised in a country other than the Host Country:
   a. the obligations of the Host, the Host NOC and the OCOG under §5.2 shall extend to all commitments and obligations borne by relevant cities, regions, public authorities and relevant third parties in that other country;
   b. where necessary to ensure the successful planning, organising, financing and staging of the Games, the provisions of the OHC referring to the Host Country, the Host NOC or the Host Country Authorities shall apply mutatis mutandis to the other country, or to the NOC or the authorities in the other country, as applicable and as may be reasonable in the circumstances. This shall include, without limitation, the following provisions of the OHC: respect of the Olympic Charter and promotion of Olympism (§13), sustainability and legacy (§15), security (§17), betting and prevention of manipulation of competitions (§18), Olympic identity and accreditation card and rights related thereto (§20), entry and stay of Games-related personnel, animals (if applicable) and supplies (§21), taxes (§22), commercial programmes conducted in relation to the Games (§24) and broadcast and other media coverage of the Games (§25).

5.4. Nothing contained in a Pre-election Commitment or other guarantee, representation, statement or other commitment made by the Host, the Host NOC, or any Host Country Authority (or any city, region, NOC or authority of a country other than the Host Country pursuant to §5.3), or other relevant third party, which conflicts with any provision of the OHC shall be binding upon the IOC, unless any such conflict has been brought to the express attention of the IOC, in writing, prior to the election of the Host and the IOC has expressly agreed, in writing, to accept any such conflict. Unless expressly provided to the contrary, nothing provided in the OHC shall be interpreted as limiting the scope, binding nature or effectiveness of any Pre-election Commitment.

6. **Financial responsibilities of the Host, the Host NOC and the OCOG**

6.1. Unless expressly stipulated otherwise in the OHC, all obligations of the Host, the Host NOC and/or the OCOG pursuant to the OHC shall be discharged at their expense.

6.2. In case of any obligation of the Host, the Host NOC and/or the OCOG pursuant to the OHC to provide certain facilities, goods or services to the IOC, IOC Controlled Entities or other categories of Games stakeholders (e.g., athletes, National Olympic Committees, International Federations, media, IOC Marketing Partners, Rights-Holding Broadcasters, domestic and international dignitaries and spectators), such facilities, goods and services shall be provided in accordance with the terms defined in the OHC and in any other relevant agreement or document referred to herein (e.g., Marketing Programme Agreement, Broadcasting Cooperation Agreement). Where the OHC or any other relevant agreement does not expressly provide otherwise, such facilities, goods or services shall be provided to the relevant Games stakeholders at the expense of the Host, the Host NOC and/or the OCOG and without any financial or other compensation to be paid or provided by the relevant Games stakeholders.
II. CONTRIBUTION OF THE IOC TO THE SUCCESS OF THE GAMES

[Note: The financials indicated in squared brackets throughout this Part II will be determined and communicated by the IOC in due course for each edition of the Games.]

7. General principles applicable to the contribution of the IOC to the success of the Games

7.1. In consideration of the Host, the Host NOC and the OCOG performing and complying with all their obligations under the OHC, and in order to assist them in the planning, organising, financing and staging of the Games, the IOC shall:

a. make the contributions and grant the OCOG the benefits and rights further described in §8.1(e), §9, §11 and §12(b), representing an overall estimated value of [___];

b. make further contributions and grant the OCOG further benefits and rights, as described in §8.1(a), (b), (c), (d) and §10; and

c. provide, in cooperation with IOC Controlled Entities, support and assistance to the OCOG, in particular in the manner described in §12(a).

7.2. Unless otherwise provided, all amounts provided herein are expressed in their value at the time of the Games.

8. Commercial rights and benefits

8.1. The Parties agree that - subject to the other terms and conditions of the OHC and in particular to the payment obligations to, and entitlements of, the IOC as provided in §24 - the OCOG shall have the following rights and entitlements in relation to the marketing, ticketing and licensing programmes conducted in relation to the Games:

a. the right to retain the cash consideration and the value-in-kind or other forms of consideration (e.g., goods and services) of all gross revenues derived from all contracts pertaining to the Marketing Plan Agreement or containing any element of commercial exploitation of the OCOG Marks or relating to the Games;

b. the right to retain the gross revenues generated from all forms of ticket (including hospitality) sales pertaining to the Games;

c. the right to retain a share of the proceeds from Olympic coin and banknote programmes of the Host Country (should any of these programmes be effectively implemented);

d. the right to retain a share of the proceeds from the Olympic stamp programme of the Host Country (should any such programme be effectively implemented); and

e. the right to receive a share of the net revenues from the International Programme, the amount of which to be determined by the IOC in its sole discretion.

8.2. With regard to §8.1(e), the Parties further agree that:

a. all costs related to the management and administration of the International Programme (including the costs of the general marketing support provided by the IOC or any third party designated by the IOC), as well as any fees charged by the IOC in consideration of its services required to ensure the successful delivery of the OCOG’s domestic programme and the International Programme, shall be deducted from the International Programme gross receipts before any division of revenues;

b. for indicative purposes only and based on the experience of the IOC from previous editions of the [Games of the Olympiad or Olympic Winter Games, as relevant] and without taking into account potential evolutions in the International Programme (including, without limitation, potential renegotiations or renewals of current agreements covering key product categories), the amount of the OCOG’s share of the net revenues (including cash and value-in-kind) from the International Programme foreseen under §8.1(e), is currently estimated at [___]; and
c. five percent (5%) of any sums of money or equivalent value-in-kind payable to the OCOG in relation to the International Programme shall be paid into a general retention fund maintained and controlled by the IOC (the “General Retention Fund”). The General Retention Fund may be used by the IOC to apply against any amount due to the IOC by the Host, the Host NOC and/or the OCOG, including in accordance with §37.

8.3. Unless otherwise stated in the OHC, all rights and benefits granted to the OCOG under §8.1 shall expire on 31st December of the year where the Games are held.

8.4. All rights and benefits in relation to any form of commercial exploitation of the Games, which are not expressly granted by the IOC to the Host, the Host NOC and/or the OCOG, are reserved by the IOC.

9. Contribution related to broadcast revenues

The IOC will grant to the OCOG a financial contribution related to revenues generated from Broadcast Agreements, which, subject to the following terms and conditions, shall be of an amount of [___]:

a. the IOC shall determine the schedule, currency and other conditions applicable to the payment of this contribution;

b. any payment of this contribution by the IOC to the OCOG, before the conclusion of the Games, shall be considered as an advance in payment, subject to full or partial reimbursement in the cases of full or partial cancellation of the Games or any other contingency which, pursuant to Broadcast Agreements, may oblige the IOC to reimburse certain amounts advanced by third parties in relation to the Games;

c. within the same timeline provided for in §3.4, the OCOG shall join, and become a full party to, the Broadcast Refund Agreement executed between the IOC, the Host and the Host NOC prior to the execution of the OHC, which sets forth the terms and conditions applicable to the possible reimbursement of this contribution to the IOC pursuant to §9(b); and

d. the IOC reserves the right to reduce the amount of this contribution, in case the IOC does not receive the revenues referred to in Broadcast Agreements concluded in relation to the Games, or to withhold any payment thereof pursuant to §37.

10. Right to retain a share of the surplus resulting from the celebration of the Games

As further detailed in the “OHC — Operational Requirements — Finance”, any surplus resulting from the planning, organising, financing and staging of the Games shall be divided as follows:

a. twenty percent (20%) to the Host NOC;

b. sixty percent (60%) to the OCOG or, as determined by the IOC, to the Host Country Authorities or other third parties referred to in §3.4(b) to be used exclusively for the development, delivery and funding of the legacy plan defined pursuant to the “OHC — Operational Requirements — Sustainability and Legacy” and for the development of sport in the Host Country, as may be determined by the OCOG in consultation with the IOC, the Host and the Host NOC; and

c. twenty percent (20%) to the IOC, to be used for the purposes indicated in §10(b) or otherwise in accordance with the Olympic Charter.

11. Services to be provided by OBS

OBS shall exercise, at the IOC’s cost, all responsibilities of host broadcaster (in particular the production and distribution of the international broadcast signals) of the Games and, at the OCOG’s costs and in accordance with the terms set forth in §35.3, of the Paralympic Games, subject to the OCOG’s obligations described in the “OHC — Operational Requirements — Media” and the Broadcasting Cooperation Agreement. For indicative purposes only, based on the experience of the IOC and OBS from previous editions of the Games of the Olympiad or Olympic Winter Games, as relevant and without limiting OBS’ exclusive right to determine the best manner in which to conduct the host broadcast operations, the fair market value of the services to be provided by the IOC and
OBS for the Games pursuant to §11 (specifically excluding services related to the Paralympic Games pursuant to §35.3) is currently estimated at [___].

12. **General assistance and transfer of knowledge activities**

   Without limiting any provision of the OHC, the IOC and IOC Controlled Entities shall assist the OCOG during its entire lifecycle through provision of guidance and information, based on the experience and knowledge accumulated during the organisation and staging of previous editions of the Olympic Games, including the following assistance:

   a. the IOC shall share with the OCOG certain information, knowledge and expertise and make available to the OCOG relevant information acquired from other Organising Committees of the Olympic Games, including in particular the “Olympic Games Guides” issued by the IOC to assist the OCOG in the delivery of the Games, and will allow the OCOG to participate in and benefit from the IOC’s Olympic Games knowledge management programme and related initiatives (as further detailed in §30.1); and

   b. the IOC shall make available to the OCOG the expertise from the IOC’s and IOC Controlled Entities’ staff and advisors in areas most relevant for the planning, organising, financing and staging of the Games (e.g., in relation to corporate organisation, finance, marketing, technology, legal services, medical services, doping controls, prevention of manipulation of competitions, sustainability and legacy, creative productions, venue planning, ticketing and business development, and cultural activities). Based on the experience of the IOC from previous editions of the [Games of the Olympiad or Olympic Winter Games, as relevant] and without limiting the IOC’s exclusive right to determine the best manner to conduct such activities, the fair market value of this assistance is currently estimated at [____].
III. CORE REQUIREMENTS

13. Respect of the Olympic Charter and promotion of Olympism

13.1. The Host, the Host NOC and the OCOG undertake to abide by the provisions of the Olympic Charter and the IOC Code of Ethics and agree to conduct their activities related to the organisation of the Games in a manner which promotes and enhances the fundamental principles and values of Olympism, as well as the development of the Olympic Movement.

13.2. Pursuant to their obligations under §13.1, the Host, the Host NOC and the OCOG shall, in their activities related to the organisation of the Games:

a. prohibit any form of discrimination with regard to a country or a person on grounds of race, colour, sex, sexual orientation, language, religion, political or other opinion, national or social origin, property, birth, disability or other status in particular, without limitation, by operating in conformity with and promoting the principles of diversity, inclusion and gender equality (in particular fair and equal gender portrayal);

b. protect and respect human rights and ensure any violation of human rights is remedied in a manner consistent with international agreements, laws and regulations applicable in the Host Country and in a manner consistent with all internationally-recognised human rights standards and principles, including the United Nations Guiding Principles on Business and Human Rights, applicable in the Host Country;

c. refrain from any act involving fraud or corruption, in a manner consistent with any international agreements, laws and regulations applicable in the Host Country and all internationally-recognised anti-corruption standards applicable in the Host Country, including by establishing and maintaining effective reporting and compliance; and

d. operate in conformity with, and promote, internationally recognized standards of good governance applicable in the Host Country.

13.3. The IOC, through its Coordination Commission referred to in §28, shall establish a reporting mechanism to address the obligations referred to in §13.1 and §13.2 in connection with the activities of the Host, the Host NOC and the OCOG related to the organisation of the Games. The Host, the Host NOC and the OCOG shall implement the obligations referred to in §13.1 and §13.2 in compliance with the provisions of the “OHC – Operational Requirements – Sustainability and Legacy”.

13.4. The OCOG shall carry out various activities during the period leading up to and throughout the Games in connection with the promotion of peace and human understanding through sport, and of the Olympic Truce, as further specified in the “OHC – Operational Requirements – Protocol”.

14. No inconsistent activities

The Host, the Host NOC and the OCOG hereby agree that:

a. no major event, conference, or other meeting which could have an impact on the successful planning, organising, financing and staging of the Games or their public and media exposure, shall take place in the jurisdiction of the Host itself, its neighbourhood or in the jurisdiction of other entities hosting other competition sites or their neighbourhoods, either during the Games or during the preceding or following week, without the prior written approval of the IOC; and

b. no negotiations shall take place nor agreements be entered into, having any connection with the Games, between the OCOG and any international or supranational organisation (whether governmental or non-governmental) without the prior written approval of the IOC.
15. **Sustainability and Legacy**

15.1. The Host, the Host NOC and the OCOG undertake to carry out all activities foreseen under the OHC in a manner which conforms with the IOC Sustainability Strategy and its five focus areas, namely infrastructure and natural sites, sourcing and resource management, mobility, workforce and climate.

15.2. Pursuant to their obligations under §15.1, the Host, the Host NOC and the OCOG shall in particular:

a. define, implement and communicate a comprehensive and integrated sustainability programme compliant with the provisions of the "OHC — Operational Requirements — Sustainability and Legacy"; and

b. take all necessary measures, where necessary in cooperation with Host Country Authorities and other third parties, to ensure that their activities in relation to the organisation of the Games comply with any international agreements, laws and regulations applicable in the Host Country, with regard to planning, construction, protection of the environment, health and safety, labour and working conditions and cultural heritage.

15.3. In line with their Pre-election Commitments, the Host, the Host NOC and the OCOG shall maximise the use of existing and planned infrastructure in the Host Country (or, where relevant, outside the Host Country under the conditions set forth in the Olympic Charter) and consider temporary and demountable venues in all situations where new permanent venues are not supported by viable business plans and fulfilling long-term legacy needs of the Host Country, as further defined in the "OHC — Operational Requirements — Venues”.

15.4. The Host, the Host NOC and the OCOG shall define, implement and communicate a legacy plan based on the Pre-election Commitments and further defined in accordance with the provisions of the "OHC — Operational Requirements — Sustainability and Legacy". Consistent with the IOC Legacy Strategic Approach, the legacy plan shall aim at using sports to improve the health and well-being of citizens of the Host Country. The Parties shall agree in writing, among them and with the Host Country Authorities and other entities referred to in §3.4(b), on the conditions applicable to the funding, management and delivery of such legacy plan after the closing of the Games.

16. **Programme of the Games**

16.1. The “Programme of the Games” is the programme of all sports and events decided by the IOC for the Games. Not later than [in principle, depending on the timing of the Host election, the end of the IOC Session during which the Host is elected], the IOC will decide the list of sports to be included in the Programme of the Games, and will promptly communicate this information to the Host and the Host NOC. The Host and the Host NOC have been kept informed by the IOC that they shall refer, for planning and indicative purposes, to the programme of events as well as the relevant quotas of the [previous edition of the Games of the Olympiad or of the Olympic Winter Games, as relevant] however, excluding the events included following a proposal made by the relevant Organising Committee of the Olympic Games in accordance with the provisions of the Olympic Charter.

16.2. In accordance with the Olympic Charter, the OCOG may propose to the IOC the inclusion of one or more additional events in the Programme of the Games. Such proposal shall be made in a timely manner taking into account that the IOC shall decide on the final list of events to be included in the Programme of the Games not later than three (3) years before the scheduled commencement of the Games.

16.3. The IOC reserves the right to make changes to sports and events included in the Programme of the Games, at any time, subsequent to [in principle, depending on the timing of the Host election, the end of the IOC Session during which the Host is elected], as the IOC may consider being in the best interests of the Games, in consultation with the OCOG and the relevant IFs. Subject to §31.3, the Host, the Host NOC and/or the OCOG shall implement any changes to the Programme of the Games brought by the IOC pursuant to this §16.3.
16.4. The final dates for the holding of the Games, including the number of days of competition and the scheduling of the Opening and Closing Ceremonies of the Games, shall be decided by the IOC in consultation with the OCOG.

17. Security

17.1. The responsibility for all aspects of security in relation to the Games (including the financial, planning and operational aspects thereof) lies with Host Country Authorities, which shall take all necessary measures in order to guarantee the safe and peaceful celebration of the Games, including without limitation with regards to the security of accredited persons and the security of all Games-related information and telecommunication services and infrastructure.

17.2. The Host, the Host NOC and the OCOG shall support Host Country Authorities and coordinate with them to ensure the fulfilment of §17.1. If required in order to guarantee the safe and peaceful celebration of the Games, the Host, the Host NOC and the OCOG shall take further measures (such as the deployment of relevant authorities responsible for safety, security, law enforcement and private security contractors) to complement those implemented by Host Country Authorities.

17.3. Without limiting their responsibilities and obligations under §17.1 and §17.2, the Host, the Host NOC and the OCOG shall:

a. report to the IOC, on a regular basis, on security matters and take into account any IOC recommendation in that regard;

b. ensure that the OCOG and Host Country Authorities develop in partnership with the IOC cooperation and information sharing mechanisms to efficiently address security threats related to the Games or to accredited persons, and to prevent, investigate or sanction potential breaches of the IOC Code of Ethics (in particular in relation to matters addressed in §18) and other laws and regulations applicable to accredited persons; and

c. develop a cyber security strategy in accordance with the provisions of the “OHC – Operational Requirements – Technology”.

18. Betting and prevention of manipulation of competitions

18.1. The Host, the Host NOC and the OCOG shall not, directly or indirectly, participate in, support or be supported by any sport betting in relation to the Games.

18.2. The Host, the Host NOC and the OCOG shall support the IOC in ensuring that the integrity of sport is fully protected with respect to any betting activities in relation to the Games and manipulation of competitions.

18.3. For the purpose of §18.2, the IOC will set up a joint integrity unit in order to facilitate the exchange of information and intelligence needed to preserve the integrity of competitions. The Host, the Host NOC and the OCOG shall cooperate with such unit and ensure the necessary coordination with all relevant Host Country Authorities (sports betting authorities and/or law enforcement agencies).

19. Rights in respect of the Games and Games-Related Properties

19.1. In accordance with the Olympic Charter, the Host, the Host NOC and the OCOG agree that the Games, including all competition events and other events and activities organised by the Host, the Host NOC and/or the OCOG pursuant to the OHC, are the exclusive property of the IOC, which owns all rights, including Intellectual Property Rights, in relation thereto. The IOC owns, in particular all rights relating to:

a. the organisation, exploitation and marketing of the Games;

b. authorising the capture of still and moving images of the Games for use by the media;

c. the registration of audio-visual recordings of the Games;

d. the broadcasting, transmission, retransmission, reproduction, display, dissemination, making available or otherwise communicating to the public, by any means now known or to be developed in the future, works or signals embodying audio-visual registrations or recordings of the Games;
e. the determination of the conditions of collection, access and use of data relating to the Games; and
f. the Olympic symbol, flag, motto and other Olympic Properties, as well as all rights to the use thereof, in particular, use for any exploitation or advertising purposes.

19.2. For purposes of the planning, organising, financing and staging of the Games and on the basis of the rights and interests described in §19.1 and as further detailed in §19.3, the IOC will allow the Host, the Host NOC and/or the OCOG:

a. to use and exploit certain existing creative elements, distinctive signs and others assets; and
b. to create, use and exploit new creative elements, distinctive signs and others assets related to the Games (referred to as “Games-Related Properties” and further defined in Appendix 1), which shall be the sole property of the IOC and which the IOC shall license to the Host, the Host NOC and/or the OCOG.

19.3. In relation to §19.1 and §19.2, the Parties agree that:

a. the IOC will, where appropriate, assign, license or otherwise convey, on an exclusive or non-exclusive basis, certain rights or certain benefits that the IOC derives from such rights, to the Host, the Host NOC and/or the OCOG for the purposes of the planning, organising, financing and staging of the Games. This shall include the right to create Games-Related Properties, in view of their use and exploitation in accordance with §19.3(c);

b. upon creation of any Games-Related Properties, all Intellectual Property Rights related thereto shall vest in and remain in the full ownership of the IOC throughout the world and, to the extent necessary, be irrevocably and unconditionally assigned to the IOC, for the full term of such Intellectual Property Rights and thereafter in perpetuity. With respect to copyright, such assignment includes assignment by way of a present assignment of future copyright; and

c. the IOC hereby licences to the Host, the Host NOC and/or the OCOG the right to use and exploit all Games-Related Properties solely for the purposes of the planning, organising, financing and staging of the Games in accordance with the OHC, on an exclusive or non-exclusive basis as determined by the IOC. Nothing in the OHC shall limit the right of the IOC to grant to IOC Marketing Partners, Rights-Holding Broadcasters and other third parties the right to use and exploit any Games-Related Properties.

19.4. The Host, the Host NOC and the OCOG shall ensure that the creation, use and exploitation of Games-Related Properties do not infringe upon the rights of any third parties and that, if any element created by a third party is contained in any Games-Related Property all necessary rights, clearances and authorisations have been obtained to ensure the compliance with §19.3.

19.5. Any assignment, license or conveyance of rights or benefits granted to the Host, the Host NOC or the OCOG pursuant to §19 shall be conditional at all times upon their compliance with all the terms and conditions of the OHC.

19.6. The OCOG shall have the right to receive any net royalties that accrue to the IOC from the exploitation of copyright in any of the Games-Related Properties, where collected by or on behalf of the IOC before 31st December of the year where the Games are held.

19.7. The Host, the Host NOC and the OCOG’s obligations in relation to the protection of Intellectual Property Rights in relation to the Games are further specified in the “OHC – Operational Requirements – Rights Protection” and “OHC – Operational Requirements – Ceremonies”.

20. Olympic identity and accreditation card and rights related thereto

20.1. The Olympic identity and accreditation card (“OIAC”) confers on its holder the right to take part in the Games. The Host, the Host NOC and the OCOG shall be responsible to ensure, in cooperation with competent Host Country Authorities, that, together with a passport or other official travel document, the OIAC allows its holder to enter and remain in the Host Country and perform Games-
related activities for the duration of the Games, including for a period of at least one (1) month before
the scheduled commencement of the Games and one (1) month after the conclusion of the Games.

20.2. The Host, the Host NOC and the OCOG are responsible to ensure, by coordinating with the
competent Host Country Authorities, that necessary measures are taken, in a way consistent with
past Olympic Games editions, so that the application of labour laws and regulations of the Host
Country to accredited persons (both nationals of the Host Country and foreigners), will not prevent,
delay or hinder the performance by such accredited persons of their Games-related activities in
accordance with the specific needs and requirements of such activities. The Host, the Host NOC and
the OCOG’s obligations in relation to the issuance and management of the OIAC are further specified
in the “OHC – Operational Requirements – Accreditation”.

21. Entry and stay of Games-related personnel, animals and supplies

21.1. The Host, the Host NOC and the OCOG acknowledge that the entry of specialised workforce and the
import of equipment into the Host Country by various Games stakeholders are essential conditions
for the successful planning, organising, financing and staging of the Games (including Test Events)
and they agree that, in addition to the measures applicable to accredited persons defined in §20.1
and §20.2, the following shall be ensured:

a. the temporary entry, before, during and after the Games, of certain personnel into the Host
   Country, including, without limitation, representatives, employees, service providers or other
   persons acting on behalf of, or representing the following entities:
   i. the IOC;
   ii. IOC Controlled Entities;
   iii. National Olympic Committees;
   iv. International Federations;
   v. Rights-Holding Broadcasters;
   vi. the Official Timekeeper;
   vii. IOC Marketing Partners; and
   viii. media;

b. the importation of equipment (e.g., competition firearms) and supplies (e.g., medical supplies,
equipment) for the purposes of the Games and for use by the IOC and/or by all organisations and
personnel listed in §21.1(a), as well as other items to be used in Games-related activities.

21.2. With respect to §21.1, the Host, the Host NOC and the OCOG are responsible to ensure the following,
by coordinating with competent Host Country Authorities:

a. all organisations and personnel mentioned under §21.1(a) who may be carrying out Games-
related activities in the Host Country are able to obtain necessary entry visa and work permits in
an expedited and simplified manner for a period of time beginning not later than one (1) year
before the scheduled commencement of the Games and running until at least one (1) year after
the conclusion of the Games (or for an extended period upon the IOC’s written request based on
specific operational needs of certain organisations and personnel) in each case without any fees
or similar charges being payable in the Host Country. For OBS personnel specifically, such period
of time shall begin not later than three and one-half (3.5) years before the scheduled
commencement of the Games; and

b. for a period of time beginning not later than four (4) years before the scheduled commencement
of the Games and running until at least one (1) year after the conclusion of the Games, all animals
(if applicable), equipment, supplies and other items listed under §21.1(b) can enter the Host
Country for such purposes, provided that such animals (if applicable), equipment, supplies and
other items are either consumed in the Host Country, disposed of (other than by sale) or exported
within a reasonable period of time following the conclusion of the Games and - if applicable -
leaves the Host Country, in each case without any duties, customs, taxes or similar charges being payable in the Host Country.

22. Taxes

22.1. The Parties agree that, in order to help ensure the successful planning, organising, financing and staging of the Games in accordance with the OHC, it will be necessary for the Host, the Host NOC and the OCOG to coordinate with competent Host Country Authorities so that the tax legislation of the Host Country is implemented and applied in a manner that guarantees the achievement of the objectives and results described in §§22.2-22.5.

22.2. The OCOG shall enjoy the full benefit of the resources made available by the IOC or IOC Controlled Entities (e.g., pursuant to §§7-12). Accordingly, the OCOG shall not be subjected to or impacted by any direct or indirect taxes due in the Host Country in connection with any payment or other contribution made to the OCOG by the IOC or IOC Controlled Entities pursuant to the OHC.

22.3. Any payments and other contributions made by the IOC, IOC Controlled Entities and/or the Official Timekeeper to the OCOG shall be fully allocated to the planning, organising, financing and staging of the Games and their Games-related revenues shall be fully allocated to the development of the Olympic Movement and the promotion of sport in accordance with the Olympic Charter. For this purpose, the IOC, any IOC Controlled Entity and/or the Official Timekeeper, shall not be subjected to nor impacted by any direct or indirect taxes due in the Host Country in connection with any payment to be made to them by the OCOG with respect to the revenues generated in relation to the Games, or any payment to be made by them to the OCOG (including, for greater certainty, payments made in consideration for services received from or through the OCOG).

22.4. The following outcomes shall be ensured in order to avoid double taxation for individuals and legal entities that are temporarily present in the Host Country for the purpose of carrying out Games-related activities:

a. athletes who are non-residents of the Host Country shall not be subjected to nor impacted by any taxes levied in relation to any financial or other rewards received by them as a result of their performances at the Games;

b. provided that they are non-residents of the Host Country, the following individuals shall not be subjected to nor impacted by any taxes levied in relation to the income derived from their Games-related activities in the Host Country:

i. employees, officers, members or other representatives of the IOC or of any IOC Controlled Entity and other individuals providing services under contract with the IOC or any IOC Controlled Entity;

ii. support staff associated with delegations of National Olympic Committees other than the Host NOC;

iii. judges, referees and other Games officials, including, without limitation, the representatives, employees or other persons acting for the Official Timekeeper, International Federations and other organisations recognised by the IOC (e.g., IPC, Court of Arbitration for Sport, World Anti-Doping Agency);

iv. employees, officers, members or other representatives of accredited foreign media organisations and other persons providing services under contract with these organisations in connection with the Games; and

v. employees, officers, members or other representatives of the IOC Marketing Partners and Rights-Holding Broadcasters;

c. any individual or legal entity in the Host Country who or which makes a payment to the individuals mentioned under §22.4(b) in connection with such individuals’ Games-related activities shall not be subjected to nor impacted by any withholding obligations in respect of such payment; and
d. the temporary presence in the Host Country of the persons mentioned under §22.4(a) and
§22.4(b) shall not be deemed to create a permanent establishment of the organisations to which
such persons belong, or by which they may be employed, and such organisations shall be exempt
from any requirement to create any type of local entity in the Host Country to carry out their
Games-related activities.

22.5. The IOC, IOC Controlled Entities, National Olympic Committees, International Federations, IOC
Marketing Partners and Rights-Holding Broadcasters, that are temporarily present in the Host
Country for the purpose of carrying out Games-related activities shall be treated in a manner not less
favourable than the OCOG Marketing Partners and other domestic operators with respect to indirect
taxes (e.g., consumption tax, value added tax). Accordingly, such non-domestic entities shall be
entitled to supply goods and services in relation to the Games free of any indirect taxes and to obtain
the refund of any indirect taxes incurred on their Games-related expenses, insofar as such tax
treatment would be applicable, pursuant to any law of the Host Country (including any specific
regulation adopted in view of the Games), should such goods and services have been supplied, or
such expenses have been incurred, by any OCOG Marketing Partner or other domestic operator of
the Host Country.

22.6. All measures implemented pursuant to §22.2-22.5 shall be effective not later than four (4) years
before the scheduled commencement of the Games and shall remain in effect until at least one (1)
year following the conclusion of the Games. The Host, the Host NOC and the OCOG’s obligations in
relation to Games-related tax requirements are further specified in the “OHC – Operational
Requirements – Finance”.

22.7. The IOC agrees to cooperate with and assist the OCOG to help mitigate any tax impact that the
provisions included in §22 could have on the OCOG, without limiting the OCOG’s obligations and
without implying any financial obligation on the part of the IOC.

23. Advertising and other commercial activities at Key Olympic Venues

The Host, the Host NOC and the OCOG shall ensure that the provisions of the Olympic Charter and
of the “OHC – Operational Requirements – Rights Protection” relating to propaganda and
advertising within Key Olympic Venues and, more generally, in relation to the Games, are respected.

24. Commercial programmes conducted in relation to the Games

24.1. Within the same timeline provided for in §3.4, the OCOG shall join, and become a full party to, the
Joint Marketing Programme Agreement executed between the Host and the Host NOC prior to the
execution of the OHC and which combines all of the marketing and commercial rights of the OCOG
and the Host NOC for the period commencing on 1st January [of the fifth year before the Games]
and ending on 31st December [of the year of the Games, for Games of the Olympiad; or of the second
year after the Games, for Olympic Winter Games].

24.2. Should the revenues projected in the Host’s pre-election submission in relation to the Joint
Marketing Programme not be achieved for any reason whatsoever, the Host NOC agrees that it will
only receive a share that is proportionate to the actual revenues achieved by such programme, as
agreed pursuant to the Joint Marketing Programme Agreement. However, should the Games
generate a revenue surplus in relation to the Joint Marketing Programme, the Host NOC shall share
in such surplus as provided for in §10.

24.3. The IOC and the OCOG shall execute a Marketing Plan Agreement not later than [in principle, six
years before the Games], which shall govern all elements of the marketing plan to be developed by
the OCOG in relation to the Games. Compliance with the terms of the Marketing Plan Agreement
constitutes an obligation of the OCOG under the OHC.
24.4. No commercial activity in relation to the Games may be commenced by the Host, the Host NOC or the OCOG (or any person or entity acting in their name or on their behalf) prior to the execution of the Marketing Plan Agreement. The Host, the Host NOC and the OCOG agree not to participate in, or allow (and the OCOG is responsible to ensure that the Host Country Authorities do not participate in, or allow) any marketing or commercial activities relating directly or indirectly to the Games, other than as expressly permitted by the Marketing Plan Agreement. The benefits and rights of the OCOG deriving from agreements concluded with third parties pursuant to the Marketing Plan Agreement are set out in §8.

24.5. Any Olympic coin and banknote programmes launched in the Host Country (including the number and type of coins and banknotes included in such programmes) as well as any Olympic stamp programme launched in the Host Country (including the number and type of stamps and all philatelic products included in such programme) shall be subject to the prior written approval of the IOC. The detailed financial terms of such programmes, including the IOC’s share of revenue deriving therefrom, shall be established in §24.8 (c) and (d) and in the Marketing Plan Agreement.

24.6. The Host, the Host NOC and the OCOG agree that, notwithstanding such programmes, the IOC has the right to introduce its own coin, banknote and stamp programmes, for its own account, and that the coins, banknotes and stamps related to such IOC programmes may be sold in the Host Country on the same terms and conditions as in other countries.

24.7. The IOC will implement an International Programme consisting of:

a. a worldwide sponsorship programme currently known as the “TOP Programme” (and/or any other international Olympic marketing programme as decided by the IOC);
b. a worldwide suppliership programme; and
c. a worldwide licensing programme relating to the Games.

The Host, the Host NOC and the OCOG undertake to participate in the International Programme and to procure all relevant rights with a view to assisting the IOC in the exercise of the rights and implementation of the obligations of the IOC Marketing Partners in connection with the Games, as established in the Marketing Plan Agreement. In particular, each of the OCOG, the Host and the Host NOC undertakes to satisfy its Games-related requirements for products and services falling into the product/service categories of IOC Marketing Partners from the respective IOC Marketing Partners according to the process set forth in the Marketing Plan Agreement.

24.8. With respect to the commercial programmes implemented by the OCOG, in accordance with §24.3 and §24.4, the OCOG shall pay to the IOC, in cash, the following amounts:

a. in relation to the OCOG’s marketing programme, an amount equal to seven and one-half percent (7.5%) of the cash consideration and five percent (5%) of the value-in-kind or other forms of consideration (e.g., goods or services), of all gross revenues derived from all contracts executed by the OCOG pursuant to the Marketing Plan Agreement or containing any element of commercial exploitation of the OCOG Marks or relating to the Games in any way;
b. in relation to the OCOG’s ticketing programme (as defined in the “OHC Operational Requirements – Ticketing and Hospitality”), an amount equal to seven and one-half percent (7.5%) of the gross revenues generated from all forms of ticket (including hospitality) sales pertaining to the Games;
c. in relation to the Olympic coin and banknote programmes of the Host Country (if any), a share of the revenues generated by such programmes, to be determined in the Marketing Plan Agreement but, in principle, three percent (3%) of the face value of coins and banknotes from the circulating programme and three percent (3%) from the commemorative programme of the price to dealers of all coins and banknotes where the mint has no retail operations (and if the mint has retail operations three percent (3%) of the retail price or as otherwise specified in the Marketing Plan Agreement); and
d. in relation to the Olympic stamp programme of the Host Country (if any), a share of the revenues generated by such programme, to be determined in the Marketing Plan Agreement but, in principle, one percent (1%) of the retail sales value (gross sales) of all stamps within the programme sold for collection, and of all value-added philatelic products (such as postal numismatic products, prestige booklets, albums, collections etc.), or as otherwise specified in the Marketing Plan Agreement.

24.9. The Host, the Host NOC and the OCOG’s obligations in relation to the commercial programmes described in §24 are further specified in the “OHC — Operational Requirements - Marketing Partner Services”, “OHC — Operational Requirements — Business Development” and “OHC — Operational Requirements — Rights Protection”.

25. Broadcast and other media coverage of the Games

25.1. The OCOG is responsible to coordinate with the competent Host Country Authorities in order to ensure the following:

a. for the period starting with the opening of the International Broadcast Centre and of the Main Press Centre until the end of the Paralympic Games (as determined in application of §35.1), there shall be no restrictions or limitations on the freedom of the media to provide independent coverage of the Games as well as related events, nor on the editorial independence of the material broadcast or published by the media;

b. during its entire presence in the Host Country for the purposes of the Games and Paralympic Games, OBS shall be permitted to carry out its host broadcasting and any other Games-related activities in full independence and without any obligation to set up any legal and/or tax structure in the Host Country. OBS and its operations in the Host Country shall not be considered a permanent establishment. In addition, OBS shall not be obliged to allow any form of participation by any Host Country Authority, or by other local stakeholders, in its corporate, management or supervisory structures; and

c. from the day of the opening of the first Key Olympic Venue to accredited persons until the end of the Paralympic Games (as determined in application of §35.1), an open network policy will be implemented in and around all Key Olympic Venues, transport hubs and other sites used in relation to the Games, guaranteeing unimpeded access to the internet (including, without limitation, all social media services, online media outlets, websites and accredited media platforms) to all Olympic Games and Paralympic Games participants, media, other accredited persons and spectators. This provision shall also apply to Test Events.

25.2. As indicated in §19.1, the IOC owns all rights and data relating to the Games Broadcast, Coverage and Exhibition and has the exclusive right to negotiate and conclude agreements with third parties in relation thereto (“Broadcast Agreements”), as well as to make any statements relating to such negotiations or agreements. The OCOG shall respect all Broadcast Agreements entered into by the IOC and, upon request of the IOC, assist the IOC in connection with the effective discharge by the IOC of its obligations under all such Broadcast Agreements including, where appropriate, by entering into direct agreements with the applicable Rights-Holding Broadcasters with respect to the provision of certain facilities and services. The OCOG shall also provide all other services and facilities contemplated in the “OHC — Operational Requirements — Media” and in the Broadcasting Cooperation Agreement.

25.3. The OCOG and OBS will enter into the Broadcasting Cooperation Agreement not later than one (1) year following the formation of the OCOG. This agreement, which is subject to the prior written approval of the IOC, will, among other matters, set forth the details of the facilities and services, as well as of the further rights and obligations of the OCOG with regard to the broadcasting of the Games and, in accordance with §35.3, of the Paralympic Games. Compliance with the terms of the Broadcasting Cooperation Agreement constitutes an obligation of the OCOG under the OHC.
25.4. The OCOG shall cooperate with the IOC, OBS, OCS and Rights-Holding Broadcasters for the exposure and promotion of the Games Broadcast, Coverage and Exhibition by Rights-Holding Broadcasters and their recognition by appropriate means, as determined by the IOC.

26. Digital Media

26.1. The Parties shall cooperate for the development, operation and promotion of various types of Games Digital Properties which shall be made available to the widest possible audience, in the Host Country and worldwide, for the promotion of the Games, their fullest coverage and their legacy, in accordance with this §26 and in a manner consistent with the IOC digital strategy as communicated from time to time by the IOC to the OCOG. The IOC agrees to use and leverage any Games Digital Properties and user databases under its control for the promotion of the Games following modalities to be determined by the IOC.

26.2. The IOC reserves all rights including without limitation, all Intellectual Property Rights, in relation to any Games Digital Properties as well as the ownership and control over any user database related thereto on a worldwide basis and without limitation of time. No provision of this OHC shall be interpreted as excluding or limiting the ability of the IOC (and/or of IOC Controlled Entities or third parties authorised by the IOC) to access and use in compliance with Data Protection Laws any user data collected in connection with Games Digital Properties before, during and after the Games.

26.3. The Parties agree that, unless otherwise decided by the IOC, the Host, the Host NOC and the OCOG shall have the primary responsibility for the operation and promotion of Games Digital Properties and user engagement in the Host Country, while the IOC shall have the primary responsibility for the operation and promotion of Games Digital Properties and user engagement in territories other than the Host Country. The Host, the Host NOC and the OCOG shall comply with the “OHC — Operational Requirements — Digital Media”, the Marketing Plan Agreement and with any further instructions of the IOC as may be reasonably necessary to guarantee the objectives set forth in this §26.
IV. COORDINATION WITH THE IOC

27. Games Foundation Plan, Games Delivery Plan and other documents

27.1. Within eighteen (18) months after the formation of the OCOG, the OCOG shall develop, in collaboration with the IOC and based upon generic documents communicated by the IOC, and shall submit to the IOC for its written approval the following documents:

a. document detailing the OCOG’s vision described in the Host's pre-election submission, as well as the key strategic, governance and reporting processes applicable to the planning, organising, financing and staging of the Games and to the Games legacy (referred to as “Games Foundation Plan”); and

b. a document describing the main planning framework, timelines and milestones to be respected by the Host, the Host NOC and the OCOG in the performance of their obligations under the OHC (referred to as the “Games Delivery Plan”).

27.2. Within the same timeframe identified in §27.1, the OCOG and the IOC shall agree in writing on the conditions and procedures applicable for any modification to the Games Delivery Plan subsequent to its approval by the IOC. Until the initial approval of the Games Delivery Plan by the IOC, the planning framework, timelines and milestones defined in the generic document communicated by the IOC to the OCOG shall apply and be binding upon the Host, the Host NOC and the OCOG. The Host, the Host NOC and the OCOG’s obligations in relation to the planning, coordination and management of the Games are further specified in the “OHC – Operational Requirements - Games Management”.

27.3. The OCOG shall also provide to the IOC for review and comments a consolidated budget, as well as any updates thereof, in accordance with the requirements set forth in the “OHC – Operational Requirements - Finance”.

28. Coordination Commission and Joint Steering Forum

28.1. The IOC shall establish, at the IOC’s expense, a Coordination Commission, which will include representatives of the IOC, the International Federations, the National Olympic Committees, Organising Committees of Olympic Games prior to the Games, the IOC Athletes’ Commission and the IPC, as well as experts designated or approved by the IOC. The mission of the Coordination Commission shall be to monitor the progress of, and provide guidance to, the OCOG, with respect to the planning, organisation, staging, financing and legacy of the Games, including in relation to collaborating with the relevant Host Country Authorities. The Coordination Commission will also facilitate and encourage the cooperation between the OCOG and different categories of Games stakeholders such as athletes, National Olympic Committees, National Paralympic Committees, International Federations, IOC Marketing Partners and Rights-Holding Broadcasters.

28.2. The OCOG agrees to provide the Coordination Commission with regular reports and updates on all aspects relating to the organisation and legacy of the Games. The Coordination Commission shall meet with the OCOG and the Host Country Authorities on a regular basis and, in the case of any matter that cannot be resolved by the Coordination Commission or in respect of which any party refuses to act in accordance with the Coordination Commission’s recommendations, the IOC shall make the final decision. The OCOG’s obligations regarding the role and format of the Coordination Commission, as well as the OCOG’s and the Host Country Authorities’ progress reporting to the Coordination Commission, are further specified in the Olympic Charter and the “OHC – Operational Requirements - Games Management”.

28.3. The OCOG shall establish a Joint Steering Forum, which will include representatives of the IOC, the OCOG and Host Country Authorities. The Joint Steering Forum shall be co-chaired by the chairperson of the Coordination Commission and the President of the OCOG. Its exact composition will be agreed between the IOC and the OCOG with the objective to ensure an appropriate representation of the IOC, the OCOG and the Host Country Authorities. The Joint Steering Forum shall complement the
work of the Coordination Commission. Its mission shall consist in strengthening the collaboration between the IOC, the OCOG and the Host Country Authorities to ensure the successful planning, organising, financing, staging and legacy of the Games in a cost-efficient manner and in supporting an efficient resolution of major issues pertaining to the Games. Representatives of the IPC shall be invited to participate in meetings of the Joint Steering Forum on an ad hoc basis, to address questions specifically related to the organisation of the Paralympic Games.

29. **Reporting to the IOC**

Upon request of the IOC, the OCOG shall provide oral and written reports on the progress of the preparation of the Games, the legacy of the Games and the measures taken to fulfil its obligations pursuant to the OHC, including financial information and other details regarding the planning, organising, financing and staging of the Games, in a format and with substantive content requested by the IOC. The OCOG’s obligations regarding the OCOG progress and financial reporting are further specified in the “OHC – Operational Requirements – Games Management” and “OHC – Operational Requirements – Finance”.

30. **Games information and knowledge management**

30.1. In order to assist the OCOG in the planning, organising, financing and staging of the Games and in accordance with §12(a), the IOC will share with the OCOG certain data available to the IOC and other information, knowledge and expertise that the IOC has acquired over the years, including, in particular, information acquired from other Organising Committees of the Olympic Games. The OCOG shall also be entitled to participate in and benefit from the IOC’s Olympic Games knowledge management programme and related initiatives.

30.2. The Host, the Host NOC and the OCOG undertake to contribute to the legacy of the Games and the successful continuity of the Olympic Games by providing to the IOC, for the benefit of future Olympic Games organisers and the Olympic Movement in general, all data, documentation, materials, objects, photography, video audio-visual content, systems, websites, software (including source codes and documentation) (without limitation of their format, storage medium or their explicit or implicit nature) specifically developed, created or, acquired or obtained by the Host, the Host NOC and/or the OCOG in connection with or for the purpose of in the course of the planning, organising, financing and staging of the Games (referred to as “Games Information Knowledge and Expertise”). The Host, the Host NOC and the OCOG shall share, and are responsible to ensure that the relevant Host Country Authorities and third parties with key operational roles in the organisation of the Games share their Games Information Knowledge and Expertise with the IOC. In accordance with §19.1, the IOC shall be the exclusive owner of all rights including all Intellectual Property Rights on the Games Information Knowledge and Expertise, including all titles and interests related thereto. The Host, the Host NOC and/or the OCOG shall not provide or grant any rights in relation to such content to any third party without the express prior written approval of the IOC and are responsible for obtaining the necessary rights so that the IOC may use or authorise third parties to use all such content, including after the Games. Notwithstanding the above the Host, the Host NOC and the OCOG shall not be precluded from resorting to third-party available software, technology systems or other elements with prior consultation of the IOC and provided that the IOC and IOC Controlled Entities and future Olympic Games organizers’ access and potential use is ensured.

The OCOG’s obligations and the processes mentioned in §30 are further specified in the “OHC – Operational Requirements - Games Management”, “OHC – Operational Requirements – Communications” and “OHC – Operational Requirements – Information and Knowledge Management”.


31. **Change management process**

31.1. The IOC will periodically review and update the OHC – Operational Requirements after the execution of the OHC. This review will contribute to the objectives of Olympic Agenda 2020 of decreasing the overall cost and complexity of organising the Olympic Games and embed any positive return on experience for the Olympic Games or other major events, or any technological or policy changes in the OHC – Operational Requirements.

31.2. Subject to §31.3, the Host, the Host NOC and the OCOG shall adapt to any amendments or supplements made by the IOC, subsequent to the end of the [IOC Session during which the Host is elected], to the OHC – Operational Requirements (pursuant to §31.1), the Programme of the Games (pursuant to §16.1), the Olympic Charter (pursuant to §48.2) or the Games Delivery Plan (pursuant to §27.1) and changes to the Paralympic Games programme (pursuant to §35.6) so that the Games and the Paralympic Games will be organised in the best possible manner, as determined by the IOC.

31.3. In case the Host, the Host NOC or the OCOG believes that any amendments or supplements made by the IOC pursuant to §31.2 result in material adverse effects on its financial rights or obligations, it shall so inform the IOC in writing within three (3) months of the IOC’s issuance of any such amendment or change, demonstrating such material adverse effects. The IOC shall negotiate with the concerned party in an effort to address such alleged material adverse effects in a mutually satisfactory manner. If the IOC and such concerned party are unable to reach a mutually agreeable resolution, the concerned party shall have the right to submit the matter to binding arbitration pursuant to §52.2.

31.4. Any amendment or supplement referred to in §31.2 and §31.3 shall apply immediately upon receipt by the IOC of a written confirmation from the Host, the Host NOC and the OCOG that they agree with such amendments or supplements, and at the latest upon expiry of the three (3) months period referenced in §31.3, unless by such date, a party has informed the IOC that it believes such amendment or supplement results in material adverse effects on its financial rights or obligations. In such case, the amendment or supplement (including any modification thereof agreed between the Parties as a result of their negotiations) shall apply from the date of the Parties’ written confirmation that the alleged material adverse effects have been addressed in a mutually satisfactory manner and at the latest upon expiry of a six (6) months period following the IOC’s issuance of any such amendment or change, unless by such date the concerned party has submitted the question to binding arbitration in accordance with §52.2.

31.5. Without limiting the effect of §31.2 and §31.3, the Parties agree that, within eighteen (18) months following the execution of the OHC, they will discuss in good faith to determine processes and procedures applicable in case the Host, the Host NOC and/or the OCOG propose changes to the content of the OHC – Operational Requirements.

32. **Cooperation with Olympic Movement stakeholders and third-party suppliers**

Without limiting other provisions of the OHC, the Parties agree to cooperate and implement the following measures in view of reducing the complexity of organising the Games and facilitating an efficient Games delivery:

a. implementation of cost-efficient solutions, methodologies or technologies, in particular those having been successfully implemented in previous Olympic Games editions or other major events;

b. delegation, subcontracting or transfer by the Host, the Host NOC and the OCOG of certain of their obligations under the OHC to third parties possessing experience relevant for the organisation of the Games, such as International Federations (in accordance with the principles set up in the OHC Operational Requirements – Sport), IOC Marketing Partners (under conditions agreed in the Marketing Plan Agreement), IOC Controlled Entities, or other third parties, in each case subject to the review and approval process described in §36; and
c. selection by the IOC or IOC Controlled Entities of suppliers providing services in different areas described in the OHC - Operational Requirements and with whom the OCOG agrees to collaborate. The OCOG shall respect the terms of the agreements entered into between the IOC or IOC Controlled Entities and these suppliers and, upon request, make its best efforts to assist the IOC or the relevant IOC Controlled Entity in connection with the performance of such agreements, including where appropriate, by entering into direct agreement with the applicable suppliers.

33. Data Protection

33.1. The performance by the Host, the Host NOC and the OCOG of their obligations under the OHC, for instance in the fields of accreditation, sport, transport, accommodation, anti-doping and medical matters, Games technology, ticketing, Olympic torch relay and digital media, will require that they process Personal Data of Games stakeholders. In such situations, the Host, the Host NOC and the OCOG shall process such Personal Data only for the purposes of the performance of their obligations under the OHC and in a manner compliant with all applicable Data Protection Laws.

33.2. The Host, the Host NOC and the OCOG agree to cooperate with the IOC in relation to all processing of Personal Data of Games stakeholders including, without limitation, by:
   a. submitting to the IOC for prior written approval all relevant privacy policies, terms of use and similar contractual terms;
   b. entering into any data processing, data sharing or other similar agreements with the IOC, IOC Controlled Entities or third parties as may be necessary to ensure the lawful processing of Personal Data of Games stakeholders and the fulfilment of their obligations under the OHC;
   c. upon request, providing assistance to the IOC as necessary for the IOC to fulfil its obligations under Data Protection Laws; and
   d. without limiting any rights of the IOC pursuant to §19 and §26, taking all necessary measures, as may be required under Data Protection Laws, so that Games stakeholders' Personal Data processed by them, or on their behalf, in relation to spectator experience, digital media, Olympic torch relay and volunteers (as well as other OCOG areas addressed in the OHC – Operational Requirements, if requested by the IOC) can be used by the IOC (and/or IOC Controlled Entities or other third parties authorized by the IOC) before, during and after the Games without additional cost, for the long term promotion of the Olympic Movement.
V. KEY DELIVERABLES AND OPERATIONAL AREAS

34. Facilities, goods and services described in the OHC — Operational Requirements

As part of their responsibility to ensure the successful planning, organising, financing and staging of the Games, the Host, the Host NOC and the OCOG shall provide, in accordance with §6, the facilities, goods and services set forth in the OHC — Operational Requirements. Such facilities, goods and services shall include in particular, but without limitation, the following:

a. provision of all Key Olympic Venues (including adequate and properly equipped sports competition venues and training venues, compliant with technical standards for each sport included in the Programme of the Games and commensurate with Olympic-level competition and the number of athletes expected to participate in the Games), Paralympic venues scaled to the needs of the Paralympic Games and other venues as further described in the “OHC — Operational Requirements — Sport” and the “OHC — Operational Requirements — Venues”;

b. organisation and holding of Test Events as further described in the “OHC — Operational Requirements — Games Management” and other chapters of the OHC — Operational Requirements as may be applicable;

c. provision of an Olympic Village(s) and other appropriate accommodations, services and facilities, reserved for the athletes, team officials and other team personnel, in accordance with the Olympic Charter and the specifications contained in the “OHC — Operational Requirements — Villages Management” and the “OHC — Operational Requirements — Accommodation”;

d. provision of supplementary accommodation for accredited team officials and other team personnel not residing in the Olympic Village(s) and for other accredited persons, including all accredited media, in accordance with the financial responsibilities and other terms described in the “OHC — Operational Requirements — Media ”, the “OHC — Operational Requirements — Accommodation” and the “OHC — Operational Requirements — Accreditation”;

e. provision of a safe, reliable and efficient system of transport, within the Host Country for accredited persons, as well as support travel costs of certain categories of accredited persons, as further described in the “OHC — Operational Requirements — Transport”, “OHC — Operational Requirements — Arrivals and Departures”, “OHC — Operational Requirements — Accreditation”, “OHC — Operational Requirements — NOC Services” and “OHC — Operational Requirements — Sport”;

f. provision of certain facilities and services to support OBS and Right-Holding Broadcasters, as well as the written and photographic press at the Games, as described in the “OHC — Operational Requirements — Media ” and in the Broadcasting Cooperation Agreement;

g. development of domestic commercial programmes in accordance with the terms of the Marketing Plan Agreement and the “OHC — Operational Requirements — Business Development”;

h. protection of the Olympic brand, the rights of the IOC described in §19 and the exclusive rights granted to Olympic stakeholders (e.g., Olympic Marketing Partners, Rights-Holding Broadcasters) in accordance with the “OHC — Operational Requirements — Rights Protection” and “OHC — Operational Requirements — Ceremonies”;

i. provision of certain services and facilities to Olympic Marketing Partners in accordance with the “OHC — Operational Requirements — Marketing Partners Services”;

j. production and delivery of OIACs to all persons entitled to them and provision of accreditation services under the direction of the IOC and as further described in the “OHC — Operational Requirements — Accreditation”;

k. development and implementation of a ticketing and hospitality programme for the Games and provision of related facilities, goods and services as further described in the “OHC — Operational Requirements — Ticketing and Hospitality”;

l. provision of certain services to Spectators in accordance with “OHC – Operational Requirements – Spectators”;
m. provision of Games Technology, and related services and facilities, in accordance with the “OHC – Operational Requirements – Technology”; 
n. definition and implementation of a comprehensive and integrated sustainability programme and of a legacy plan based on Pre-election Commitments as further described in the “OHC – Operational Requirements – Sustainability and Legacy”;
o. provision of a secure, reliable and resilient energy supply for all aspects of Games delivery and operations, in accordance with the “OHC – Operational Requirements – Energy”;
p. provision of an adequate insurance coverage in respect of all risks associated with the planning, organising, financing, staging of the Games, as further described in the “OHC – Operational Requirements – Finance”;
q. organisation of the Opening and Closing Ceremonies of the Games and other Olympic-related ceremonies, as further described in the “OHC – Operational Requirements – Ceremonies”;
r. production and distribution of medals, including Olympic winners’ medals and commemorative medals and implementation of other Games protocol elements, in accordance with the “OHC – Operational Requirements – Protocol”;
s. provision, in coordination with the competent Host Country Authorities, of medical and health services related to the Games, including the implementation of all necessary and appropriate medical and health service measures in accordance with “OHC – Operational Requirements – Medical Services”;
t. organisation and delivery of a programme of anti-doping controls, under the authority of the IOC, in accordance with the “OHC – Operational Requirements – Medical Services”;
u. organisation of various meetings in the period leading up to, and during the Games, including the IOC Session in accordance with the terms, and financial responsibilities set forth in the "OHC – Operational Requirements – Games Management" and "OHC – Operational Requirements – Olympic Family and Dignitary Services";
v. organisation of the Olympic torch relay in accordance with the “OHC – Operational Requirements – Olympic Torch Relay”;
w. organisation and presentation of a programme of cultural events in accordance with the requirements set forth in the “OHC – Operational Requirements – Culture” and of an education programme, as further described in the “OHC – Operational Requirements – Education”; and 
x. development of a Look of the Games programme as further described in the “OHC – Operational Requirements – Brand, Identity and Look of the Games”.
y. development, operation and promotion of Games Digital Properties, as further described in §26, the “OHC – Operational Requirements – Digital Media” and the Marketing Plan Agreement.
VI. PARALYMPIC GAMES

[Note: The financials and other figures indicated in squared brackets throughout this Part VI will be determined and communicated by the IOC in due course for each edition of the Games.]

35. Organisation of the Paralympic Games

35.1. The Paralympic Games shall be organised, approximately two weeks following the conclusion of the Games, by the OCOG, along with the IPC, in accordance with this §35 as well as other terms of the OHC insofar as they relate to the Paralympic Games and, to the extent not included therein, the relevant provisions of the IOC/IPC Agreement as communicated by the IOC.

35.2. The OCOG shall be responsible for the planning, organisation, financing and staging of the Paralympic Games, including during the transition period between the Olympic and Paralympic Games. The planning of the Paralympic Games should be integrated from the early planning stages of the Games and included at all levels of the OCOG’s organisation, including the governance and executive structures. The services provided to the participants in the Paralympic Games should be scaled to the needs of the Paralympic Games as further detailed in the provisions of the OHC – Operational Requirements. The Parties agree that, subject to any further details provided in the OHC – Operational Requirements in relation to the Paralympic Games §13, §14, §15, §17, §18, §20, §21, §22, §23, §24, §25.1, §30.1 and §33 apply mutatis mutandis to the planning, organising, financing and staging of the Paralympic Games, as may be reasonable in the circumstances.

35.3. OBS, the host broadcaster of the Games, shall also function as host broadcaster of the Paralympic Games and the OCOG shall be responsible for the costs of the host broadcast services to be performed by OBS in accordance with the OHC – Operational Requirements and the Broadcasting Cooperation Agreement that will further identify the role and obligations of each party with regard to the Paralympic Games host broadcast operation. The OCOG shall also agree with Olympic Channel Services S.L. on the scope of cooperation with regard to the Paralympic Games as further detailed in the OHC Operational Requirements – Media.

35.4. The OCOG shall pay to the IPC a lump sum of an amount of [ _ ] in consideration for the following rights relating to the Paralympic Games:

a. the Paralympic Games sponsorship and licensing rights for exercise in the Host Country, as will be further detailed in the Marketing Plan Agreement;

b. the worldwide broadcast rights, it being understood that the OCOG shall appoint the IPC, under a separate agreement, as its exclusive agent to market, sell, draft and conclude contracts in respect of, and manage the broadcast rights, in the Host Country and on an international basis and shall pay the commission due to the IPC in respect of the sales of Paralympic broadcast rights in accordance with the relevant terms of the OHC – Operational Requirements and the Marketing Plan Agreement; and

c. the exclusive worldwide right to sell stadium and other venue access tickets to the public for events forming part of the sport programme, and other elements/events, of the relevant Paralympic Games, including (save as appears below) hospitality products.

Notwithstanding §35.4 (c), the IPC shall have the right to operate its own hospitality center linked to the Paralympic Games during the period of each Paralympic Games at the cost of the IPC. These costs include, but are not limited to, venue rental, utilities, catering and any other service related to running the hospitality center during the Paralympic Games.

35.5. The IOC and IPC shall determine (i) the sports/disciplines in the Paralympic sport programme not later than six (6) years and (ii) the relevant events, quotas and number of accredited individuals not later than three (3) years, prior to the opening Paralympic Games and promptly inform the OCOG. For planning and indicative purposes, the current upper limits have been defined by the IOC and the IPC as follows:
- [ ] sports/disciplines;
- [ ] events;
- [ ] athletes;
- [ ] team officials;
- [ ] technical officials;
- [ ] wheelchair users.

35.6. Subject to §31.3 the OCOG shall implement any changes to the above-mentioned upper limits decided by the IOC and the IPC pursuant to §35.5 after the execution of the OHC. The OCOG may propose to the IOC and the IPC the inclusion of one or more additional events in new sports for the Paralympic Games only. Such proposal shall be made in a timely manner in accordance with the above-mentioned timeline.

35.7. Should there be any dispute between the IPC and the OCOG in relation to the Paralympic Games, which is unable to be resolved between the OCOG and the IPC, such dispute shall be submitted to the IOC Executive Board for final, non-appealable resolution. Similarly, should any issue of concern be raised by the IOC Executive Board because of a potential impact on the organisation of the Olympic Games, which is unable to be resolved between the IOC, the IPC and/or the OCOG, such issue shall be addressed in accordance with the decision of the IOC Executive Board.
VII. MISCELLANEOUS

36. **Validity of agreements**

The Host, the Host NOC and the OCOG hereby agree that:

a. the legal validity and effectiveness of all agreements entered into by them, directly or indirectly, or for their benefit, concerning the Games or the IOC’s moral, material, intellectual property and other rights, are subject to the prior written approval of the IOC, it being understood that the IOC may decide to waive its right to approve certain categories of agreements; and

b. the OCOG shall submit to the IOC for its prior written approval, standard clauses to be used in agreements concluded between the OCOG and third parties and shall ensure that all agreements that it concludes with third parties comply therewith. Any changes to the approved standard clauses must be submitted to the IOC for its prior written approval.

37. **Measures in case of non-compliance with the OHC**

37.1. In case of termination of the OHC by the IOC on the basis of §39.2(b) or (c), any and all amounts held in the General Retention Fund or withheld by the IOC pursuant to §37.2(b), including interest, shall be retained by the IOC, without further notice for its own account as liquidated damages, without prejudice to any additional claim by the IOC for specific performance or any other compensation, as the case may be.

37.2. In the event of any non-compliance by the Host, the Host NOC and/or the OCOG with any of their material obligations pursuant to the OHC (including for clarity any failure to comply with any deadline included in the Games Delivery Plan or any non-compliance by the OCOG with its obligations pursuant to the Marketing Plan Agreement or the Broadcasting Cooperation Agreement) the IOC shall notify the Host, the Host NOC and/or the OCOG (as applicable) of such non-compliance and provide them with a reasonable deadline for remediation. Should the notified non-compliance not be remedied within the specified deadline, the IOC shall be entitled to take any or several of the following measures as deemed appropriate by the IOC considering the circumstances:

   a. retain all amounts held in the General Retention Fund;
   b. withhold (in whole or in part) any payment due, or grant to be made, to the OCOG pursuant to the OHC, including without limitation in relation to §8 and §9;
   c. keep any and all amounts retained or withheld, including interest, as liquidated damages;
   d. set-off any and all of its obligations pursuant to the OHC against any claim against the Host, the Host NOC and/or the OCOG for any damages resulting from any non-compliance by any such party(ies), or any sums held in the General Retention Fund or otherwise withheld pursuant to §37.2; and
   e. perform any obligation that the Host, the Host NOC and/or the OCOG may have failed to perform in accordance with the OHC, at the cost of the Host, the Host NOC or the OCOG, jointly and severally.

37.3. The IOC shall be entitled to exercise its right to withhold amounts pursuant to §37.1 and §37.2 for so long as any non-compliance has not been remedied to the satisfaction of the IOC, through compliance or payment of damages, in each case as determined by the IOC.

37.4. Following the conclusion of the Games, and subject to the fulfilment by the OCOG of its obligations pursuant to §3.4, all amounts then held in the General Retention Fund or otherwise withheld pursuant to §37.2(b) (in each case to the extent not previously applied by the IOC in satisfaction of obligations of the OCOG, the Host NOC and/or the Host to the IOC or otherwise applied as liquidated damages), shall be released to the OCOG.

37.5. All measures listed in §37 shall be without prejudice to any other right and recourse available to the IOC pursuant to the OHC or otherwise, including the IOC’s right to claim for specific performance of the obligations and/or compensation for any damages incurred pursuant to §38.
38. **Indemnification and waiver of claims**

38.1. Subject to §38.5, the Host, the Host NOC and the OCOG shall indemnify, defend and hold harmless all IOC Indemnitees from all payments and other obligations in respect of any damages, claims, actions, losses (including loss of revenue), costs, expenses (including counsel fees and expenses) or other liabilities of any nature, incurred directly or indirectly as a consequence of:

a. any act or omission of the Host, the Host NOC and/or the OCOG and their respective officers, members, directors, employees, consultants, agents, contractors, other representatives, relating to the Games and/or the OHC;

b. any claim in respect of taxes owed in situations described in §22.3 or §22.4;

c. any claim by a third party arising from, or in connection with, a breach by the Host, the Host NOC and/or the OCOG of any provision of the OHC; or

d. any claim by a third party arising from, or in connection with any infringement by the Host, the Host NOC and/or the OCOG of any Intellectual Property Rights of such third party.

38.2. No admission of liability will be made by any IOC Indemnitee for damages to be paid to third parties arising from claims made against such IOC Indemnitee in connection with the events described in §38.1. In such case, the IOC shall permit the Host, the Host NOC and/or the OCOG to manage the defence of the claim made by such third party against the relevant IOC Indemnitee provided that the Host, the Host NOC and/or the OCOG acknowledge:

a. the right of the relevant IOC Indemnitee of continued participation in such a claim; and

b. that the relevant IOC Indemnitee may decide, without affecting the Host’s, the Host NOC’s and/or the OCOG’s obligations hereunder, not to pursue and/or implement the strategy recommended by the Host, the Host NOC and/or the OCOG for such a defence if the IOC Indemnitee considers that such strategy may adversely affect its interests.

38.3. Subject to §38.5, the Host, the Host NOC and the OCOG hereby waive any claims against all IOC Indemnitees, including for all costs resulting from all acts or omissions of such IOC Indemnitees relating to the Games, as well as in the event of any performance, non-performance, breach or termination of the OHC by the IOC.

38.4. The provision by the IOC of any approval or consent under the OHC shall in no way relieve the Host, the Host NOC and/or the OCOG, as applicable, from any third-party liability or otherwise derogate from or impair such party’s indemnification obligations set forth in §38. The IOC may call the Host, the Host NOC and/or the OCOG before any court of law where the IOC is sued, irrespective of the arbitration clause provided for in §52.2.

38.5. The indemnification and waiver of claims pursuant to §38 shall not apply with respect to any damage, loss or claim directly caused by the wilful misconduct or gross negligence of any IOC Indemnitee.

39. **Termination**

39.1. Unless terminated in accordance with §39.2, the OHC shall end upon receipt by the Host, the Host NOC and the OCOG of the IOC’s written confirmation that all obligations of the Host, the Host NOC and the OCOG deriving from the OHC have been performed.

39.2. The IOC shall be entitled to terminate the OHC and to withdraw the Games from the Host, the Host NOC and the OCOG if:

a. the Host Country is at any time (whether before the scheduled commencement of the Games or during the Games) in a state of war, civil disorder, boycott, embargo decreed by the international community or in a situation officially recognised as one of belligerence, or if the IOC has reasonable grounds to believe that the health or safety of participants in the Games would be seriously threatened or jeopardised for any reason (such as for instance due to pandemic or other major health crisis, terrorism or other forms of violence, natural disaster or any other cause of major importance);

b. the Games are not celebrated during the [year of the Games]; or
c. there is a violation of or failure to perform by the Host, the Host NOC and/or the OCOG any material obligation pursuant to the OHC or under any applicable law, or any material Pre-election Commitment of any Host Country Authority (or any authority of a country other than the Host Country pursuant to §5.3) is not respected, each time subject to such event preventing or significantly hindering the planning, organising, financing and staging of the Games in accordance with the provisions of the OHC.

39.3. Should the IOC elect to terminate the OHC and withdraw the Games, it shall (provided there is no need for urgent action, as determined by the IOC) proceed as follows:

a. if the IOC determines that a termination event set forth in §39.2 has occurred, is occurring or is reasonably likely to occur, it shall be entitled to put the Host, the Host NOC and the OCOG, jointly and/or severally, on notice, by registered mail, email (with confirmation copy sent by registered mail) or special courier with acknowledgement of receipt, and to call upon any or all of such parties to remedy or cause to be remedied the termination event(s) specified by the IOC within sixty (60) days of the date of such notice provided, however, that if, on the day on which such notice is sent by the IOC, the period remaining until the date of the scheduled commencement of the Games is less than one hundred and twenty (120) days, the above-mentioned sixty (60) days deadline shall be reduced to one half of the number of days running from the date on which such notice is sent until the date of the scheduled commencement of the Games; and

b. if, following a notice served in accordance with §39.3(a), the termination event(s) ascertained by the IOC has (have) not been remedied to the reasonable satisfaction of the IOC within the deadline set forth in §39.3(a), the IOC shall be entitled, without further notice, to withdraw the organisation of the Games from the Host, the Host NOC and the OCOG and to terminate the OHC, all with immediate effect.

39.4. Termination of the OHC by the IOC shall be without prejudice to the IOC’s right to claim damages pursuant to §38.1 and to its access to any other available rights and remedies.

40. Confidentiality

Each of the Parties hereto undertake to keep confidential all data, documents and information provided to such party by any other party in connection with the negotiation, execution and performance of the OHC, subject to the following terms and conditions:

a. each of the Parties shall have the right to publicly disclose all documents and commitments forming part of the OHC, as listed in §1.1, or otherwise communicate their content to third parties;

b. each of the Parties shall have the right to disclose any data, documents and information referred to in, or otherwise related to, the OHC:

i. to the extent that such disclosure is necessary for legal or governmental proceedings; and

ii. after notifying the other Parties in writing, in a timely manner, of such intended disclosure and providing details in relation to the applicable legal or governmental proceedings; and

c. each of the Parties shall have the right to make a limited disclosure of any data, documents and information referred to in, or otherwise related to, the OHC, on a need-to-know basis, to its affiliates, licensees, suppliers, contractors or other persons, where necessary to enable it to exercise its rights hereunder and provided that all such persons or entities to whom disclosure is made agree in writing to respect §40.

41. Delegation by the IOC

The IOC may delegate authority for the implementation of the OHC to IOC Controlled Entities or to other person(s) or entity(ies) as it may designate from time to time.
42. **Assignment by the Host, the Host NOC and/or the OCOG**

The Host, the Host NOC and/or the OCOG shall not assign, in whole or in part, any rights or obligations under the OHC or the Olympic Charter without the prior written approval of the IOC.

43. **Unforeseen or undue hardship**

Should any provision of the OHC give rise to undue hardship affecting the OCOG, which could not reasonably have been foreseen at the date of execution hereof, the OCOG may request the IOC to consider such changes as may be reasonable in the circumstances. The IOC will consider any such request by the OCOG, and the Parties shall cooperate in good faith in view of finding mutually agreeable solutions.

44. **Relationship of the Parties**

The Parties agree that the OHC does not create any agency, partnership, joint venture or similar relationship between any of them.

45. **Non-waiver**

45.1. A waiver of any provision of the OHC or any breach thereof in one instance shall not be construed as a waiver of that provision or breach thereof in the future.

45.2. Other than as may be expressly stated in the OHC, all rights and remedies of Parties are cumulative and not in limitation or restriction of any other right or remedy.

46. **Unenforceability of a provision**

The determination by a court of competent jurisdiction that any provision or part provision of the OHC is void, invalid or unenforceable shall not affect the validity of the OHC and such provision or part provision shall be interpreted so as to reflect the intent of the Parties as close as possible, to the maximum extent permitted by law. The remaining provisions of the OHC shall continue in full force and effect unless there is cause to assume that the contract would not have been concluded without them.

47. **Languages**

47.1. All information and documentation produced by the Host, the Host NOC and the OCOG in relation to the planning, organising, financing and staging of the Games (e.g., publications, signage) shall be in English and French, the official languages of the IOC, unless expressly provided otherwise in writing by the IOC.

47.2. All information and documentation submitted to the IOC, by the Host, the Host NOC and the OCOG, pursuant to the OHC, shall be submitted in English and French. The IOC may agree to a summary in English and/or French, as the case may be. All agreements requiring the approval of the IOC must be submitted to the IOC in at least English or French and, insofar as the IOC is concerned, the English version and, in case no English version is submitted, the French version shall prevail.

47.3. The Parties may make translations of the OHC but, in case of any conflict or discrepancy, the English version of the OHC shall prevail.

48. **Olympic Charter**

48.1. For the purposes of the OHC, all references to the Olympic Charter are to the Olympic Charter in force upon the conclusion of the [IOC Session during which the Host is elected] including its Rules and Bye-Laws.
48.2. Notwithstanding §48.1, the IOC reserves the right to amend the Olympic Charter with respect to the
governance of the Olympic Movement and for such purposes the version of the Olympic Charter
which is amended from time to time shall prevail, provided, that if any such specific amendment or
modification has a material adverse effect on the financial rights or obligations of the Host, the Host
NOC or the OCOG hereunder, the mechanism described in §31.3 shall apply.

49. Authorisation of signatories

Each of the Parties hereto represents and warrants that the persons executing the OHC on its behalf
have been duly and properly authorised to execute the OHC and that all necessary formalities in that
regard have been duly and properly performed.

50. Headings

The headings given to each section of the OHC are for convenience only. They shall not be deemed
to affect in any way the meaning of the provisions to which they refer.

51. Interpretation

Unless the context implies otherwise, words importing the singular number only shall include plural
and vice versa and words importing the masculine gender shall include the feminine gender and
words importing persons shall include firms, associations, partnerships, limited liability companies
and corporations and any other entity and vice versa. As used in the OHC, the term “including” (or
variants of such term) shall be deemed to be followed by the term “but not limited to”.

52. Governing law and arbitration

52.1. This contract is exclusively governed by the substantive, internal laws of Switzerland, to the exclusion
of the rules regarding conflicts of laws.

52.2. Any dispute concerning the validity, interpretation or performance of the OHC shall be determined
conclusively by arbitration, to the exclusion of the state courts of Switzerland, of the Host Country or
of any other country; it shall be decided by the Court of Arbitration for Sport and resolved definitely
in accordance with the Code of Sports-Related Arbitration of such Court. The arbitration shall take
place in Lausanne, Switzerland. If, for any reason, the Court of Arbitration for Sport denies its
competence, the dispute shall then be determined conclusively by the state courts in Lausanne,
Switzerland.

52.3. The Host, the Host NOC and the OCOG hereby expressly waive the application of any legal provision
under which they may claim immunity against any lawsuit, arbitration or other legal action which is
either:

a. initiated by the IOC or any other IOC Indemnitee;
b. initiated by a third party against the IOC or any other IOC Indemnitee; or
c. initiated in relation to the commitments undertaken by the Host Country Authorities (or any
authority of a country other than the Host Country pursuant to §5.3).

Such waiver shall apply not only to the jurisdiction but also to the recognition and enforcement of
any judgment, decision or arbitral award.

52.4. The Host and the Host NOC agree that any actions and other notices shall be validly served if they
are addressed to the OCOG.
IN WITNESS WHEREOF THE PARTIES HERETO HAVE EXECUTED THIS CONTRACT AT THE PLACE AND ON THE DATE FIRST ABOVE MENTIONED

THE INTERNATIONAL OLYMPIC COMMITTEE

Per: _______________________________  Per: _______________________________

[Name]  [Name]
President  Chairman, Finance Commission

THE [HOST]

Per: _______________________________  Per: _______________________________

[Name]  [Name]
[Function]  [Function]

THE [HOST NOC]

Per: _______________________________  Per: _______________________________

[Name]  [Name]
[Function]  [Function]
## APPENDIX 1 - LIST OF DEFINED TERMS

Unless otherwise defined in the OHC, or the Olympic Charter, the capitalised terms used in the OHC shall have the meaning set forth below:

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Broadcast Agreements</td>
<td>means agreements concluded in relation to Games Broadcast, Coverage and Exhibition, as further described in §25.2</td>
</tr>
<tr>
<td>Broadcasting Cooperation Agreement</td>
<td>means the agreement entered into between the OCOG and OBS in relation to the Games as further described in §25.2 and §25.3 and, as per the terms of §35 and the IOC/IPC Agreement, in relation to the Paralympic Games</td>
</tr>
<tr>
<td>Ceremonies</td>
<td>means all Olympic-related ceremonies, including, without limitation, the Opening Ceremony of the IOC Session upon the occasion of the Games, the National Olympic Committees’ Team Welcome ceremonies at the Olympic Village(s), the Opening and Closing Ceremonies of the Olympic Games and the Victory Ceremonies, as further defined in the “OHC – Operational Requirements – Ceremonies”</td>
</tr>
<tr>
<td>Coordination Commission</td>
<td>means the IOC Commission further described in §28.1 and in the Olympic Charter</td>
</tr>
<tr>
<td>Data Protection Laws</td>
<td>means any and all data protection, privacy or similar laws applicable to the processing of Personal Data by the Parties in connection with the OHC, including without limitation the laws of the Host Country, the laws of Switzerland (in particular the Swiss Federal Data Protection Act of 19 June 1992), the European General Data Protection Regulation 2016/679 (including any applicable national implementation legislation)</td>
</tr>
<tr>
<td>Games</td>
<td>means the [relevant edition of the Games]</td>
</tr>
<tr>
<td>Games Broadcast, Coverage and Exhibition</td>
<td>means the distribution, exhibition, broadcast, transmission, retransmission, display, projection or performance of an audio or audio-visual programme of the Games (including any competition included in the Programme of the Games, any Ceremony and/or any other Games-related event), by means of all forms of broadcast and exhibition media now or hereafter existing (e.g., downloading or streaming, IPTV, home video, video-on-demand, mobile platform rights, television, theatrical, closed-circuit, etc.)</td>
</tr>
<tr>
<td>Games Delivery Plan</td>
<td>has the meaning defined in §27.1</td>
</tr>
<tr>
<td>Games Digital Properties</td>
<td>means all Games-related websites, mobile applications, social media accounts or other presences on third party services, e-commerce platforms, ticketing portals and other digital media, in all relevant format and technologies, and available on any device, either existing at the time of the execution of the OHC or to be developed in the future</td>
</tr>
<tr>
<td>Games Foundation Plan</td>
<td>has the meaning defined in §27.1</td>
</tr>
<tr>
<td>Games Information Knowledge and Expertise</td>
<td>has the meaning defined in §30.2</td>
</tr>
</tbody>
</table>
| **Games-Related Properties** | means all graphic, visual, artistic and intellectual works or creations, developed by or on behalf of or for the use of the preferred host committee, the Host, the Host NOC and/or the OCOG with respect to the Games, including all OCOG Marks and, without limitation, the following elements:  
- emblems and mascots, pictograms, official posters, designs (including Olympic torch, coins, banknotes, stamps and any moulds related thereto) and all audio-visual, graphic and three-dimensional representations thereof;  
- Olympic winners and commemorative medals, badges (including any designs and moulds relating thereto) and diplomas;  
- official documents and publications;  
- domain names;  
- musical works;  
- photographs and moving images, and multi-media works; and  
- the Official Film |
| **Games Technology** | means certain technology devices, systems and processes, now existing or hereafter devised, used in the planning, organising and staging of the Games, as further specified in the “OHC – Operational Requirements – Technology”; and including, inter alia:  
a. technology infrastructure, such as telecommunications wired and wireless networks, data centres, telecommunications equipment (radios, telephones, etc.), networking equipment, computing infrastructure (PCs, servers, handheld devices, etc.), timing, measuring and scoring systems, display systems, public address systems, televisions, photocopiers, fax machines, photographic equipment and developing laboratories; and  
b. information systems, hardware and software, deployed over such technology infrastructure, the internet or mobile platforms |
| **General Retention Fund** | has the meaning defined in §8.2(c) |
| **Host** | means (name of the Host), host of the Games |
| **Host Country** | means the country in which the Host and the Host NOC are located |
| **Host Country Authorities** | means the Government of the Host Country and/or any other national, state, provincial, regional or local authority of the Host Country (including for clarity, all authorities forming any part of the Host administration) |
| **Host NOC** | means the National Olympic Committee of [__] |
| **International Federations (IFs)** | means international sports federations, as further defined in the Olympic Charter |
| **Intellectual Property Rights** | means and includes all:  
a. copyright, patents, database rights and rights in trademarks, designs, know-how and confidential information (whether registered or not);  
b. applications for registration and the right to apply for registration for any of these rights;  
c. all other intellectual property rights and equivalent or similar forms of protection existing anywhere in the world; and  
d. all renewals, reversions and extensions thereof |
<p>| <strong>International Broadcast Centre (IBC)</strong> | means the broadcast centre as further defined in the “OHC – Operational Requirements – Media” |
| <strong>International Programme</strong> | has the meaning defined in §24.7 |</p>
<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>IOC</td>
<td>means the International Olympic Committee, an international non-governmental, non-profit organisation, constituted in the form of an association and recognised by the Swiss Federal Council, domiciled at Château de Vidy, 1007 Lausanne, Switzerland, with Swiss federal registration number CH-106.029.126</td>
</tr>
<tr>
<td>IOC Controlled Entities</td>
<td>means OBS, OCS, IOC Television &amp; Marketing Services SA, the Olympic Foundation for Culture and Heritage and any other entity, existing at the time of execution of the OHC or subsequent thereto, owned and/or directly or indirectly controlled by the IOC, including all their subsidiaries and affiliates</td>
</tr>
<tr>
<td>IOC Indemnitees</td>
<td>means the IOC, all IOC Controlled Entities and their respective officers, members, directors, employees, consultants, agents, attorneys, contractors (including IOC Marketing Partners and Rights-Holding Broadcasters)</td>
</tr>
<tr>
<td>IOC/IPC Agreement</td>
<td>means the long-form cooperation agreement between the IOC and the IPC dated 10 March 2018</td>
</tr>
<tr>
<td>IOC Marketing Partners</td>
<td>all entities having been granted rights by the IOC as part of the International Programme, as defined in §24.7</td>
</tr>
<tr>
<td>Joint Marketing Programme</td>
<td>commercial programme formalised through the Joint Marketing Programme Agreement, creating a unified marketing structure for Olympic marketing within the Host NOC’s territory for the Olympic Games, combining all of the marketing and commercial rights of the Host NOC and the OCOG, in order to safeguard the OCOG’s revenue-generating ability</td>
</tr>
<tr>
<td>Joint Marketing Programme Agreement (JMPA)</td>
<td>has the meaning defined in §24.1</td>
</tr>
<tr>
<td>Joint Steering Forum</td>
<td>means the steering committee further described in §28.2</td>
</tr>
<tr>
<td>Key Olympic Venues</td>
<td>means and includes - all competition venues; - Olympic Village(s); - International Broadcast Centre (IBC), Main Press Centre (MPC) and other zone Media Centres (i.e., Mountain Media Centre, when relevant); - ceremony stadium(s) and Medal Plaza(s) (when relevant); - Olympic Family hotel(s), at least the main one(s), where the IOC’s guests and staff will be provided with accommodations and hospitality services for the period of the Games and where the IOC will be able to establish its main headquarter which shall host the IOC’s operational activities during the Games; - Accommodation Villages (when relevant); - Olympic Park(s) and major common domain(s) (when relevant); and - airport(s) and other major points of arrival and departure (when relevant)</td>
</tr>
<tr>
<td>Marketing Plan Agreement (MPA)</td>
<td>has the meaning defined in §24.3</td>
</tr>
<tr>
<td>National Olympic Committees (NOCs)</td>
<td>means the National Olympic Committees (including for clarity the Host NOC) as this term is defined in the Olympic Charter</td>
</tr>
<tr>
<td>OBS</td>
<td>means Olympic Broadcasting Services SA, a Swiss company limited by shares, domiciled at Château de Vidy 1007 Lausanne, Switzerland and registered under Swiss federal number CHE-110.055.196, including its subsidiaries and affiliates, in particular Olympic Broadcasting Services SL, a Spanish limited liability company, domiciled at Calle Torrelaguna 75, 28027, Madrid, Spain, with Spanish tax identification number (CIF) B-83747691</td>
</tr>
<tr>
<td>OCOG</td>
<td>means the Organising Committee for the Games as further detailed in §3</td>
</tr>
<tr>
<td>OCOG Marketing Partners</td>
<td>means all entities having been granted rights by the OCOG in conformity with the Marketing Plan Agreement</td>
</tr>
<tr>
<td>Term</td>
<td>Definition</td>
</tr>
<tr>
<td>-------------------------------------------</td>
<td>------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>OCOG Marks</td>
<td>means all Games-Related Properties subject to trademarks or design registrations, in particular the identifications of the Games, the OCOG Emblem, the OCOG mascot(s), the distinctive elements of the Look of the Games</td>
</tr>
<tr>
<td>OCS</td>
<td>means Olympic Channel Services SA, a Swiss company limited by shares, domiciled at Château de Vidy 1007 Lausanne, Switzerland and registered under Swiss federal number CHE-196.161.596 including its subsidiaries and affiliates, in particular Olympic Channel Services SL, a Spanish limited liability company, domiciled at Calle Torrelaguna 75, 28027, Madrid, Spain, with Spanish tax identification number (CIF) B-87320867</td>
</tr>
<tr>
<td>Official Film</td>
<td>means an official motion picture of the Games, to be produced in accordance with the “OHC – Operational Requirements – Culture”</td>
</tr>
<tr>
<td>Official Timekeeper</td>
<td>means the IOC-appointed official provider of timing and scoring services of the Games and its sub-contractors</td>
</tr>
<tr>
<td>OHC (or Olympic Host Contract)</td>
<td>has the meaning defined in §1.1</td>
</tr>
<tr>
<td>OHC – Operational Requirements</td>
<td>means the “Host City Contract - Operational Requirements” document in its version dated June 2018, as well as any version of the “Olympic Host Contract – Operational Requirements” issued by the IOC after the execution of the OHC, applicable between the Parties pursuant to §1.4, §31.2 and §31.3</td>
</tr>
<tr>
<td>OHC – Principles</td>
<td>Means this Olympic Host Contract [year of the Games] – Principles and all appendices thereto, i.e. “Appendix 1 – List of Defined Terms” and Appendix 2 – Chapters of the OHC – Operational Requirements”</td>
</tr>
<tr>
<td>OIAC</td>
<td>means the Olympic Identity and Accreditation Card as defined in §20</td>
</tr>
<tr>
<td>Olympic Channel</td>
<td>the IOC’s year-round 24/7 media platform for the Olympic Movement (with global and localized versions), operated by OCS, which may be made available on a linear and/or on-demand basis, delivered via video downloading and/or streaming, video-on-demand or any other delivery mechanism and accessible via the internet, IPTV, mobile technology, television (including on cable and satellite television, free-to-air and/or pay television) and any other media throughout the world</td>
</tr>
<tr>
<td>Olympic Foundation for Culture and Heritage</td>
<td>means a private independent foundation of Swiss law, founded by the IOC, domiciled at Quai d’Ouchy 1 Lausanne, Switzerland and registered under Swiss federal registration number CHE-107.512.951</td>
</tr>
<tr>
<td>Olympic Games</td>
<td>means the Games of the Olympiad and the Olympic Winter Games, as further defined in the Olympic Charter</td>
</tr>
<tr>
<td>Olympic Marketing Partners</td>
<td>means IOC Marketing Partners and OCOG Marketing Partners</td>
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<tr>
<td>Olympic Properties</td>
<td>has the meaning defined in the Olympic Charter</td>
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<tr>
<td>Olympic Village</td>
<td>has the meaning defined in the “OHC – Operational Requirements – Village(s) Management” and the Olympic Charter</td>
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<tr>
<td>Paralympic Games</td>
<td>means the Paralympic Games, in [year of the Games]</td>
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<tr>
<td>Parties</td>
<td>means the Host, the Host NOC, the OCOG and the IOC</td>
</tr>
<tr>
<td>Personal Data</td>
<td>has the meaning assigned to such term pursuant to Data Protection Laws</td>
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<tr>
<td><strong>Pre-election Commitments</strong></td>
<td>means all guarantees, representations, statements, and other commitments submitted by the Host in response to the IOC’s “Questionnaire for Preferred Hosts” or otherwise, as well as other undertakings executed or commitments made to the IOC, either in writing or orally by the preferred host committee in charge of the Host’s Games project, the Host, the Host NOC, the Host Country Authorities or any authority of a country other than the Host Country pursuant to §5.3, or in statements made by or on behalf of the Host, the Host NOC, any Host Country Authority or any authority of a country other than the Host Country pursuant to §5.3 and contained in the report of the Future Host Commission (for the Games of the Olympiad or for the Winter Olympic Games, as relevant) (as approved by the Host and the Host NOC)</td>
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<tr>
<td><strong>Programme of the Games</strong></td>
<td>has the meaning defined in §16.1</td>
</tr>
<tr>
<td><strong>Rights-Holding Broadcasters (RHBs)</strong></td>
<td>means companies, unions or pools which have acquired the Games Broadcast, Coverage and Exhibition rights from the IOC, within a territory(ies) during a given period of time, including without limitation, media subsidiaries and permitted sub-licensees of such entities</td>
</tr>
<tr>
<td><strong>Test Events</strong></td>
<td>means athletic competitions organised before the scheduled commencement of the Games for each sport (including all disciplines) included in the Programme of the Games, in order to test venues and operations</td>
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APPENDIX 2 - CHAPTERS OF THE OHC – OPERATIONAL REQUIREMENTS

The following chapters of the OHC – Operational Requirements are in force on the day of execution of the Olympic Host Contract and are referred to in the following provisions of the OHC – Principles.

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