MISSION

TO SUPPORT U.S. OLYMPIC AND PARALYMPIC ATHLETES IN ACHIEVING SUSTAINED COMPETITIVE EXCELLENCE WHILE DEMONSTRATING THE VALUES OF THE OLYMPIC MOVEMENT, THEREBY INSPIRING ALL AMERICANS.
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TEAM USA WON 236 MEDALS AT THE RIO GAMES—THE MOST EVER (121) ON THE OLYMPIC SIDE AND MOST SINCE 1996 (115) FOR THE PARALYMPIC TEAM.

THE USOC LED THE LAUNCH OF THE U.S. CENTER FOR SAFESPORT TO SUPPORT THE SAFETY AND WELL-BEING OF U.S. ATHLETES.
MESSAGE 2016

LETTER FROM THE CHAIRMAN AND CEO

DEAR FRIENDS AND COLLEAGUES,

THE UNITED STATES OLYMPIC COMMITTEE LED TEAM USA TO HISTORIC SUCCESS AT THE OLYMPIC AND PARALYMPIC GAMES RIO 2016, PROVIDING WORLD-CLASS SUPPORT TO U.S. ATHLETES AND NATIONAL GOVERNING BODIES.

By all accounts, the Rio Games were a resounding success for Team USA. U.S. Olympians topped the overall- and gold-medal charts with 121 medals (46 gold), marking the most ever for a U.S. team. Additionally, the U.S. Paralympic Team took home 115 medals—including 40 gold—the most it has won at a Games since 1996.
As a result of the incredible performances by U.S. athletes in Rio and record-setting consumption by the American public, the Team USA brand became stronger than ever, which was the cornerstone of the USOC’s financial success. Thanks in large part to the USOC’s partners at NBCUniversal and significant growth in sponsorships and licensing, the USOC generated record-setting revenue in the 2016 quadrennium, securing long-term financial stability for the extraordinary men and women who represent our country on the world stage. We’ve also committed to allocating those resources efficiently and effectively, ensuring our resources are invested in our nation’s greatest athletes and their success.

With an eye toward the future, the USOC is pursuing the opportunity for a new American generation to welcome the world, and witness the power of the Olympic and Paralympic Games with a bid to host the Games in Los Angeles. The low-risk, sustainable bid puts athletes at the heart of the Games and is based on the core principles of the International Olympic Committee’s Olympic Agenda 2020. With strong bid leadership, the USOC continued to work with Los Angeles in its pursuit to deliver a new Games for a new era.

As we work to advance Olympic and Paralympic sport, we do so with a commitment to a safe environment for athletes to learn and grow. The USOC took a critical step in 2016 to advance the safety and well-being of athletes by leading and supporting the launch of an independent entity to oversee education programs for safe sport, and to investigate and adjudicate misconduct claims. We are extremely proud of the USOC’s leadership in this space, and are confident the center will have a significant positive impact on the future success and longevity of the U.S. Olympic and Paralympic movements.

Also of crucial importance to our future success, the USOC took definitive steps to diversify its workforce to better reflect the athletes we serve. To that end, we pushed for a more candid, transparent assessment of the U.S. Olympic and Paralympic family’s commitment to diversity and inclusion by implementing a public Diversity & Inclusion Scorecard Program. Through this public assessment, it became even more apparent that we need to continue to create opportunities for everyone to participate in every level of sport.

The current state of the Olympic and Paralympic movements in the United States is exceptionally strong and we are focused on delivering even more for the next generation of American athletes. We hope to channel that same passion as we collaborate on ways to advance the U.S. Olympic and Paralympic movements in 2017 and beyond. Our sincere thanks go out to all those who help continue the legacy of Team USA.

LAWRENCE F. PROBST III
Chairman

SCOTT A. BLACKMUN
Chief Executive Officer
A TOTAL OF
$84.7 MILLION
IN GRANTS—UP $8.4 MILLION FROM 2015—WAS DISTRIBUTED DIRECTLY TO NGBs, PARALYMPIC ORGANIZATIONS AND ATHLETES.

LOS ANGELES IS POISED TO BRING THE SUMMER GAMES BACK TO THE U.S. FOR THE FIRST TIME IN THREE DECADES WITH A HIGH-TECH, LOW-RISK AND SUSTAINABLE PLAN TO CREATE A NEW GAMES FOR A NEW ERA.
ABOUT THE UNITED STATES OLYMPIC COMMITTEE
A federally chartered nonprofit corporation, the USOC does not receive federal financial support (other than for select Paralympic military veteran programs) and is one of the only NOCs in the world that also manages Paralympic activities.

The USOC aids America’s Olympic and Paralympic athletes through their National Governing Bodies or High Performance Management Organizations, providing financial support and jointly working to develop customized and impactful athlete support and coaching education programs.

Additional support for athletes is provided through programming such as direct athlete funding, health insurance, tuition grants, media and marketing opportunities, education and career services, and performance-based monetary rewards.

Furthermore, Olympic Training Center facilities offer performance services, including sports medicine; strength and conditioning; psychology, physiology and nutrition assistance; and performance technology.

The USOC is governed by a board of directors and a professional staff headed by a CEO. Three constituent councils serve as sources of opinion and advice to the board and USOC staff, including the Athletes’ Advisory Council, National Governing Bodies Council and Multi-Sport Organizations Council. The AAC and the NGBC each have three representatives on the board, while six members of the board are independent. The CEO of the organization and all American members of the International Olympic Committee are ex officio members of the board.
THE OLYMPIC MOVEMENT

The Olympic Movement is overseen by the International Olympic Committee, which is supported by 35 International Federations that govern each sport on a global level and 206 National Olympic Committees that oversee Olympic sport as a whole in each nation.

The NOCs also come together as the Association of National Olympic Committees and break down into five Continental Associations—including the Pan American Sports Organization, of which the USOC is a member. Working with their respective NOC and directly with the IFs, National Federations (called National Governing Bodies in the U.S.) administer each sport at the national level. In the U.S., there are 39 Olympic NGBs (31 summer, eight winter) and eight Pan American NGBs (summer only).

THE PARALYMPIC MOVEMENT

The Paralympic Movement is overseen by the International Paralympic Committee and is supported by 17 International Federations.

Of the 17 IFs, 11 are shared with Olympic sport, four are Paralympic-sport specific and two represent particular impairment groups (the IPC directly governs nine sports). Meanwhile, 178 National Paralympic Committees oversee Paralympic sport as a whole in each nation, while National Federations (called National Governing Bodies in the U.S.) often manage the administration of the individual sports on a national level. In the United States, U.S. Paralympics directly governs eight Paralympic sports, while 16 are managed by U.S. Olympic NGBs and four are overseen by designated High Performance Management Organizations.
National Governing Bodies are organizations that govern and manage all aspects of their individual sports within the United States. The NGBs are responsible for training, competition and development for their sports, as well as nominating athletes to the U.S. Olympic and Paralympic teams.

In the U.S., there are 31 Olympic summer sport NGBs, eight Olympic winter sport NGBs and eight Pan American sport NGBs, for a total of 47. Paralympic sports are managed by either the USOC (eight), Olympic NGBs (16) or High Performance Management Organizations (four).

**OLYMPIC SUMMER SPORT NGBs (31)**

The following Olympic summer NGBs also manage a Paralympic program (14): USA Archery, USA Badminton, USA Canoe/Kayak, US Equestrian, USA Fencing, USA Judo, USRowing, USA Shooting, U.S. Soccer, USA Table Tennis, USA Taekwondo, U.S. Tennis Association, USA Triathlon and USA Volleyball.

**OLYMPIC WINTER SPORT NGBs (8)**

The following Olympic winter NGBs also manage a Paralympic program (2): USA Curling and USA Hockey.

**PAN AMERICAN SPORT NGBs (8)**

**PARALYMPIC SPORT BODIES (4)**

U.S. Paralympics, a division of the USOC, governs and manages eight sports: Alpine skiing, cycling, Nordic skiing (biathlon and cross-country skiing), powerlifting, snowboarding, swimming, and track and field.

Four sports are managed by High Performance Management Organizations:

- Boccia (USA Boccia)
- Goalball (U.S. Association of Blind Athletes)
- Wheelchair Basketball (National Wheelchair Basketball Association)
- Wheelchair Rugby (Lakeshore Foundation)
121 MEDALS
46 GOLD, 37 SILVER, 38 BRONZE

51-MEDAL MARGIN OF VICTORY—
THE LARGEST IN NEARLY 100 YEARS

211 AMERICAN MEDALISTS
32 MULTI-MEDALISTS
13 MULTI-GOLD MEDALISTS
COMPETITIVE EXCELLENCE: OLYMPICS

OLYMPIC GAMES RIO 2016

Overall, 211 American athletes returned home with medals in 20 sports, highlighted by 65 podium finishes in swimming, and track and field—the most in 40 years. American women once again stole the spotlight, setting a U.S. Olympic record with 61 medals and tying for first among all nations with 27 gold—a feat that also included Team USA’s historic 1,000th Olympic gold medal in summer competition.

For only the second time in history, the U.S. Olympic roster featured more female athletes than male. The 558-member U.S. team was comprised of 264 men and 294 women, marking the most women who have competed for any nation at a single Games.

PERFORMANCE SPOTLIGHT

SIMONE BILES became the first American gymnast to win four golds at a single Games and one of only four women to accomplish the feat in Olympic history. Adding one silver, she garnered five of Team USA’s nine gymnastics medals—the most by any nation since 1972.

ALLYSON FELIX took home three medals to become the all-time winningest woman in Olympic track and field history with six golds and nine medals overall.

KATIE LEDECKY set two world records en route to winning four golds and one silver, becoming only the second swimmer to sweep the 200-, 400- and 800-meter freestyle titles at a single Games.

MICHAEL PHELPS further cemented his legacy as the greatest Olympian of all time. With five golds and one silver, the 2016 Games marked the fourth straight in which he led all multi-medalists across all nations and sports dating back to 2004.

The WOMEN’S EIGHT extended its gold-medal reign to 11 straight Olympic and world championship titles.

WOMEN’S BASKETBALL extended its Olympic women’s record to six straight Olympics titles and eight overall.

WOMEN’S WATER POLO became the first to successfully defend its Olympic title and the only nation to medal at each of the five Olympic Games since the sport debuted in 2000.
558 ATHLETES

INCLUDING 264 MEN AND 294 WOMEN—THE MOST WOMEN WHO HAVE COMPETED FOR ANY NATION IN OLYMPIC GAMES HISTORY

TEAM USA EARNED MEDALS IN 20 OF THE 27 SPORTS IN WHICH IT COMPETED

61 MEDALS BY U.S. WOMEN—RANKED THIRD IN OVERALL MEDAL CHART AND TIED FOR FIRST IN GOLD MEDALS WITH 27
115 MEDALS
40 GOLD, 44 SILVER, 31 BRONZE

130 U.S. MEDALISTS
08 WORLD RECORDS
03 PODIUM SWEEPS
PARALYMPIC GAMES RIO 2016

THE 2016 U.S. PARALYMPIC TEAM HAD ONE OF ITS MOST SUCCESSFUL PERFORMANCES, AS 130 ATHLETES EARNED 115 MEDALS—THE MOST IN 20 YEARS WHEN THE GAMES WERE LAST HELD ON HOME SOIL—TO FINISH FOURTH IN THE OVERALL MEDAL CHART. OVERALL, U.S. ATHLETES SET EIGHT WORLD RECORDS IN RIO, INCLUDING SIX IN SWIMMING, AND TWO IN TRACK AND FIELD.
To extend what were truly a historic Games for American women, U.S. female Paralympians claimed more than half of Team USA’s medals, highlighted by three podium sweeps in triathlon, and track and field.

Team USA also earned several historic achievements in team sports, earning podium finishes in both men’s and women’s basketball for the first time since 1996, and in both men’s and women’s goalball for the first time since 2004. The U.S. Paralympic Cycling Team also left its mark in Rio with 18 medals—the most ever for a U.S. team at the Paralympic Games.

**PERFORMANCE SPOTLIGHT**

TATYANA McFADDEN won a medal in all six of the individual events she entered, including gold in the 400-, 800-, 1,500- and 5,000-meter events, and silver in the 100 and marathon.

BECCA MEYERS won three gold medals and one silver, while also setting three world records in the pool.

GRACE NORMAN became the first woman to win gold in paratriathlon and claimed bronze on the track, with her two medal-winning performances coming less than 36 hours apart.

BRAD SYNDER took home three gold medals and a silver, defending his Paralympic titles in the 400- and 100-meter freestyle events, while breaking a 30-year old world record in the 100 freestyle.

The U.S. WOMEN’S SITTING VOLLEYBALL TEAM made history by winning its first Paralympic gold medal.

The U.S. MEN’S WHEELCHAIR BASKETBALL TEAM won its first gold medal in 28 years and extended its undefeated streak, which dates back to 2014.
U.S. women won more than half of Team USA’s medals, earning 70 medals including 24 gold.

16 medals came from U.S. military veteran athletes.
COMPETITIVE EXCELLENCE: 
YOUTH OLYMPICS & WORLD CHAMPIONSHIPS

WINTER YOUTH OLYMPIC GAMES LILLEHAMMER 2016

A team of 62 athletes represented Team USA at the Winter Youth Olympic Games Lillehammer 2016, where 1,100 athletes from 71 nations gathered in a cultural celebration of sport and education. American athletes collected 16 medals, doubling their medal haul from the inaugural Winter Youth Games in 2012. Of the 16 medals, 10 were gold, which tied for the most of any nation.

Team USA competed in 64 of the 70 medal events across all 15 sport disciplines, earning 45 top-10 finishes, including three fourth-place finishes. Overall, U.S. athletes won medals in seven disciplines, including alpine skiing, curling, figure skating, freestyle skiing, ice hockey, Nordic combined and snowboarding.

After being named the first Youth Olympic Games Ambassador for the Winter Youth Olympic Games in 2012, three-time Olympian Lindsey Vonn (alpine skiing) reprised her role in 2016. Joining Vonn as athlete role models in Lillehammer were U.S. Olympic medalists Hannah Kearney (freestyle skiing), Ross Powers (snowboarding) and Molly Schaus (ice hockey).
PERFORMANCE SPOTLIGHT

Alpine skier RIVER RADAMUS was the most decorated U.S. athlete of the Games, earning gold in men’s combined slalom, giant slalom and super-G.

Snowboarders CHLOE KIM and JAKE PATES also won multiple gold medals, each sweeping the men’s and women’s halfpipe and slopestyle titles.

Team USA won its first MEN’S ICE HOCKEY gold medal at an Olympic or Youth Olympic Games since 1980.

The CURLING TEAM claimed silver in the mixed-gender event—its highest finish ever on an Olympic or Youth Olympic stage.

WINTER SPORT HIGHLIGHTS

PERFORMANCE SPOTLIGHT

BRITTANY BOWE claimed the ISU Speedskating Grand World Cup title, became the first American woman since Bonnie Blair (1994–95) to win consecutive world sprint championships, and added three medals at the ISU World Single Distance Championships.

At 17, NATHAN CHEN became the youngest American man to earn a grand prix medal and the second-youngest man—from any nation—to medal at the ISU Grand Prix Final, where he won silver. He also made history by becoming the first to land two quads in a short program and four quads in the free skate.

Freestyle skier GUS KENWORTHY finished No. 1 in the AFP world overall rankings for a sixth straight year. He won four medals in three events and became the first skier to earn podium finishes in both slopestyle and superpipe at the same event since 2005.

JESSIE DIGGINS had a breakthrough world cup season, skiing to seven podium finishes—including her first individual win—and leading the U.S. women’s cross-country ski team to one of its best seasons ever.

Rising star CHLOE KIM became the first female snowboarder to land back-to-back 1080s and score a perfect 100. She won every major event in 2016 and became the first athlete to win two X Games gold medals before the age of 16.

OKSANA MASTERS went undefeated in sprint, middle and long distances to claim her second straight overall cross-country globe in the women’s sitting class at the IPC Cross-Country Skiing World Cup Final.

LINDSEY VONN continued to dominate the women’s world cup circuit in 2016, securing the overall FIS Alpine World Cup title and her 20th crystal globe. She continued to break records with five world cup wins, improving to 76 overall.

Longtime skip JOHN SHUSTER led the U.S. MEN’S CURLING TEAM to the bronze medal at the 2016 World Men’s Curling Championship, marking the first world championship podium by a U.S. men’s team since 2007.

The U.S. WOMEN’S NATIONAL ICE HOCKEY TEAM went undefeated at the 2016 IIHF Women’s World Championship to claim its third consecutive title—and sixth in seven years—with a 1–0 overtime victory over host Canada.

The U.S. NATIONAL SLED HOCKEY TEAM defeated Canada, 3–2, in overtime to claim the 2016 World Sled Hockey Challenge, marking its second consecutive title and third in the last four events.
TRAINING CENTERS BY THE NUMBERS

COLORADO SPRINGS:

11,817
ATHLETES, 913 PROGRAMS

CHULA VISTA:

4,618
ATHLETES, 455 PROGRAMS

LAKE PLACID:

4,662
ATHLETES, 268 PROGRAMS
ATHLETE SUPPORT

In an effort to maximize resources, grants are strategically allocated to give the greatest number of American athletes the opportunity to reach the podium using a results-driven resource-allocation process. A total of $84.7 million in grants—up $8.4 million from 2015—was distributed directly to NGBs/Paralympic organizations and athletes.

NGB GRANTS
Grants are awarded to National Governing Bodies and administered through Performance Partnership Agreements. The USOC allocated $55.9 million in grants to more than 60 organizations—including 46 NGBs and High Performance Management Organizations—in support of sport programming. A total of 13 NGBs received more than $1 million, while four received more than $2 million and three received more than $4 million.

ATHLETE GRANTS
In recognizing the ongoing needs of America’s elite athletes, the USOC offers a variety of resources that promote performance and personal development. With an athlete pool of nearly 1,800, a total of $28.9 million was allocated via direct grants, medical benefits, Operation Gold payments and tuition assistance.

NGBs designate their top athletes to be part of the USOC’s Athlete Performance Pool, which qualifies them for direct grants. With a pool of 1,352 athletes, the USOC paid $13.3 million in grants.

In addition, eligible athletes receive Elite Athlete Health Insurance and access to the National Medical Network, which includes nine top-tier medical institutions. Designed to provide access to medical care while minimizing out-of-pocket expenses, EAHI and the NMN provided nearly $8 million in services to 1,789 athletes. In addition, the USOC’s three sports medicine clinics handled 34,877 patient encounters, at an additional value of more than $3 million.

Operation Gold Awards are designed to reward athletes for top-place finishes in a sport’s most competitive senior international competition of the year. Payments in the Games year totaled $6.8 million to 463 athletes.

Finally, tuition assistance was given to 49 athletes, totaling close to $1 million.

OLYMPIC TRAINING CENTERS
The USOC operated three high-performance Olympic Training Centers, which include a network of scientists, doctors, athletic trainers and physical therapists; sport technologies; and world-class facilities that served more than 21,097 athletes in 1,636 programs throughout 2016. The USOC dedicated $30 million in operating training centers, or more than 11 percent of the annual operating budget.

The renovated Colorado Springs Visitor Center opened in July 2016 to provide an upgraded experience that honors the rich heritage of U.S. Olympic and Paralympic athletes to the more than 120,000 guests who visit annually.
OLYMPIC AND PARALYMPIC TRAINING SITES
The USOC partners with 18 U.S. Olympic and Paralympic Training Sites that work in collaboration with NGBs and HPMOs. A total of 189 Olympians and Paralympians who utilized Training Sites won 47 medals in Rio.

NGB ORGANIZATIONAL SUPPORT
The USOC provides NGBs with administrative and operational support to help enhance organizational stability, resource generation and long-term competitive success. The Challenge Grant Program continues to assist in the establishment of sustainable fundraising programs by matching new and/or upgraded philanthropic donations up to $25,000. Finally, the USOC facilitated several board trainings, aided in strategic planning sessions and provided targeted assistance to improve NGB organizational effectiveness.

SAFE SPORT
The USOC continued its commitment to advance the safety and well-being of American athletes by preparing to launch the U.S. Center for SafeSport in early 2017. Based in Denver, the center will be the first national organization of its kind dedicated to preventing and responding to all forms of violence, abuse and misconduct in sport. In November, Shellie Pfohl was named CEO, and will operate the center with guidance from a nine-member, independent board of directors that includes a diverse membership of subject-matter experts in the areas of abuse prevention, investigation and compliance. The USOC is investing $8.3 million to fund the center’s first five years, with NGBs combining to provide another $5 million.

ANTI-DOPING
The USOC supports and assists the World Anti-Doping Agency and the U.S. Anti-Doping Agency in their efforts to protect clean athletes in sport. This includes cooperating with WADA and USADA in promoting health, fairness and equality for all athletes, and respecting the autonomy of both agencies. As a condition of membership and recognition by the USOC, NGBs and HPMOs must comply with national and international anti-doping codes. In 2016, funding was increased to USADA by $80,000 to nearly $3.8 million with a commitment to increase to $5.1 million in 2017. In total, the USOC dedicated $5.9 million to anti-doping testing, monitoring and research.

ATHLETE CAREER AND EDUCATION PROGRAM
The USOC Athlete Career and Education Program provides Team USA athletes with career, education and life skills resources for driving performance goals and professional development. Nearly 1,100 athletes were served, representing 83 percent of sports. Additionally, 137 ACE athletes competed at Rio 2016, earning 39 medals, and 212 Olympians and Paralympians attended the 2016 ACE Olympic and Paralympic Summit. Further, 149 athletes were placed in jobs and 92 athletes were enrolled in DeVry University via the USOC, with 22 graduating. Finally, ACE launched an interactive online platform and the Pivot program, which provides retiring athletes a variety of tools and techniques to help maximize performance as they transition to life after their elite sports careers.

TEAM USA AMBASSADOR PROGRAM
The 2016 Team USA Ambassador Program empowered 868 U.S. athletes to be ambassadors and stewards of the Olympic and Paralympic ideals. The program, which includes an online course and an in-person session, centered around the three core values of prepare, inspire and unite, and was completed by every member of the 2016 U.S. Olympic and Paralympic teams.
The U.S. Olympians and Paralympians Association implements programs that encourage U.S. Olympians and Paralympians to foster the Olympic values in their communities, encourage youth to pursue Olympic values, develop camaraderie among athletes and honor the individuals who have shared the unique experience of competing at the Games. More than 300 U.S. Olympians and Paralympians from all Games years gathered in Las Vegas in February 2016 to celebrate the 2016 U.S. Olympians and Paralympians Reunion.
COLLEGIATE PARTNERSHIPS
The department’s initial focus areas included collegiate participation analytics; communications outreach to conferences; and formation of strategic alliances through discussions with the NCAA, National Governing Bodies, collegiate coaches’ associations and conferences. The Rio Games served as the first opportunity to collect detailed collegiate participation data, which demonstrated nearly 80 percent of the U.S. Olympic Team and nearly 40 percent of the U.S. Paralympic Team benefited from collegiate participation in their sport careers. The top-performing collegiate conferences were provided with promotional toolkits, which included customized analytics regarding their athletes and alumni.

MULTI-SPORT ORGANIZATIONS
The USOC partnered with 38 Multi-Sport Organizations, representing disabled, community-based, education-based, military and recognized sports with more than 75 million members across the country. MSOs, such as YMCA of the USA and Boys & Girls Clubs of America, help drive national interest and participation in sport.

COMMUNITY OLYMPIC DEVELOPMENT PROGRAMS
The USOC has 13 Community Olympic Development Programs that assist NGBs with growing the athlete development pipelines, influencing more than 198,000 athletes nationwide and contributing more than $7 million in support in 2016.

PARALYMPIC SPORT CLUBS
U.S. Paralympics partnered with 208 Paralympic Sport Clubs, including 64 clubs that are recognized within the Paralympic Sport Club Excellence Program. In 2016, through the PSC network, ongoing programming in 26 Paralympic sports was offered to 6,360 youth and 12,342 adults, which included participation by a total of 3,003 veterans and service members. A total of 18,702 unique athletes engaged in programming.

GATEWAY TO GOLD
The U.S. Paralympics Gateway to Gold strategy enhances and expands opportunities for Paralympic-eligible athletes to be identified, connected and developed in Paralympic sport programs across the country. In 2016, a combination of Gateway to Gold Experience and Performance events hosted by PSCs, along with the launch of the Gateway to Gold mobile app, connected more than 500 athletes to a variety of sports.

AMERICAN DEVELOPMENT MODEL
The USOC partnered with NGBs to create the American Development Model, which is designed to help Americans realize their full athletic potential and utilize sport as a path toward an active and healthy lifestyle. The model is centered on universal access, developmentally appropriate activities, multisport participation, quality coaching and fun. More than 30 sports now recognize ADM principles, up from 22 in 2015.

LEADERSHIP EDUCATION PROGRAM
The National Team Coach Leadership Education Program brings top national team coaches from across the USOC and all NGBs together for professional development over the course of a 16-month period. The program has helped 48 top head or assistant national team level coaches develop tools for coaching Team USA athletes.
PARTNERS

The USOC’s diverse partners continue to be critically important to the success of Team USA. In 2016, three new partners were signed while seven existing partners renewed their sponsorship agreements, further adding to the long-term financial stability of Team USA.

Overall, sponsor revenue grew 36 percent in the 2013–16 quad, and sales for 2017–20 are well underway, with more than 80 percent of revenue secured in existing categories.

WORLDWIDE

DOMESTIC

BROADCAST PARTNER

Partners as of July 31, 2017.
PROMOTION AND OUTREACH

BRAND
THE TEAM USA BRAND BECAME STRONGER THAN EVER IN 2016 AS A RESULT OF EXCEPTIONAL PERFORMANCES BY AMERICAN ATHLETES AND RECORD-SETTING CONSUMPTION BY THE AMERICAN PUBLIC. INTEREST LEADING INTO THE GAMES WAS 31 PERCENT HIGHER THAN LONDON, DRIVEN BY PARTNERS USING THE TEAM USA AND USOC BRANDS, AND TEAM USA ATHLETES THEMSELVES, MAKING THE RIO GAMES ONE OF THE MOST MARKETED EVENTS IN SPORTS HISTORY.

Following the Games, U.S. Olympic brand tracking research documented significant growth in consumer brand awareness and perceptions, highlighted by Team USA being perceived in a much more favorable light than any other sports organization in America.

OLYMPIC CHANNEL
At the end of 2016, the USOC joined with the IOC and NBCUniversal to create a comprehensive Olympic Channel content and distribution partnership in the United States. During the second half of 2017, the partnership will launch a new linear U.S. television network under the “Olympic Channel: Home of Team USA” brand that will offer fans year-round Olympic-sport programming from around the world, with an emphasis on American athletes and teams.
The USOC’s diverse partners continue to be critically important to the success of Team USA. In 2016, three new partners were signed while seven existing partners renewed their sponsorship agreements, further adding to the long-term financial stability of Team USA. Overall, sponsor revenue grew 36 percent in the 2013–16 quad, and sales for 2017–20 are well underway, with more than 80 percent of revenue secured in existing categories.

TEAM USA NETWORK
In 2016, the TeamUSA.org network saw more than 25.6 million unique visitors, up 72 percent from the previous year, and amassed 101 million page views (up 46 percent). Across digital and social platforms, the network made significant gains in video viewership (220 million), impressions (2.9 billion) and engagements (65 million), as the social audience grew to 8.9 million followers (up 15 percent).

The USOC’s digital and social engagement was driven in part by new content series, including Team USA Hometown Stories presented by Hershey’s (1.7 million views), Working out with Team USA presented by Chobani (6.4 million views) and Great Moments in Team USA History presented by Dow (4.8 million views).

ROAD TO RIO TOUR
The Road to Rio Tour, presented by Liberty Mutual Insurance, picked up steam in 2016 as the mobile celebration continued its journey around the country with stops in six cities. The tour, which began with three stops in 2015, visited New York City for the 100 Day Countdown celebration on April 27. Team USA athletes visited NBC’s TODAY show, lit up the Empire State Building, and brought the Olympic and Paralympic spirit to Times Square alongside First Lady Michelle Obama and The Band Perry.

Overall, the Road to Rio Tour saw three times the attendance of both the pre-London and Sochi tours combined, as well as an 84 percent increase in per event impressions over the Road to Sochi Tour. An experiential activation unlike any other, the Road to Rio Tour logged more than 17,000 miles throughout its 434-day cross-country road trip, resulting in more than 2.3 million impressions and nearly 100 million social impressions.

TEAM USA AWARDS
Best of the Month: 128,109 votes | Best of the Games: 341,510 votes
The Team USA Awards presented by Dow shine a light on the inspiring performances of American athletes by generating fan engagement across all Team USA digital and social channels year-round. The program includes monthly awards and was highlighted by the Best of the Games ceremony in September at Georgetown University’s McDonough Arena.

In Washington, D.C., a total of nine awards were bestowed upon athletes, coaches, teams, clubs and legends—including Katie Ledecky, Tatyana McFadden, Michael Phelps, Brad Snyder, the U.S. women’s gymnastics and sitting volleyball teams, Adam Krikorian, Muhammad Ali and the North Baltimore Aquatic Club.

CHAMPIONS SERIES
The Olympic Channel, Home of Team USA brand launched with the first ever Team USA Winter Champions Series, a celebration of the Road to PyeongChang that featured three Olympic events broadcast on NBC and NBCSN. It took place Dec. 17 and showcased luge from Park City, Utah, big air snowboarding from Copper Mountain, Colorado, and hockey from Plymouth, Michigan. The new series will continue in the summer of 2017 and beyond.
OUTREACH

OLYMPIC DAY
In June, more than 870,000 Americans celebrated Olympic Day. A record-setting 2,120 events were hosted in 1,503 cities across all 50 states and 19 overseas locations, making it the most celebrated U.S. Olympic Day in history. Close to 1,000 U.S. Olympians, Paralympians, coaches and hopefuls joined in the celebration, with 43 National Governing Bodies and their affiliated clubs hosting 1,192 events.

TEAM FOR TOMORROW
Team for Tomorrow is a community outreach program that provides a vehicle through which U.S. athletes can offer their assistance and support to those in need around the world, as well as a means to continue spreading the Olympic Values of excellence, friendship and respect. The 2016 class of athlete ambassadors—highlighted by Olympic champions Maggie Steffens (water polo), and Brittney Reese and Carmelita Jeter (track and field)—helped lead the charge as philanthropic captains of the 2016 U.S. Olympic and Paralympic teams. By visiting and making donations to 13 sport clubs in their home and training towns, the 2016 Team for Tomorrow athlete ambassadors inspired America’s youth to live healthy and active lifestyles, and learn essential life skills through sport.

DIVERSITY & INCLUSION
The USOC’s diversity and inclusion efforts are integral to the organizational commitment to increase performance and ensure long-term support for Team USA and NGBs by harnessing the synergy of many diverse talents into a high-performing team. In 2016, the USOC diversity & inclusion department provided quarterly diversity trainings for USOC/NGB staff, grew USOC Employee Resource Group membership to more than 300 participants (LGBTQ+Friends, Emerging Leaders and Women’sNET), held the 23rd annual FLAME (Finding Leaders Among Minorities Everywhere) collegiate pipeline program, reestablished the USOC D&I Council, and awarded $5,000 to both USRowing and USA Synchro as part of the 2nd Annual USOC D&I Awards. In addition, the USOC D&I scorecards were published for the first time on TeamUSA.org. The program’s execution and transparency earned the USOC recognition in the 2016 International Innovations in Diversity Awards from the Profiles in Diversity Journal.

ARCHIVES
The Crawford Family U.S. Olympic Archives at the USOC headquarters support the U.S. Olympic and Paralympic family by preserving and providing access to its historic records and images. In 2016, 14 loans were given to NGBs, sponsors and museums, while 10 exhibits were curated for various local and national events.

BY THE NUMBERS

| OUTREACH | 980+ Olympians, Paralympians, Hopefuls and Coaches | 870,000 Participants | 43 NGBs | 2,120 Events | 50 States and 19 Overseas Locations | 178 National Recreation and Park Association Events | 131 Boys & Girls Clubs of America Events |
| DIVERSITY & INCLUSION | 35 Multi-Sport Organizations | 42 Paralympic Sport Clubs | 1,503 Communities | 354 U.S. Tennis Association Events | 257 USA Cycling (in Conjunction with USA BMX) Events | 170 USA Gymnastics Events |
| ARCHIVES | 83 Collections Donated | 1,273 Artifacts Processed | 8,971 Total Artifacts |

BY THE NUMBERS
INTERNATIONAL ENGAGEMENT

OLYMPIC AND PARALYMPIC BID

The Los Angeles bid for the 2024 Olympic and Paralympic Games continued to gain traction in 2016. Seeking to bring the Summer Games back to the U.S. for the first time in nearly three decades, LA 2024 pledges to connect the Olympic and Paralympic Games to the future with a high-tech, low-risk, sustainable and athlete-led concept that serves the Olympic Movement far beyond 2024. The privately funded Games plan—supported by an unprecedented 88 percent of Angelenos—will utilize only temporary and existing venues, including an Athletes Village at UCLA.

LA 2024 leadership continued listening and learning at various international meetings and events, including the SportAccord Convention in Lausanne, Switzerland; the Rio Olympic and Paralympic Games; and the Association of National Olympic Committees General Assembly in Doha, Qatar.

Two of three deliverables were submitted to the IOC—in February and October—as the innovative Games plan continued to take shape. In addition, LA 2024 launched its brand behind the #FollowTheSun slogan and vision of a new Games for a new era. Meanwhile, the bid formed an Athletes’ Advisory Committee to keep athletes at the heart of the bid, and finalized the Joint Marketing Program Agreement with the USOC.

LA 2024 also released its balanced budget, with $5.3 billion in revenue and cost, including a contingency of close to half a billion dollars. With no new public infrastructure, development projects or permanent venues required to stage the Games in LA, the budget is both realistic and achievable. And, it was independently vetted by KPMG, which called it “substantially reasonable.”

LA 2024 ended the year preparing to submit its final deliverable and planning for the IOC Evaluation Commission visit in hopes of a successful campaign that will culminate at the IOC Session in September 2017.

INTERNATIONAL POSITIONS

The USOC has greatly increased U.S. involvement in international sports management, now with well over 500 board, executive committee or leadership positions at the global level. In 2016, three U.S. sport leaders were elected or re-elected as vice presidents of their respective International Federations, bringing the total number of U.S. vice presidents to 11.

Larry Probst and Scott Blackmun held a combined 11 leadership positions across the IOC, ANOC, the Pan American Sports Organization and the Court of Arbitration for Sport. Meanwhile U.S. IOC members Anita DeFrantz and Angela Ruggiero served in a total of 14 IOC roles.

HOSTED EVENTS

A committed partner to the global Olympic and Paralympic movements, the USOC proudly hosted seven world championships on home soil in 2016, including in biathle (Orlando, Florida), figure skating (Boston), hockey (Grand Forks, North Dakota), sailing (Clearwater, Florida, and Miami), track and field (Portland, Oregon) and triathlon (Oklahoma City).

In addition, the USOC played host to two PASO commission meetings, an ANOC commission meeting and the PASO Continental Athlete Forum.

PARTNERSHIPS

The USOC maintained its eight bilateral agreements—aimed at sharing best practices and strengthening cooperation—with Australia, Brazil, China, Germany, Great Britain, Japan, Russia and South Korea, as well as cooperation agreements with the Association of NOCs of Africa and the Olympic Council of Asia.

Further, the USOC supported delegation visits from the badminton, modern pentathlon and karate International Federations, and exchanges with El Salvador, Guatemala, Peru, Senegal and the Oceania NOCs. In total, the USOC hosted more than 2,600 athletes, coaches and officials from 71 nations at the three U.S. Olympic Training Centers.

Meanwhile, the USOC IR Grant Program—aimed at supporting the organization’s long-term strategy of being an active, constructive and committed partner in the Olympic Movement—awarded more than $300,000 across 24 NGBs.

Finally, the USOC, University of Delaware and IOC partnered for the eighth edition of the International Coaching Enrichment Certification Program, featuring 33 coaches representing five continents, 33 countries and 14 sports. The 2015–16 program launched in September and was conducted in four modules through April at the University of Delaware; the U.S. Olympic Training Center in Colorado Springs, Colorado; apprenticeship sites around the U.S.; and the ANOC headquarters in Lausanne, Switzerland.
BY THE NUMBERS

8,806
TOTAL DONORS

10,436
TOTAL GIFTS

$1,693
AVERAGE GIFT AMOUNT

$27M
ASSOCIATED WITH THE USOPF HOSPITALITY PROGRAM IN RIO RAISED DURING THE QUAD
U.S. OLYMPIC AND PARALYMPIC FOUNDATION
A SUCCESSFUL YEAR

THE U.S. OLYMPIC AND PARALYMPIC FOUNDATION WAS LAUNCHED IN 2013 TO INCREASE THE LEVEL OF PHILANTHROPIC SUPPORT PROVIDED TO THE ATHLETES OF TEAM USA. FOLLOWING CONSECUTIVE YEARS OF RAPID GROWTH, THE FOUNDATION AGAIN RAISED VAST RESOURCES IN 2016, ALLOWING THE USOC TO MAKE KEY INVESTMENTS IN AREAS THAT PROMOTE EXCELLENCE AND INNOVATION FOR TEAM USA.

The USOPF generated $17.6 million in philanthropic support in its third full year of operation, increasing overall fundraising by 71 percent compared to 2012, the corresponding Games year of the previous quadrennial cycle.¹

¹2012 revenue of $10.3 million excludes USOC capital campaign and direct mail activity.
The USOPF board of directors was again integral in guiding the efforts of the foundation in 2016. A prestigious group of philanthropists and visionaries, the foundation board is comprised of individuals who believe deeply in the values of the Olympic and Paralympic movements and want to ensure the success of America’s athletes on and off the field of play. This influential group of volunteers provides personal and professional expertise throughout the year, ensuring that the USOPF is able to take on its ambitious goals.

Increased participation in the USOPF Trustee Program also played a significant role in the foundation’s overall success, with six new individuals and households joining the group in 2016.

**NEW USOPF TRUSTEES IN 2016**
David B. Heller • Jeff Levitetz • David S. Pottruck • Lisa and Dimitri Shklovsky • Rhonda Vetere and Jay Hill • Heesun and Harry L. You

Each trustee is tasked with advocating for the USOC’s work both nationally and globally, raising awareness for the USOC’s funding needs, and referring others who may be interested in supporting Team USA.

Donors to the Team USA Fund also had an immense impact for U.S. athletes in 2016. As the U.S. Olympic and Paralympic Foundation’s annual giving program, the Team USA Fund represents the wide base of philanthropic support from the American public. As such, it provides expendable, current-use resources to support the USOC’s highest funding priorities across all areas. By giving to the Team USA Fund, donors increase the amount of support provided to American athletes—and in turn maximize their potential of reaching the podium at the Olympic and Paralympic Games.

In total, the Team USA Fund raised more than $2.2 million in unrestricted support by engaging supporters via mail and digital campaigns throughout the course of the year.

**SPOTLIGHT ON: USOPF HOSPITALITY PROGRAM IN RIO**
The USOPF hosted 300 individuals (83 families) in Rio through its Games-time hospitality programs—exclusive Games experiences available only to U.S. Olympic and Paralympic Foundation donors.

As the philanthropic arm of the USOC, the USOPF provides hospitality offerings that allow supporters to see first-hand how their donations impact U.S. athletes and the high performance programs that serve them. These programs provide unrivaled behind-the-scenes access to athletes, competitions and Team USA venues, which included interactions with more than 40 U.S. Olympians in Rio.

Divided into three waves, USOPF donors and their families cheered on Team USA at 65 Olympic events in Rio, including 61 percent (74 of 121) of Team USA’s medal-winning performances.

Guests of the USOPF also visited the Olympic Village, USOC High Performance Training Centers, the NBC TODAY show set on Copacabana Beach and the iconic Christ the Redeemer statue.

The 83 families that joined Team USA in Rio through the USOPF hospitality programs collectively made a significant philanthropic impact on the USOC. Donor gift revenue associated with program participation is estimated to eclipse $27 million (based on cumulative giving in the 2013–16 quad).

For more information about the USOC’s Games-time hospitality programs, visit Give.TeamUSA.org.
BY THE NUMBERS

71%
INCREASE FROM 2012 FUNDRAISING REVENUE (SIMILAR QUAD YEAR)

8,750
DONORS TO THE TEAM USA FUND

$2.2M
RAISED THROUGH THE TEAM USA FUND

2016 USOPF BOARD OF DIRECTORS

Larry Probst—Ex Officio
Scott Blackmun—Ex Officio
Dwight Anderson
John Babcock
Andrew F. Barth
Cori and Tony Bates
Loren Bough
Peter Briger
Sam Byrne
Michael Carter
Thomas Cerabino
Kevin Clifford
Robert Cohen
Robyn Coles and Dr. Tony Coles
Gayla and Kevin Compton
Gordon Crawford—Chairman
Brian Deevy
Gina and Daniel Dickinson
Christine Dockstader and Barry Ritter
Dave Dollinger
Kristin Ehrgood
Stephen C. Freidheim
John Goldman
Gary F. Goldring
Joanie Hall
Laura and Jim Hirschmann
Bill Hybl
Erin and Jim Keller
Katherine Kendrick
Jonathan Ledecky
David Leuschen
Margaret Munzer Loeb and Daniel Loeb
Alicia Miñana and Robert Lovelace
John Macfarlane III
Scott Malkin
Lynda and John Marran
Aria Mehrabi
Joan Criswell-Merrilees and Rob Merrilees
Allison and Roberto Mignone
Corinne Nevinnny
Vadim Nikitine
Greg Penner
Michael Polsky
David Poms
Tracey and Brad Powell
Anthony Pritzker
Michael Ray
Rick Rieder
Yucca and Gary Rieschel
Bruce Robson
Marti and Greg Rosenbaum
Lizanne and Barry Rosenstein
Susan Schnabel and Edward Plummer
Barry Sternlicht
Mary and Mark Stevens
Steve Strandberg
Benjamin Sutton Jr.
Stuart Weitzman
Lisa and Greg Wendt
Kevin D. White
Geoff Yang
Lisa and Dan Zelson

*2012 revenue of $10.3 million excludes USOC capital campaign and direct mail activity.*
2016 FINANCIAL REVIEW

2016 REVENUE—UNCONSOLIDATED

$339M

- Broadcast Rights $169M (50%)
- Marks Rights* $104M (31%)
- Other $30M (9%)
- Licensing Royalties $21M (6%)
- Contributions** $15M (4%)

2016 EXPENSES—UNCONSOLIDATED

$260M

- Sport Programming $110M (42%)
- Athlete & Member Support $80M (31%)
- Other Programming $23M (9%)
- Marketing $22M (8%)
- Administration $15M (6%)
- Fundraising $10M (4%)

2013–16 REVENUE—UNCONSOLIDATED

$920M

- Marks Rights* $387M (42%)
- Broadcast Rights $285M (31%)
- Other $112M (12%)
- Licensing Royalties $38M (4%)
- Contributions** $98M (11%)

2013–16 EXPENSES—UNCONSOLIDATED

$879M

- Sport Programming $327M (37%)
- Athlete & Member Support $303M (35%)
- Other Programming $82M (9%)
- Marketing $62M (7%)
- Administration $55M (6%)
- Fundraising $50M (6%)

*Sponsorships involving the right to use Olympic/Paralympic marks and terminology over a contract term

**Shown net of donor benefits
## UNITED STATES OLYMPIC COMMITTEE

### STATEMENTS OF FINANCIAL POSITION—UNCONSOLIDATED

**ASSETS**

<table>
<thead>
<tr>
<th>Description</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$158,628</td>
<td>$62,953</td>
</tr>
<tr>
<td>Restricted cash, cash equivalents and investments</td>
<td>10,853</td>
<td>9,104</td>
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<tr>
<td>Equity in investee</td>
<td>997</td>
<td>2,623</td>
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<tr>
<td>Accounts receivables, net</td>
<td>15,412</td>
<td>21,335</td>
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<tr>
<td>Royalties and marks rights</td>
<td>13,605</td>
<td>13,157</td>
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<tr>
<td>Other</td>
<td>26,944</td>
<td>20,308</td>
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<tr>
<td>Prepaid expenses and other assets</td>
<td>4,205</td>
<td>24,055</td>
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<tr>
<td>Inventories, net</td>
<td>1,668</td>
<td>1,842</td>
</tr>
<tr>
<td>Investments held for deferred compensation arrangements</td>
<td>1,007</td>
<td>820</td>
</tr>
<tr>
<td>Land, buildings and equipment, net</td>
<td>78,054</td>
<td>81,970</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>$311,373</td>
<td>$238,167</td>
</tr>
</tbody>
</table>

**LIABILITIES AND NET ASSETS**

**Liabilities**

<table>
<thead>
<tr>
<th>Description</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable and accrued liabilities</td>
<td>$28,624</td>
<td>$27,289</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>29,906</td>
<td>37,881</td>
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<tr>
<td>Deferred compensation arrangements</td>
<td>1,007</td>
<td>820</td>
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<tr>
<td>Other liabilities</td>
<td>1,351</td>
<td>—</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td>60,888</td>
<td>65,900</td>
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</table>

**Net assets**

<table>
<thead>
<tr>
<th>Description</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted</td>
<td>222,776</td>
<td>140,405</td>
</tr>
<tr>
<td>Temporarily restricted</td>
<td>16,480</td>
<td>20,546</td>
</tr>
<tr>
<td>Permanently restricted</td>
<td>11,229</td>
<td>11,226</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td>250,485</td>
<td>172,177</td>
</tr>
</tbody>
</table>

**Total liabilities and net assets**

<table>
<thead>
<tr>
<th>Description</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total liabilities and net assets</strong></td>
<td>$311,373</td>
<td>$238,167</td>
</tr>
</tbody>
</table>

Note: This information is derived from audited financial statements. For a complete version of the statements, including the independent auditor's opinion, visit TeamUSA.org.
## UNITED STATES OLYMPIC COMMITTEE
### STATEMENTS OF ACTIVITIES—CONDENSED & UNCONSOLIDATED

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SUPPORT AND REVENUE</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contributions</td>
<td>$ 16,624</td>
<td>$107,236</td>
<td>$182,916</td>
<td>$113,236</td>
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<tr>
<td>Less direct donor benefits</td>
<td>(1,416)</td>
<td>(9,616)</td>
<td>(18,826)</td>
<td>(14,883)</td>
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<tr>
<td>Net contribution income</td>
<td>15,208</td>
<td>97,620</td>
<td>164,090</td>
<td>98,353</td>
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<tr>
<td>Equity earnings (loss) from equity investees</td>
<td>(4,029)</td>
<td>(4,039)</td>
<td>–</td>
<td>–</td>
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<tr>
<td>Broadcast rights and related interest income</td>
<td>169,493</td>
<td>284,896</td>
<td>268,325</td>
<td>206,574</td>
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<tr>
<td>USOC marks rights income</td>
<td>103,812</td>
<td>387,098</td>
<td>284,438</td>
<td>318,624</td>
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<tr>
<td>Licensing royalty income</td>
<td>20,551</td>
<td>37,692</td>
<td>28,586</td>
<td>27,056</td>
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<td>Grants from the U.S. Olympic and Paralympic Foundation</td>
<td>3,656</td>
<td>8,560</td>
<td>–</td>
<td>–</td>
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<tr>
<td>Grants from the U.S. Olympic Endowment</td>
<td>10,012</td>
<td>40,089</td>
<td>36,316</td>
<td>49,311</td>
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<tr>
<td>Investment income</td>
<td>725</td>
<td>3,109</td>
<td>3,676</td>
<td>11,380</td>
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<tr>
<td>Other</td>
<td>19,252</td>
<td>65,351</td>
<td>66,539</td>
<td>23,707</td>
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<tr>
<td><strong>Total support and revenue</strong></td>
<td><strong>338,680</strong></td>
<td><strong>920,376</strong></td>
<td><strong>851,970</strong></td>
<td><strong>735,005</strong></td>
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<tr>
<td><strong>EXPENSES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program services</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Member support</td>
<td>80,204</td>
<td>302,866</td>
<td>269,584</td>
<td>236,765</td>
</tr>
<tr>
<td>U.S. Paralympics</td>
<td>16,916</td>
<td>76,347</td>
<td>75,391</td>
<td>30,534</td>
</tr>
<tr>
<td>Member services</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Olympic Training Centers</td>
<td>30,262</td>
<td>118,669</td>
<td>98,597</td>
<td>96,542</td>
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<tr>
<td>National events</td>
<td>6,467</td>
<td>8,989</td>
<td>9,222</td>
<td>9,051</td>
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<tr>
<td>International competition</td>
<td>42,614</td>
<td>74,451</td>
<td>60,605</td>
<td>36,327</td>
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<td>Sports science</td>
<td>1,149</td>
<td>4,718</td>
<td>6,173</td>
<td>20,235</td>
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<td>Drug control</td>
<td>4,735</td>
<td>18,348</td>
<td>15,412</td>
<td>17,636</td>
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<td>Public relations</td>
<td>4,006</td>
<td>13,849</td>
<td>10,803</td>
<td>11,902</td>
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<tr>
<td>Sports medicine</td>
<td>7,017</td>
<td>22,762</td>
<td>9,503</td>
<td>9,951</td>
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<tr>
<td>Education and archival services</td>
<td>4,034</td>
<td>16,915</td>
<td>13,952</td>
<td>1,211</td>
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<tr>
<td>International relations</td>
<td>2,303</td>
<td>14,098</td>
<td>11,260</td>
<td>9,823</td>
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<tr>
<td>Coaching programs</td>
<td>687</td>
<td>2,500</td>
<td>1,509</td>
<td>1,480</td>
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<tr>
<td>Broadcasting</td>
<td>10,004</td>
<td>30,521</td>
<td>19,461</td>
<td>10,356</td>
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<tr>
<td>Other</td>
<td>2,458</td>
<td>6,646</td>
<td>2,756</td>
<td>14,165</td>
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<tr>
<td><strong>Total program services</strong></td>
<td><strong>212,856</strong></td>
<td><strong>711,679</strong></td>
<td><strong>604,228</strong></td>
<td><strong>505,978</strong></td>
</tr>
<tr>
<td><strong>SUPPORTING SERVICES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fundraising</td>
<td>10,117</td>
<td>49,932</td>
<td>84,041</td>
<td>68,456</td>
</tr>
<tr>
<td>Sales and marketing</td>
<td>22,236</td>
<td>61,762</td>
<td>48,416</td>
<td>48,514</td>
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<td>General and administrative</td>
<td>15,163</td>
<td>56,219</td>
<td>56,069</td>
<td>59,889</td>
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<tr>
<td><strong>Total supporting services</strong></td>
<td><strong>47,516</strong></td>
<td><strong>167,513</strong></td>
<td><strong>188,526</strong></td>
<td><strong>176,859</strong></td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td><strong>260,372</strong></td>
<td><strong>879,192</strong></td>
<td><strong>792,754</strong></td>
<td><strong>682,837</strong></td>
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<tr>
<td>Changes in net assets before loss on impairment and cumulative effect of accounting change</td>
<td>78,308</td>
<td>41,184</td>
<td>59,216</td>
<td>52,168</td>
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<tr>
<td>Loss on impairment</td>
<td>–</td>
<td>(17,025)</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Cumulative effect of accounting change</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>(1,122)</td>
</tr>
<tr>
<td>Change in net assets</td>
<td>78,308</td>
<td>24,159</td>
<td>59,216</td>
<td>51,046</td>
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<tr>
<td>Net assets, beginning of period</td>
<td>172,177</td>
<td>226,326</td>
<td>167,110</td>
<td>116,064</td>
</tr>
<tr>
<td><strong>Net assets, end of period</strong></td>
<td><strong>$250,485</strong></td>
<td><strong>$250,485</strong></td>
<td><strong>$226,326</strong></td>
<td><strong>$167,110</strong></td>
</tr>
</tbody>
</table>

Note: This information is derived from audited financial statements. For a complete version of the statements, including the independent auditor’s opinion, visit TeamUSA.org.
### UNITED STATES OLYMPIC AND PARALYMPIC FOUNDATION
#### STATEMENTS OF FINANCIAL POSITION

**As of December 31,**

<table>
<thead>
<tr>
<th>(In thousands)</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$3,479</td>
<td>$4,028</td>
</tr>
<tr>
<td>Restricted investment in U.S. Olympic Endowment pooled fund</td>
<td>4,248</td>
<td>3,650</td>
</tr>
<tr>
<td>Investments</td>
<td>(5)</td>
<td>76</td>
</tr>
<tr>
<td>Accounts receivables, net</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pledges</td>
<td>25,318</td>
<td>20,315</td>
</tr>
<tr>
<td>Split interest agreements</td>
<td>46</td>
<td>51</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td><strong>$33,086</strong></td>
<td><strong>$28,120</strong></td>
</tr>
<tr>
<td><strong>LIABILITIES AND NET ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued liabilities</td>
<td>$113</td>
<td>$65</td>
</tr>
<tr>
<td>Grants payable to U.S. Olympic Committee</td>
<td>1,396</td>
<td>627</td>
</tr>
<tr>
<td>Net operating payable due U.S. Olympic Committee</td>
<td>5,818</td>
<td>4,008</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td><strong>7,327</strong></td>
<td><strong>4,700</strong></td>
</tr>
<tr>
<td>Net assets (deficit)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted</td>
<td>(4,334)</td>
<td>(904)</td>
</tr>
<tr>
<td>Temporarily restricted</td>
<td>23,017</td>
<td>19,989</td>
</tr>
<tr>
<td>Permanently restricted</td>
<td>7,076</td>
<td>4,335</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td><strong>25,759</strong></td>
<td><strong>23,420</strong></td>
</tr>
<tr>
<td><strong>Total liabilities and net assets</strong></td>
<td><strong>$33,086</strong></td>
<td><strong>$28,120</strong></td>
</tr>
</tbody>
</table>

Note: This information is derived from audited financial statements. For a complete version of the statements, including the independent auditor’s opinion, visit TeamUSA.org.

### UNITED STATES OLYMPIC AND PARALYMPIC FOUNDATION
#### STATEMENTS OF ACTIVITIES—CONDENSED

**Year Ended December 31,**

<table>
<thead>
<tr>
<th>(In thousands)</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SUPPORT AND REVENUE</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contributions</td>
<td>$17,418</td>
<td>$28,567</td>
</tr>
<tr>
<td>Less direct donor benefits</td>
<td>(18)</td>
<td>(185)</td>
</tr>
<tr>
<td><strong>Net contribution income</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investment income</td>
<td>17,400</td>
<td>28,382</td>
</tr>
<tr>
<td>Loss from equity investee</td>
<td>204</td>
<td>(41)</td>
</tr>
<tr>
<td><strong>Total support and revenue</strong></td>
<td><strong>17,563</strong></td>
<td><strong>28,341</strong></td>
</tr>
<tr>
<td><strong>EXPENSES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants to U.S. Olympic Committee</td>
<td>3,656</td>
<td>3,321</td>
</tr>
<tr>
<td><strong>Total program services</strong></td>
<td><strong>3,656</strong></td>
<td><strong>3,321</strong></td>
</tr>
<tr>
<td><strong>SUPPORTING SERVICES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fundraising</td>
<td>9,789</td>
<td>6,626</td>
</tr>
<tr>
<td>General and administrative</td>
<td>1,779</td>
<td>1,305</td>
</tr>
<tr>
<td><strong>Total supporting services</strong></td>
<td><strong>11,568</strong></td>
<td><strong>7,931</strong></td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td><strong>15,224</strong></td>
<td><strong>11,252</strong></td>
</tr>
<tr>
<td>Changes in net assets</td>
<td>2,339</td>
<td>17,089</td>
</tr>
<tr>
<td>Net assets, beginning of period</td>
<td>23,420</td>
<td>6,331</td>
</tr>
<tr>
<td><strong>Net assets, end of period</strong></td>
<td><strong>$25,759</strong></td>
<td><strong>$23,420</strong></td>
</tr>
</tbody>
</table>

Note: This information is derived from audited financial statements. For a complete version of the statements, including the independent auditor’s opinion, visit TeamUSA.org.
BOARD OF DIRECTORS

Lawrence F. Probst III
(Chairman)
Chairman, Electronic Arts Inc.

Robert Bach
Former President of Entertainment & Devices Division, Microsoft Corp.

James Benson
CEO, Benson Botsford LLC

Scott A. Blackmun*
Chief Executive Officer, United States Olympic Committee

Cheri Blauwet, MD
Three-Time Paralympian, Track and Field

Anita L. DeFrantz
International Olympic Committee Member

Daniel L. Doctoroff
Chairman & CEO, Sidewalk Labs

Nina Kemppel
Four-Time Olympian, Cross-Country Skiing

Susanne Lyons
Former Executive Vice President & Chief Marketing Officer, Visa USA

Bill Marolt
Former President & CEO, U.S. Ski & Snowboard

Steve Mesler
Three-Time Olympian, Bobsled

Dave Ogrean
Former Executive Director, USA Hockey

Whitney Ping
Olympian, Table Tennis

Angela Ruggiero
International Olympic Committee Member

Kevin White
Vice President & Director of Athletics, Duke University

Robert L. Wood
Former Business Group President, The Dow Chemical Company

*Non-voting
Board as of July 31, 2017

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www.curran-connors.com