



UNITED STATES OLYMPIC COMMITTEE
2017 ANNUAL REPORT



17

UNITED STATES OLYMPIC COMMITTEE
1 OLYMPIC PLAZA
COLORADO SPRINGS, CO 80909



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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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APPROXIMATELY 82 PERCENT OF THE USOC'S BUDGET HAS A DIRECT IMPACT ON ITS MISSION OF SUPPORTING ATHLETES.

MEANWHILE, 11 PERCENT IS USED TO RAISE HUNDREDS OF MILLIONS OF DOLLARS FOR TEAM USA VIA MARKETING AND FUNDRAISING, AND THE REMAINING 7 PERCENT COVERS THE COST OF ADMINISTRATION.

INVESTMENT STRATEGY

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**In non-Games years, Olympic & Paralympic Competitions are limited.*

ADVANCING THE U.S. OLYMPIC AND PARALYMPIC MOVEMENTS

DEAR COLLEAGUES AND FRIENDS,

There is much to report from 2017—a year that was marked by a number of achievements and key learnings that will continue to advance the U.S. Olympic and Paralympic movements in a meaningful way.

In our quest to be a more engaged global partner and leader, we are pleased to report that we currently have more representation at the senior levels of the international Olympic and Paralympic movements than at any time in recent memory; we're hosting more world cups, world championships and major international events than ever before; and for the first time in more than 20 years, the summer Olympic Games are set to return to the United States.

Thanks to the support from National Governing Body leaders, athletes, Olympic and Paralympic alumni, sponsors and our partners in Los Angeles—who authored the finest bid ever submitted by an American city—the Games are coming back to America. Though more than a decade away, we intend to utilize that time to advance the movements globally and to optimize Team USA's performance on the field of play, while inspiring generations to come.

And there is arguably no better time for a reason to be inspired. The Olympic and Paralympic movements face a pivotal point, and the allegations surrounding clean, safe sport must be met with the urgency and conviction that our athletes deserve. As stewards of sport, we are responsible for providing opportunities for the world's greatest athletes to shine on the ultimate stage. With that, comes the profound obligation to protect the athletes in our charge.

On that front, 2017 was both a learning and growing year for the USOC. While our mission is rooted in competitive excellence and its ability to inspire Americans, our top priority is to protect, support and empower every athlete in our community. That includes all athletes—from the grassroots to the most elite—and all forms of misconduct.

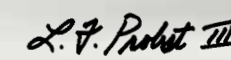
To that end, following years of work by a group of committed and dedicated professionals, 2017 saw the official launch of the U.S. Center

for SafeSport. The center is executing its mission of education and prevention, as well as investigation and adjudication. We must not be complacent; we must continue our efforts to direct resources to the center to ensure its long-term success in keeping our athletes safe, so they may flourish and succeed at the highest levels.

Helping drive that success for Team USA on the field of play are some of the most talented and knowledgeable high-performance professionals in the world. In 2017, the U.S. led all nations in overall medals in both Olympic and Paralympic world championship events. Building on that success, we're continuing to progress and invest in areas that will have the most significant impact through the 2020 quad and beyond.

Under our model, achieving sustained competitive excellence—and doing so cleanly, fairly and heroically—is how we generate resources and engage the American public. Our financial position continues to be strong and our philanthropic efforts were marked by significant growth that will translate to record investments in our NGBs and the athletes we collectively serve. Having officially entered the 2020 quad, funding for high performance programs is projected to be at least 20 percent higher than the 2016 quad.

To attract fans, donors, sponsors and the next generation of athletes, we need to continue to be the best in the world. We need to lead on the field of play; operate professional, effective and transparent organizations that serve athletes in meaningful ways; and take steadfast positions where our ideals and the values of the Olympic and Paralympic movements are under attack. If we do that, our future is bright and together we will advance the movements and the athletes we care so deeply about.



Lawrence F. Probst III
Chairman



Susanne Lyons
Acting Chief Executive Officer

FOUNDED IN 1894 AND HEADQUARTERED IN COLORADO SPRINGS, COLORADO, THE UNITED STATES OLYMPIC COMMITTEE SERVES AS BOTH THE NATIONAL OLYMPIC COMMITTEE AND NATIONAL PARALYMPIC COMMITTEE FOR THE UNITED STATES. THE USOC IS FOCUSED ON PROTECTING, SUPPORTING AND EMPOWERING AMERICA'S ATHLETES, AND IS RESPONSIBLE FOR FIELDING U.S. TEAMS FOR THE OLYMPIC, PARALYMPIC, YOUTH OLYMPIC, PAN AMERICAN AND PARAPAN AMERICAN GAMES, AND SERVING AS THE STEWARD OF THE OLYMPIC AND PARALYMPIC MOVEMENTS IN THE U.S.



ABOUT THE UNITED STATES OLYMPIC COMMITTEE AND THE MOVEMENTS

A federally chartered nonprofit corporation, the USOC does not receive federal financial support and is one of the only NOCs in the world that also manages Paralympic activities.

Approximately 82 percent of the USOC's budget has a direct impact on its mission of supporting athletes via a variety of programs for both athletes and their National Governing Bodies. In addition to performance grants and rewards, additional support is provided in the form of training facilities, sports medicine and science, coaching

education, health insurance, promotional opportunities, education and career services, outfitting and travel, and safe sport and anti-doping programming.

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.



OLYMPIC MOVEMENT

THE OLYMPIC MOVEMENT IS OVERSEEN BY THE INTERNATIONAL OLYMPIC COMMITTEE, WHICH IS SUPPORTED BY 40 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 Panam Sports, 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 45 Olympic NGBs (37 summer, eight winter) and five Pan American NGBs (summer only).

PARALYMPIC MOVEMENT

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 eight sports).

Meanwhile, 181 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 six Paralympic sports, while 16 are managed by U.S. Olympic NGBs and five are overseen by designated High Performance Management Organizations.

THE PARALYMPIC MOVEMENT IS OVERSEEN BY THE INTERNATIONAL PARALYMPIC COMMITTEE AND IS SUPPORTED BY 17 INTERNATIONAL FEDERATIONS.



NATIONAL GOVERNING BODIES

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 37 Olympic summer sport NGBs, eight Olympic winter sport NGBs and five Pan American sport NGBs, for a total of 50.

Paralympic sports are managed by either the USOC (seven), Olympic NGBs (16) or High Performance Management Organizations (five).

37 OLYMPIC SUMMER SPORT NGBS

The following Olympic summer NGBs also manage a Paralympic program (14): USA Archery, USA Badminton, American Canoe Association, 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.



08 OLYMPIC WINTER SPORT NGBS

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



05 PAN AMERICAN SPORT NGBS



05 PARALYMPIC SPORT BODIES

U.S. Paralympics, a division of the USOC, governs and manages six sports:

- ALPINE SKIING
- SNOWBOARDING
- CYCLING
- SWIMMING
- NORDIC SKIING
- TRACK AND FIELD

FIVE SPORTS ARE MANAGED BY HIGH PERFORMANCE MANAGEMENT ORGANIZATIONS:

- BOCCIA (*USA Boccia*)
- GOALBALL (*U.S. Association of Blind Athletes*)
- POWERLIFTING (*Logan University*)
- WHEELCHAIR BASKETBALL (*National Wheelchair Basketball Association*)
- WHEELCHAIR RUGBY (*Lakeshore Foundation*)



In a non-Games year, Team USA's athletic performance is evaluated based on results at world championships. In 2017, the United States led all nations with 137 total medals, including 56 golds. American athletes topped the total and gold medal charts in summer competition (105 medals, 43 golds) and ranked second on the winter side (32 medals, 13 golds). Team USA also topped the international leaderboard in Paralympic competition with 180 world championship medals across summer and winter events, including 64 podium-topping finishes.

Led by seven gold medals from **CAELEB DRESSEL** and six medals from **KATIE LEDECKY** in the pool, Team USA led all nations with 46 podium finishes—including 21 gold medals—at the FINA World Championships in Budapest, Hungary. There, the U.S. women's water polo team made history by becoming the first to win a world title the year after capturing the Olympic gold medal.

Team USA also impressed in track and field, topping both the overall (30) and gold medal (10) charts at the IAAF World Championships in London, where three weeks prior, **TATYANA MCFADDEN** claimed a remarkable four-event sweep to highlight Team USA's 59-medal haul—its most ever—at the World Para Athletics Championships.

Meanwhile in Paris—in a bout that was dubbed “The Match of the Century”—**KYLE SNYDER** won the 97 kg. gold medal at the UWW World Championships, helping Team USA claim its first men's freestyle wrestling world team title in 22 years.

On the winter side, American athletes began the road to the Olympic and Paralympic Winter Games PyeongChang 2018 in historic fashion. Earning the first U.S. qualification spots for the Games, **LOWELL BAILEY** became the first American ever to win a world title in biathlon, while **SUSAN DUNKLEE** became the first American woman to earn an individual medal at the IBU World Championships. **ELANA MEYERS TAYLOR** led Team USA's first-ever world championship double podium in women's bobsled, while **LINDSEY JACOBELLIS** won an unprecedented fifth straight snowboardcross world title in as many starts.

Also making history on the ice, **HEATHER BERGSMAN** became the first speedskater to sweep world titles at 500, 1,000 and 1,500 meters, and Grand Prix Final champion **NATHAN CHEN** became the first men's figure skater to land five quadruple jumps in ISU history. Meanwhile, **OKSANA MASTERS** won an unprecedented four gold medals at the World Para Nordic Skiing Championships and became the first American woman to win a world title in Para Nordic skiing, while **MIKAELA SHIFFRIN** put a stamp on her historic season by becoming the first female skier in 78 years to win three straight world slalom titles and only the fifth American alpine skier to claim the overall world cup title.

The U.S. also showcased its ability to host outstanding international events, winning historic world titles in baseball, Para-cycling and women's ice hockey—all on home soil.

NEARLY HALF OF THE USOC'S BUDGET IS DIRECTED TOWARD PROGRAMMING AND SERVICES THAT SUPPORT AND IMPACT ELITE ATHLETE PERFORMANCE. IN ADDITION TO GRANTS AND REWARDS, THIS INCLUDES ATHLETE HEALTH INSURANCE, SPORTS MEDICINE AND SCIENCE, COACHING EDUCATION PROGRAMS, AND PARALYMPIC OUTREACH AND DEVELOPMENT.

HIGH PERFORMANCE GRANTS

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. In 2017, a total of \$76.4 million was distributed directly to NGBs/HPMOs and athletes. Funds given to NGBs/HPMOs were utilized for elite athlete programming, such as training camps, coaching and travel to international competition. A total of 1,427 athletes—an increase of 75 from 2016—made up the USOC's Athlete Performance Pool, qualifying them for monthly monetary stipends to supplement the training and competition resources provided. Additional support is offered via Elite Athlete Health Insurance benefits—which totaled \$6.2 million to 1,160 athletes in 2017—and Operation Gold payments for top finishes in each sport's most competitive senior international competition of the year—which amounted to \$3.2 million to 605 athletes in 2017.

SPORTS MEDICINE

The USOC is a world-leader in sports medicine, leveraging research and technology to preserve athlete health while giving Team USA a competitive edge. USOC clinicians had more than 33,000 athlete engagements in 2017, offering more than \$2.7 million worth of broad-based care through their integrated multidisciplinary team. Highlighting the team's efforts was the formation of the U.S. Coalition for the Prevention of Illness and Injury in Sport, one of only 10 organizations that is recognized and subsidized by the IOC. In partnership with the Steadman Philippon Research Institute and the University of Utah Health, the coalition served more than 200 participants via preventative educational seminars, focusing its research on infectious diseases, sports-related concussions and mental health in sport. Further, the USOC expanded programming for health monitoring, serving more than 400 athletes in 12 NGBs. The National Medical Network also continued to provide vital support, offering \$3.4 million in services to nearly 800 athletes.

SPORTS SCIENCE

The USOC delivers focused, applied and performance-impacting sports science and technology to America's elite athletes and coaches. With experts in nutrition, physiology, strength and conditioning, psychology and performance technology, the team uses cutting-edge science and training techniques to further

athlete development. More than 1,000 Team USA athletes received nearly \$5.6 million in sports science services in 2017, fueled in part by the athlete assessment protocol, which provides real-time feedback in the areas of nutrition, physiology and psychology. USOC service providers also drove innovation by hosting the International Altitude Training Symposium, and serving as industry leaders in collegiate and professional sport landscapes.

COACHING EDUCATION

The USOC is committed to supporting NGBs by pioneering coaching education and training opportunities to help guide Team USA athletes to national and international success. In 2017, the USOC established the Quality Coaching Framework, which combines practical coaching skills and research-based concepts to positively impact athlete outcomes by focusing on holistic coaching development. The USOC also hosted 10 coaching workshops/events in 2017, providing training to nearly 500 coaches, and continued to expand the American Development Model. Up from 30 in 2016, more than 40 NGBs recognized ADM principles, which center on universal access, developmentally appropriate activities, multisport participation, quality coaching and fun. The ADM is also a priority of the Youth Sport Working Group, which was established in 2017 to help the USOC drive retention and growth across youth sports.

PARALYMPIC OUTREACH

U.S. Paralympics engages current and future athletes through a variety of sport programs, including Paralympic Sport Clubs, community and partner engagement, and strategic athlete recruitment. In 2017, U.S. Paralympics partnered with 197 PSCs, including 64 clubs that are recognized within the Paralympic Sport Club Excellence Program. Through the PSC network, ongoing programming in 26 Paralympic sports was offered to 10,752 youth and 16,591 adults. A total of 27,343 unique athletes engaged in 144,322 hours of Paralympic sport programming, including participation by a total of 5,074 veterans and service members. U.S. Paralympics implements a nationwide athlete identification and development strategy that introduces Americans with Paralympic-eligible impairments to Paralympic sports across the country. The Gateway to Gold mobile app and a variety of experimental events hosted by PSCs connected more than 350 athletes to the Paralympic sport pipeline in 2017.





COLORADO SPRINGS
OLYMPIC TRAINING CENTER

Teresa Edwards
Basketball

- Four-time Olympian (1964, 1968, 1980, 1984, 2000)
- Five-time Olympic medalist (3 gold, 1 silver)
- COOTC resident (1986)

COLORADO SPRINGS
OLYMPIC TRAINING CENTER



WE'RE TEAM USA

We're Team USA because we believe in the power of the Olympic spirit. We're Team USA because we believe in the power of the Olympic spirit. We're Team USA because we believe in the power of the Olympic spirit.



<p>2017 BY THE NUMBERS</p>	<p>COLORADO SPRINGS:</p> <p>12,462</p> <p>ATHLETES, 1,083 PROGRAMS</p>	<p>LAKE PLACID:</p> <p>4,487</p> <p>ATHLETES, 299 PROGRAMS</p>	<p>UTILIZED AN OTC DURING THE QUAD LEADING UP TO 2017:</p> <p>265</p> <p>WORLD CHAMPIONSHIP MEDALISTS</p>
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THE USOC OPERATES AND PARTNERS WITH A VARIETY OF WORLD-CLASS FACILITIES TO SUPPORT ATHLETES IN THEIR DAY-TO-DAY TRAINING AND DEVELOPMENT. THIS INCLUDES OPERATING TWO OLYMPIC TRAINING CENTERS, PLUS SUPPORTING NEARLY 20 PARTNER TRAINING SITES AND MORE THAN 50 COMMUNITY-BASED ORGANIZATIONS.



SUPPORTING ATHLETES IN THEIR DAY-TO-DAY TRAINING AND DEVELOPMENT

OLYMPIC TRAINING CENTERS

The USOC operates high-performance Olympic Training Centers that feature a collection of world-class facilities and serve as the home base for sports medicine and science services. A total of 16,949 athletes in 1,382 programs were supported throughout 2017 at the two facilities. In addition, many elite athletes are permanent residents of the OTCs, where they receive all of the resources necessary to live and train.

Colorado Springs, Colorado, is home to the flagship OTC and Visitor Center, and the complex also houses both USA Swimming and USA Shooting. The OTC in Colorado Springs is able to provide housing, dining, training and recovery facilities, and other services for more than 500 athletes and coaches at one time.

Meanwhile, Lake Placid, New York—host of the 1932 and 1980 Olympic Winter Games—is the site of the winter-sport focused OTC, which also includes offices for USA Bobsled & Skeleton and USA Luge.

OLYMPIC AND PARALYMPIC TRAINING SITES

In 2017, the USOC partnered with 18 U.S. Olympic and Paralympic Training Sites that work in collaboration with NGBs and HPMOs to provide nearly 500 national team athletes access to additional resources, services and facilities in 16 states across the country.

The USOC provides additional support to two of the sites—the Chula Vista Elite Athlete Training Center and the Utah Olympic Legacy Foundation—to ensure the highest level of resources and availability for Team USA athletes.

MULTI-SPORT ORGANIZATIONS

The USOC partnered with 38 Multi-Sport Organizations in 2017 to help drive national interest and participation in sport. With more than 75 million members, MSOs—such as YMCA of the USA and Boys & Girls Clubs of America—expand chapter networks and increase opportunities for sport participation at the national, international and grassroots levels. The partner programs represent a combination of youth, disabled, military, community and education-based organizations.

COMMUNITY OLYMPIC DEVELOPMENT PROGRAMS

The USOC has 13 Community Olympic Development Programs that assist NGBs with growing athlete development pipelines. CODPs work closely with community sports organizations to take young athletes from the beginner level and train them for progression to NGB elite programs, influencing more than 198,000 athletes nationwide.

ADDITIONAL PROGRAMMING AND SUPPORTING SERVICES ARE DEDICATED TO THE SUCCESSFUL OPERATION OF NGBs AND PARTICIPATION OF ATHLETES. THIS INCLUDES SAFE SPORT AND ANTI-DOPING CONTRIBUTIONS, AS WELL AS CAREER AND EDUCATION ASSISTANCE, ALUMNI RELATIONS, OMBUDSMAN SERVICES, NGB ORGANIZATIONAL SUPPORT, DIVERSITY AND INCLUSION PROGRAMMING, AND COLLEGIATE PARTNERSHIPS COUNSEL.





SAFE SPORT

The USOC took a critical step in 2017 to advance the safety and well-being of athletes by launching the U.S. Center for SafeSport in March as a separate 501(c)(3). The U.S. Center for SafeSport is the first and only national organization of its kind focused on ending all forms of abuse in sport. As an independent non-profit headquartered in Denver, the Center provides consultation to sport entities on prevention techniques and policies, while developing best practices and educational programs focused on promoting athlete well-being and putting an end to emotional and physical abuse in sports. The Center also provides a safe, professional and confidential place for individuals to report sexual abuse within the U.S. Olympic and Paralympic movements.

In 2017, the USOC contributed \$2.7 million to the center's approximately \$4 million operating budget, with a commitment for additional funding through 2020. To further impact cultural change, the USOC commissioned Baker Tilly Virchow Krause to audit and assess compliance with athlete safety policies and procedures at the USOC and NGBs. Meanwhile, the USOC offered support to government officials to lay the foundation for new legislation that would require immediate, mandatory reporting by amateur athletic organizations of any allegations of sexual assault to law enforcement.

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 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 Paralympic sport organizations must comply with national and international anti-doping codes.

In response to the systematic doping that emerged as a global topic in 2017, the USOC renewed its commitment to promote integrity, health

and every athlete's fundamental right to compete in clean sport. The USOC leveraged its position within the IOC, the Association of National Olympic Committees and WADA to advocate for change, outlining the need for centralized testing and oversight by an independent body with overriding global authority and increased funding. To that end, the USOC increased support to USADA to \$5.1 million, up from \$3.8 million in 2016. In total, the USOC dedicated \$5.9 million to anti-doping testing, monitoring and research, while playing a leadership role in fostering greater progress in anti-doping reform worldwide.

ATHLETE CAREER AND EDUCATION PROGRAM

The USOC Athlete Career and Education Program provides current and retired Team USA athletes with career, education and life skills resources to support athletic performance goals and facilitate successful transition to careers post-competition. Nearly 1,700 athletes were served in 2017, representing 84 percent of sports. Further, 133 athletes gained job placements through ACE and 167 athletes were enrolled in DeVry University, a USOC education partner. These athletes received more than \$1.3 million in tuition scholarships, with 27 athletes earning degrees. To support those studying at other institutions, USOC tuition grants totaling \$197,000 were awarded to 86 athletes, 71 percent of whom were Olympians or Paralympians. The USOC also worked with the Colorado legislature to pass House Bill 1081, expanding in-state tuition opportunities to Team USA athletes who train in Colorado, regardless of permanent residency. Additionally, two Pivot programs were conducted for 25 retiring athletes, providing them with tools and techniques to aid in their transition to life after competition.

ATHLETE OMBUDSMAN

Congress created the USOC athlete ombudsman in 1998 to ensure athletes are afforded independent counsel on rules and regulations relevant to them through the Ted Stevens Olympic and Amateur Sports Act. The USOC ombudsman's office offers cost-free, confidential and independent advice to U.S. athletes regarding their rights to compete at

the elite level, and is also charged with mediating disputes involving opportunities to participate at the Olympic, Paralympic, Pan American, Parapan American and Youth Olympic Games; world championships and other protected competitions. Although independent in its ability to advise athletes, the athlete ombudsman is uniquely positioned within the leadership of the USOC and Athletes' Advisory Council to advocate for the interests of athletes, while helping navigate communication lines with the USOC and NGBs, and mediate conflicts as they arise.

NGB SERVICES

The USOC dedicated \$1.3 million in 2017 to support NGBs in operating as effectively as possible while serving athletes in 50 sports. The USOC works with NGBs to navigate issues and resource deficiencies to help them become more organizationally sound, which in turn creates better environments for athletes to train and compete. Programming in this area improves NGB governance and leadership functions, strategic planning and business operations. Alongside working individually with NGBs/HPMOs, the USOC facilitates best practices sharing, research projects and monthly calls.

COLLEGIATE PARTNERSHIPS

With the aim of strengthening collegiate contributions to Team USA and the broader Olympic Movement, the USOC created the Collegiate Advisory Council to engage and embed 10 Division I collegiate leaders at the Olympic table. Chaired by USOC board member Kevin White, director of athletics at Duke University, the council formalized a mission rooted in celebrating, promoting and aligning key stakeholders to support Olympic sports at the collegiate level. Also in 2017, the USOC piloted communications strategies, an Olympian recognition event and NGB collaboration with the Pac-12 Conference.

DIVERSITY & INCLUSION

The USOC's diversity and inclusion efforts underscore the organization's commitment to enhance performance, inspire the next generation of U.S. Olympians and Paralympians, and better reflect the athletes it serves. In 2017, the USOC established the Qualified Underrepresented Applicant Directive hiring pilot to encourage diversity and create a level-playing field in the hiring pool. The USOC also continued its award-winning scorecard program to measure retention and employee satisfaction as a direct correlation to race, ethnicity, gender, disability and military veteran status. Additionally, the USOC fostered a progressive culture by offering training on diversity and inclusion-related topics to staff and NGBs; grew USOC Employee Resource Groups for LGBTQ+Friends, Emerging Leaders and Women'sNET; and hosted the 24th annual FLAME (Finding Leaders Among Minorities Everywhere) collegiate pipeline program. For these efforts, the USOC was honored with the 2017 Diversity Leader Awards: Pursuit of Excellence by the *Profiles in Diversity Journal*. The USOC also recognized growth in diversity and inclusion by awarding \$5,000 to both USA Archery and USA Triathlon as part of the third annual USOC D&I Awards.

U.S. OLYMPIANS AND PARALYMPIANS ASSOCIATION

The U.S. Olympians and Paralympians Association implements programs that encourage U.S. Olympians and Paralympians to foster the Olympic and Paralympic values in their communities, encourage youth to pursue those values, develop camaraderie among athletes, and honor the individuals who have shared the unique experience of representing their nation at the Games. Highlighting its efforts from 2017, the association launched the USOPA Social Network, which allows Olympians and Paralympians to connect with other alumni from previous Games, regardless of sport or location. The network is designed as an exclusive community, reserved only for USOPA members to connect with and support one another online.



PROGRAMS RELATED TO THE PUBLIC PROMOTION OF TEAM USA, AND THE OLYMPIC AND PARALYMPIC MOVEMENTS POSITIVELY IMPACT ATHLETES' PERSONAL BRANDING AND SPONSORSHIP OPPORTUNITIES. THIS INCLUDES TRADITIONAL AND DIGITAL MEDIA, BROADCASTING INITIATIVES, AND INTERNATIONAL OUTREACH.

TEAM USA NETWORK

In 2017, the TeamUSA.org network saw more than 14 million unique visitors, and amassed 67 million page views. The network continued its strong presence across digital and social platforms in video viewership (61 million), social impressions (269 million) and engagements (7 million), as the social audience grew to 9.4 million followers. The digital and social engagement was driven in

part by compelling content series that told the stories of Team USA athletes and celebrated their achievements, including Olympic Trials highlights (3.4 million), *Working out with Team USA presented by KT Tape* (1.5 million), *My Focus presented by Milk Life* (1.2 million) and *Curling Night in America* highlights (1.2 million).

OLYMPIC CHANNEL

In a ground-breaking collaboration to connect fans to the Olympic Movement year-round, the USOC teamed with the IOC and NBCUniversal to launch a comprehensive Olympic Channel content and distribution partnership in the United States. In its first full year of operation, the partnership introduced a new U.S. television network under the "Olympic Channel: Home of Team USA" brand, allowing Olympic fans to connect to Olympic sports, athletes and stories year-round. At the time of the July launch, the linear channel was available to 35 million homes and additional viewers via streaming services. With an emphasis on live events, the network also featured Olympic-themed original programming, providing authentic, wide-ranging and athlete-focused coverage of Team USA.

CHAMPIONS SERIES—The Olympic Channel: Home of Team USA launched its first ever *Team USA Summer Champions Series*, highlighting Team USA's progression toward the Olympic Games Tokyo 2020. Presented by Xfinity, the series featured national championships in beach volleyball, diving, swimming, and track and field, with broadcasts on NBC and NBCSN from May through June. The series features both a summer and winter season, showcasing elite U.S. athletes as they compete year-round.

NEXT OLYMPIC HOPEFUL—An original USOC production, *Scouting Camp: The Next Olympic Hopeful*, aired Dec. 31 on NBC. Supported by USOC sponsor 24 Hour Fitness, the talent identification program was designed to enhance the pipeline of world-class athletes pursuing Olympic sport. Of the nearly 3,000 applicants, 91 elite athletes were invited for a five-day screening and sport-specific evaluation at the U.S. Olympic Training Center in Colorado Springs. Eight winners were selected to join national team camps in four sports—bobsled, skeleton, track cycling and rugby—and were eligible to receive financial, training and medical support as they prepared for the opportunity to compete at the Olympic Games.



TEAM USA AWARDS

The Team USA Awards presented by Dow returned for its third installment in 2017, helping generate fan engagement and promoting the inspiring performances of American athletes. The program includes monthly awards and was highlighted by the Best of the Year ceremony in November at the University of California, Los Angeles. Mark McGrath hosted the awards show, which aired on the main network of NBC for the first time. The annual athlete and team awards were determined by record online engagement at TeamUSA.org/Awards, where more than 260,000 fan votes helped determine the winners along with input from members of the Olympic and Paralympic family.

TEAM USA MEDIA SUMMIT

The USOC welcomed 113 athletes, coaches and staff, and nearly 350 media members to Park City, Utah, for the Team USA Media Summit, which offered unprecedented interview opportunities and access to America's top Olympians, Paralympians and hopefuls in advance of the Olympic and Paralympic Winter Games PyeongChang 2018. Print, broadcast, digital and photo journalists conducted 4,200 interviews and photoshoots over the four-day event, helping generate 886 million media impressions. The USOC teamed with Facebook, Instagram, Snapchat and Twitter to create exclusive social content, while Getty Images and more than 20 broadcast outlets captured coverage for roll-out in the lead-up to the Games. Highlighting the summit was a sports demonstration night hosted by NBC Olympics primetime host Mike Tirico.

INTERNATIONAL ENGAGEMENT

The USOC is deeply engaged in international sport, and was recognized as such in 2017 by topping both the Global Sports Nation Index and the International Sports Political Power Index. In total, Americans hold

more than 500 board, executive committee or leadership positions at the global level, including three IOC members, one International Federation president, five IF secretaries general and 12 IF vice presidents. 2017 was highlighted by Anita DeFrantz being elected as vice president of the IOC, and Muffy Davis' election to the IPC Governing Board. Demonstrating further commitment to the advancement of the Olympic and Paralympic movements, the USOC hosted nine world championships on home soil in 2017, along with six Panam Sports meetings, the Olympic Solidarity Continental Athlete Forum for the Americas and the Americas Best Practices Symposium.

The USOC maintains eight NOC bilateral agreements—aimed at sharing best practices and strengthening cooperation—as well as cooperation agreements with the Association of NOCs of Africa and the Olympic Council of Asia. In addition, the USOC supported 11 international delegation visits in 2017, while hosting more than 1,200 athletes, coaches and officials from 69 nations at the two U.S. Olympic Training Centers. Further, the USOC, University of Delaware and IOC partnered for the ninth edition of the International Coaching Enrichment Certification Program, which provided intensive training over four modules to 30 coaches representing five continents, 30 countries and 15 sports.

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 \$350,000 across 22 NGBs in 2017.

OLYMPIC DAY

Highlighted by LA 2028 and the LA84 Foundation's "Follow the Sun" celebration in Los Angeles, the USOC hosted a record-setting 2,400 events in honor of 2017 Olympic Day. Olympic Day is held annually on

June 23 to commemorate the birth of the modern Olympic Games in 1894 and is celebrated by millions of people in more than 160 countries. Its mission is to cultivate fitness, well-being, culture and education, while promoting the Olympic values of excellence, friendship and respect, as well as the three pillars of Olympic Day: move, learn and discover. Olympic Day in the U.S. is heavily supported by members of the U.S. Olympic and Paralympic family with nearly 600,000 patrons joining the nationwide celebration.

2017 BY THE NUMBERS:

950+	OLYMPIANS, PARALYMPIANS, HOPEFULS AND COACHES
560,000	PARTICIPANTS
46	NGBS
2,400	EVENTS
50	STATES
15	OVERSEAS LOCATIONS
99	NATIONAL RECREATION AND PARK ASSOCIATION EVENTS
178	BOYS & GIRLS CLUBS OF AMERICA EVENTS
37	MULTI-SPORT ORGANIZATIONS
1,600	COMMUNITIES

ARCHIVES

The Crawford Family U.S. Olympic Archives at USOC headquarters nurture and promote the U.S. Olympic and Paralympic movements through preservation and presentation of artifacts that capture the history

of Team USA. In 2017, the archives developed opportunities for museum exhibits and national displays to showcase historic Olympic and Paralympic memorabilia, including alliances with the LA84 Foundation, British Olympic Association, The Broadmoor World Arena and three USOC sponsors—Highmark, Smucker's and Toyota. The archives also continued to collaborate with the U.S. Olympic Museum and Hall of Fame on exhibit content development and outreach. Set to open in 2019, the museum will welcome patrons from around the world to experience the spirit of the Games, promoting Team USA to fans of all ages.

GOODWILL CAMPAIGN*

"Thank You PyeongChang" was launched at the one-year countdown to the Olympic Winter Games PyeongChang 2018 to contribute to the positive legacy of the Games and impact the global community through the spirit of Olympism. The program was highlighted by ice dancers Maia and Alex Shibutani's six-month mentorship program with the Jinbu Middle School in PyeongChang county. In all, seven community outreach events took place in Korea in 2017, with an eighth event scheduled for 2018 to encompass a total of 29 U.S. athletes.

TEAM USA AMBASSADOR PROGRAM*

The Team USA Ambassador Program empowered 788 U.S. athletes to be ambassadors and stewards of the Olympic and Paralympic ideals. The program launched its online course in November and centered around the three core values of prepare, inspire and unite. In-person sessions would take place in 2018, attended by every member of the 2018 U.S. Olympic and Paralympic teams.

*Expenses associated with these programs are reported under Olympic & Paralympic Competitions per the USOC's Investment Strategy.

SUPPORTING SERVICES

SERVICES NECESSARY FOR THE PROFESSIONAL MANAGEMENT OF AND REVENUE GENERATION FOR THE ORGANIZATION INCLUDE ADMINISTRATIVE COSTS FOR HUMAN RESOURCES, LEGAL, FINANCE AND THE OFFICE OF THE CEO, PLUS THE MARKETING AND FUNDRAISING OPERATIONS THAT RAISE HUNDREDS OF MILLIONS OF DOLLARS FOR TEAM USA.

THE USOC'S DIVERSE FAMILY PARTNERS REPRESENT MANY OF THE WORLD'S BEST BRANDS, AND CONTINUE TO BE CRITICALLY IMPORTANT TO THE SUCCESS OF TEAM USA AND THE LONG-TERM FINANCIAL STABILITY OF THE ORGANIZATION.

WORLDWIDE



DOMESTIC



BROADCAST PARTNER



TEAM USA WINTERFEST

ON NOV. 1, THE USOC LAUNCHED TEAM USA WINTERFEST PRESENTED BY HERSHEY'S TO BRING THE ENERGY AND EXCITEMENT OF THE OLYMPIC AND PARALYMPIC WINTER GAMES PYEONGCHANG 2018 TO TEAM USA FANS WORLDWIDE.

The 13-stop tour began with the 100-day countdown to the PyeongChang Games in New York City and continued with four additional stops in 2017. Free and open to the public, the festival included the HERSHEY'S S'moresmobile, the Team USA Social Media Truck and Curling Challenge—both presented by OREO—along with the Skeleton Virtual Reality Experience powered by Samsung, interactive fan elements, athlete meet and greets, live musical performances, and Team USA giveaways.

A SUCCESSFUL YEAR FOR THE U.S. OLYMPIC AND PARALYMPIC FOUNDATION

FUNDRAISING

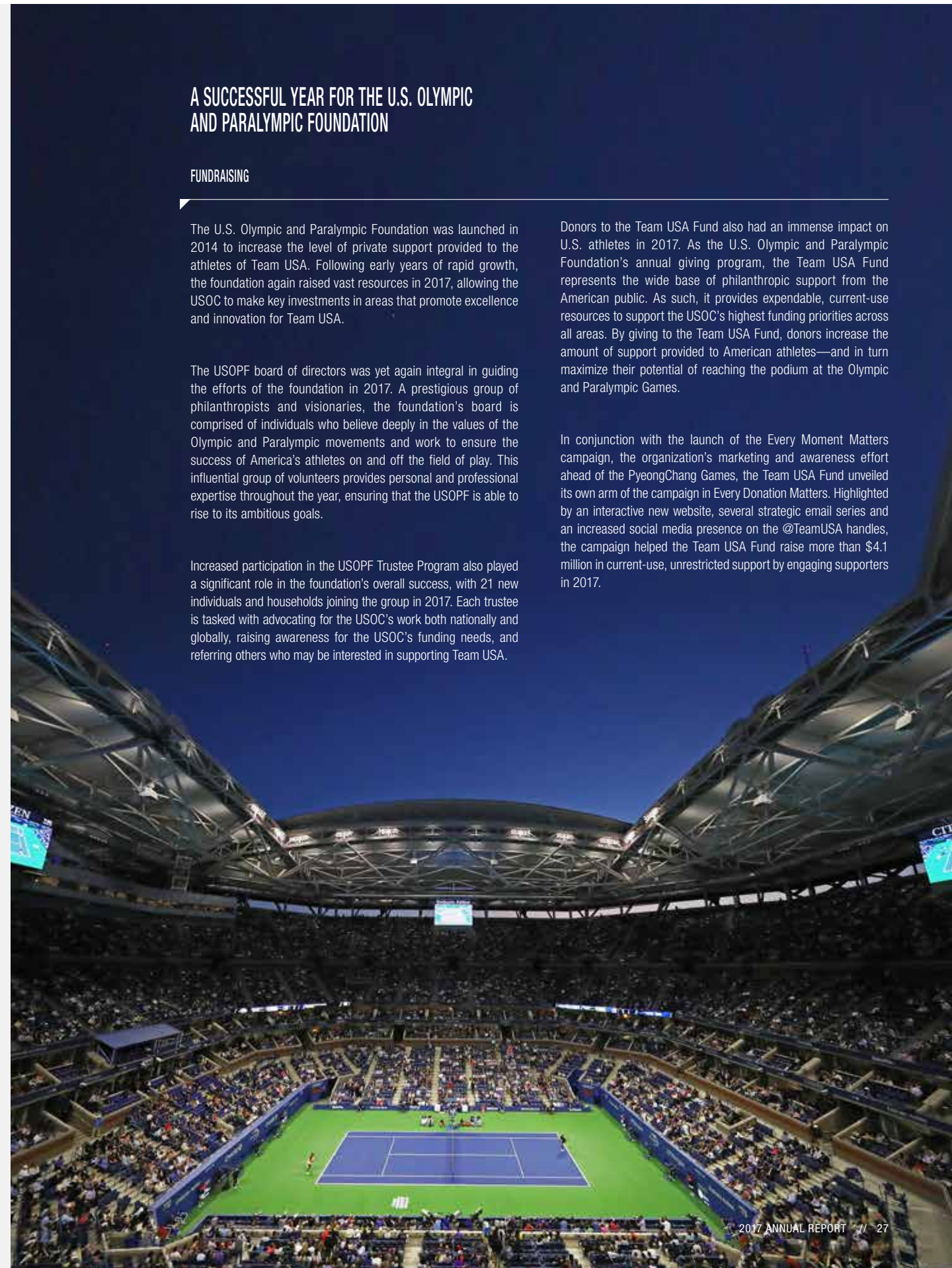
The U.S. Olympic and Paralympic Foundation was launched in 2014 to increase the level of private support provided to the athletes of Team USA. Following early years of rapid growth, the foundation again raised vast resources in 2017, allowing the USOC to make key investments in areas that promote excellence and innovation for Team USA.

The USOPF board of directors was yet again integral in guiding the efforts of the foundation in 2017. A prestigious group of philanthropists and visionaries, the foundation's board is comprised of individuals who believe deeply in the values of the Olympic and Paralympic movements and work 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 rise to its ambitious goals.

Increased participation in the USOPF Trustee Program also played a significant role in the foundation's overall success, with 21 new individuals and households joining the group in 2017. 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 on U.S. athletes in 2017. 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 conjunction with the launch of the Every Moment Matters campaign, the organization's marketing and awareness effort ahead of the PyeongChang Games, the Team USA Fund unveiled its own arm of the campaign in Every Donation Matters. Highlighted by an interactive new website, several strategic email series and an increased social media presence on the @TeamUSA handles, the campaign helped the Team USA Fund raise more than \$4.1 million in current-use, unrestricted support by engaging supporters in 2017.



SPOTLIGHT ON: 2017 USOPF ANNUAL MEETING IN PARK CITY, UTAH

With sights set on the Olympic and Paralympic Winter Games PyeongChang 2018, the U.S. Olympic and Paralympic Foundation held its 2017 Annual Meeting from Sept. 24 to 26 in Park City, Utah.

Approximately 40 board members and trustees attended the meeting, which was held in conjunction with the Team USA Media Summit, aimed at showcasing winter Olympians, Paralympians and hopefuls to media ahead of the Games.

The topics covered at the meeting ranged from committee sessions on athlete career and education services and technology and innovation, to details on Los Angeles' successful bid for the 2028 Olympic and Paralympic Games.

In Park City, the foundation also welcomed its new trustees via an introduction to the USOPF and the Olympic and Paralympic movements, led by USOPF President Jon Denney and USOPF Chairman Gordy Crawford.

"We're so thrilled to welcome these trustees to the Olympic and Paralympic family," Denney said. "They each bring a fresh

perspective to the table, and I know they'll do whatever they can to set Team USA up for success, both now and in the future."

In addition to their meetings, attendees had the opportunity to interact with Team USA athletes at lunch and dinner receptions.

During the opening night's dinner, guests heard from Paralympic snowboarder Brenna Huckaby, Olympic snowboardcross bronze medalist Alex Deibold and 2017 world champion biathlete Lowell Bailey.

At lunch the following day, alpine ski racer Steve Nyman, ski jumper Sarah Hendrickson and Olympic champion Nordic skier Billy Demong mingled with attendees. To close out the program, guests enjoyed a dinner reception with Alan Ashley, USOC chief of sport performance, as well as curler Jamie Sinclair, biathlete Susan Dunklee and bobsledder Kehri Jones.

The event wrapped up with the official annual meeting, during which attendees discussed happenings in and around the Olympic and Paralympic movements, and the foundation, which enters its fifth year of operation in 2018.

"IF THESE PAST FOUR YEARS ARE ANY INDICATION, THE USOPF HAS AN INCREDIBLY BRIGHT FUTURE AHEAD, THANKS TO THE LEADERSHIP AND SUPPORT OF OUR BOARD MEMBERS AND TRUSTEES."

NEW USOPF TRUSTEES IN 2017

Susan and Thomas Abraham
Tracey and Edward Benford
Eryn and Michael Bingle
Allison and David Blitzer
Mary Beth and Phil Canfield
Richard M. Cashin Jr.
Scott Collins

Eddy Cue
Jacqueline and Christian Erdman
Holly and T. Bondurant French
Margaret and Michael Kerr
Karen and Greg King
Thomas Montag
Stephanie and Peter Nolan

Aileen and Brian Roberts
Muneer Satter
Dr. Barbara Klock and Salem Shuchman
Donna LeDuc and Peter Tomozawa
James Walker
Katherine Janeway and H S Wright
Rita Hu and Jeff Xiong
Dian and Karl Zeile

USOPF BOARD OF DIRECTORS*

Gordon Crawford—Chairman
Larry Probst—Ex Officio
Susanne Lyons—Ex Officio

Dwight Anderson
Nancy and Tim Armstrong
John Babcock
Andrew F. Barth
Cori and Tony Bates
Ray Bingham
Michael Carter
Kevin Clifford
Molly and Robert Cohen
Robyn Coles and Dr. Tony Coles
Gayla and Kevin Compton
Joan Criswell
Brian Deevy
Gina and Daniel Dickinson
Dave Dollinger
Kristin Ehrgood
Scott Freidheim
Stephen C. Freidheim

William May Garland III
John Goldman
Gary F. Goldring
Joanie Hall
Laura and Jim Hirschmann
Bill Hybl
Jim Keller
Katherine Kendrick
Jonathan Ledecy
David Leuschen
Alicia Miñana de Lovelace and Robert Lovelace
John Macfarlane III
Lynda and John Marren
Aria Mehrabi
Rob Merrilees
Allison and Roberto Mignone
Joy and Thomas Misteale
Corinne Nevinny
Vadim Nikitine
Erica and Kevin Penn
Greg Penner
Susan Schnabel and Edward Plummer

David Poms
Tracey and Brad Powell
Anthony Pritzker
Michael Ray
Yucca and Gary Rieschel
Johnathon Robertson
Marti and Greg Rosenbaum
Lizanne and Barry Rosenstein
Lisa and Dmitri Shlovsky
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

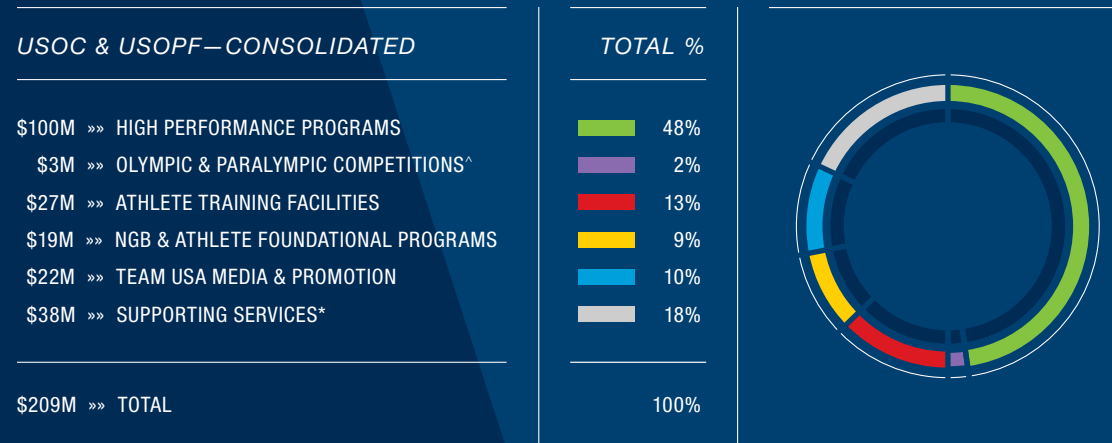
*As of June 30, 2018

2017 BY THE NUMBERS

21	NEW TRUSTEES
24,435	TOTAL DONORS
29,903	TOTAL GIFTS
\$896	AVERAGE GIFT AMOUNT
\$4.1	MILLIONS RAISED THROUGH THE TEAM USA FUND
85%	INCREASE IN TEAM USA FUND GIFTS FROM 2016

FINANCIAL STATEMENTS

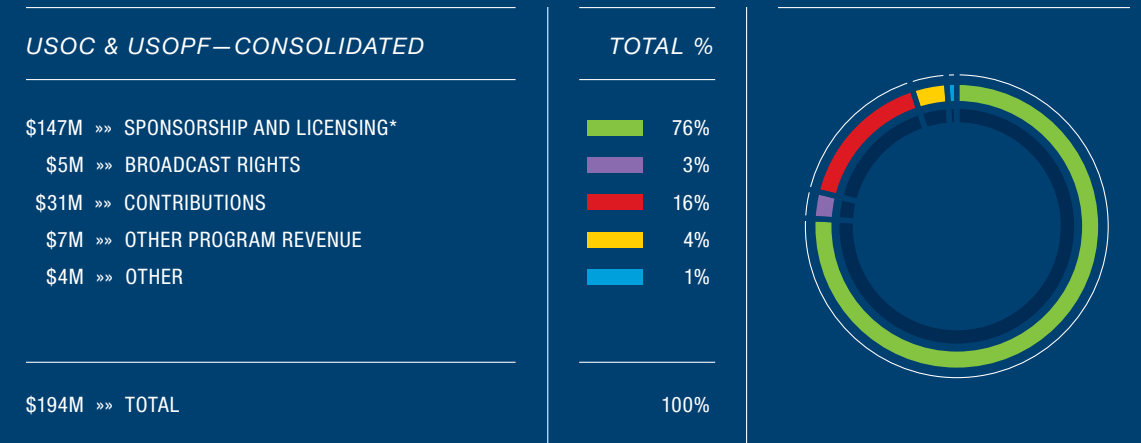
2017 EXPENSES—\$209 MILLION



*Includes fundraising, marketing, and general & administrative

*In non-Games years, the cost of Olympic & Paralympic Competitions significantly decreases.

2017 REVENUE—\$194 MILLION



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

STATEMENTS OF ACTIVITIES—CONDENSED & CONSOLIDATED

As of December 31, (In thousands)

	2017
SUPPORT AND REVENUE	
Sponsorship and licensing	\$146,876
Broadcast rights	5,233
Contributions, net	30,689
Other program revenue	6,960
Investment income	3,369
Other revenue	816
Total support and revenue	193,943
EXPENSES	
Program services	
High performance programs	100,202
Olympic and Paralympic competitions	3,244
Athlete training facilities	27,097
NGB and athlete foundational programs	18,804
Team USA media and promotion	21,873
Total program services	171,220
SUPPORTING SERVICES	
Fundraising	10,115
Sales and marketing	12,639
General and administrative	14,957
Total supporting services	37,711
Total expenses	208,931
Change in net assets before change in accounting treatment	(14,988)
Change in accounting treatment	(25,250)
Change in net assets after change in accounting treatment	(40,238)
Net assets, beginning of period	276,244
Net assets, end of period	\$236,006

Note: This information is derived from audited financial statements and includes the consolidated financial statements of the USOC and USOPF only. For a complete version of the statements, including the independent auditor's opinion, visit TeamUSA.org.

STATEMENTS OF FINANCIAL POSITION—CONSOLIDATED

As of December 31, (In thousands)

	2017
ASSETS	
Cash and cash equivalents	\$159,742
Restricted cash, cash equivalents and investments	17,428
Accounts receivables, net	
Pledges	13,485
Royalties and mark rights	16,064
Other	12,042
Prepaid expenses and other assets	13,677
Inventories, net	1,639
Investments held for deferred compensation arrangements	1,304
Land, buildings and equipment, net	70,539
Total assets	\$305,920
LIABILITIES AND NET ASSETS	
Liabilities	
Accounts payable and accrued liabilities	23,783
Deferred revenue	44,827
Deferred compensation arrangements	1,304
Total liabilities	\$ 69,914
Net assets (deficit)	
Without restriction	214,891
With restriction	21,115
Total net assets	\$236,006
Total liabilities and net assets	\$305,920

Note: This information is derived from audited financial statements and includes the consolidated financial statements of the USOC and USOPF only. 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

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*
Acting Chief Executive Officer,
United States Olympic Committee

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

Steve Mesler
Three-Time Olympian, Bobsled

Dave Ogrea
Former Executive Director,
USA Hockey

Whitney Ping
Olympian, Table Tennis

Kikkan Randall
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 June 30, 2018

