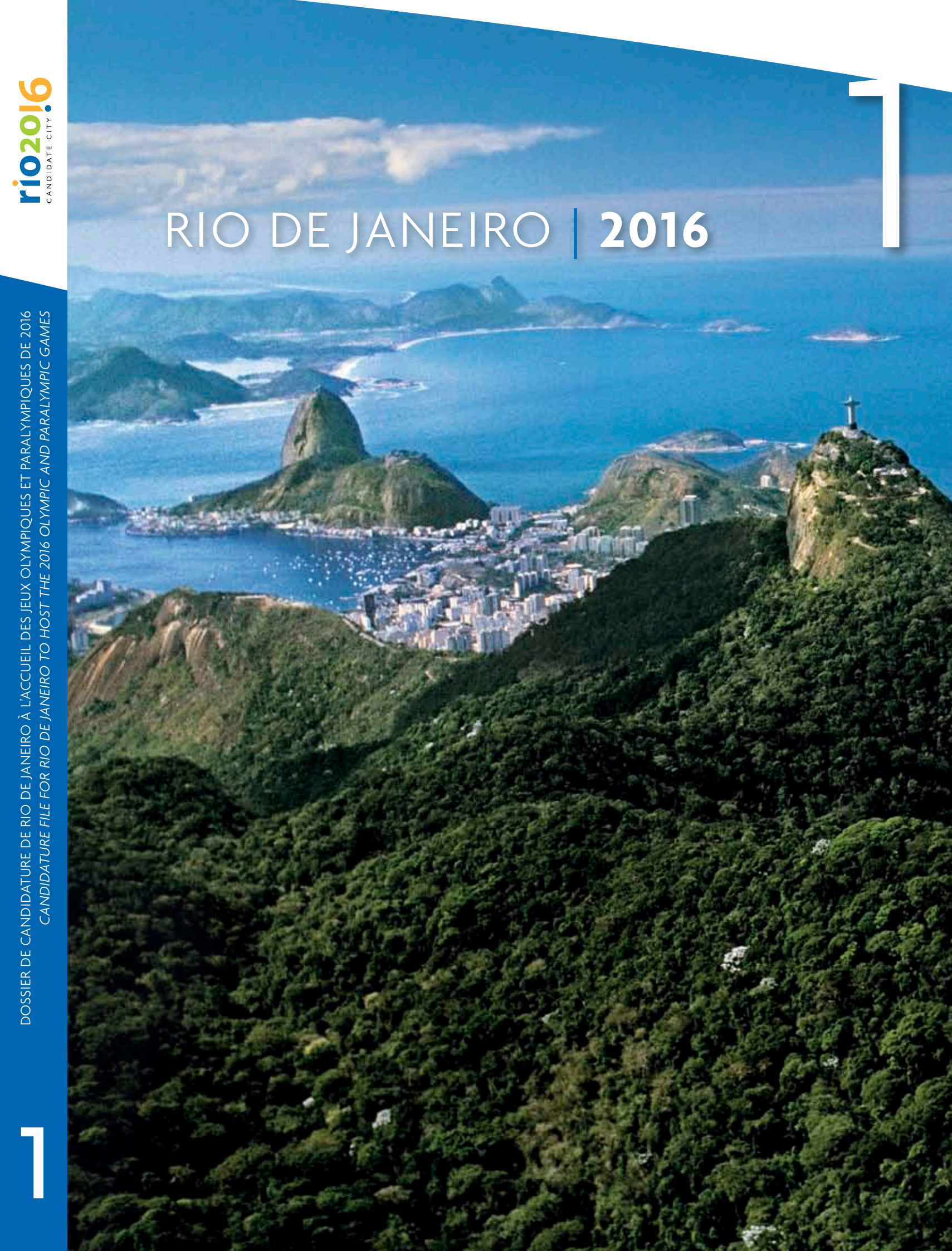


# RIO DE JANEIRO | 2016

DOSSIER DE CANDIDATURE DE RIO DE JANEIRO À L'ACCUEIL DES JEUX OLYMPIQUES ET PARALYMPIQUES DE 2016  
CANDIDATURE FILE FOR RIO DE JANEIRO TO HOST THE 2016 OLYMPIC AND PARALYMPIC GAMES







## Carte A – Carte de Concept | Map A – Concept Map

### 1 NOYAU DE BARRA | BARRA CLUSTER

PARC OLYMPIQUE DE RIO *RIO OLYMPIC PARK*

CEO - Salle 1  
OTC - Hall 1



CEO - Salle 2  
OTC - Hall 2



CEO - Salle 3  
OTC - Hall 3



CEO - Salle 4  
OTC - Hall 4



Centre Olympique de Hockey  
*Olympic Hockey Center*



Centre Olympique de Tennis  
*Olympic Tennis Center*



Vélodrome Olympique de Rio  
*Rio Olympic Velodrome*



Centre Aquatique Maria Lenk  
*Maria Lenk Aquatic Center*



Stade Aquatique Olympique  
*Olympic Aquatics Stadium*



Arène Olympique de Rio  
*Rio Olympic Arena*



RIOCENTRO *RIOCENTRO*

Riocentro - Pavillon 2  
*Riocentro - Pavilion 2*



Riocentro - Pavillon 3  
*Riocentro - Pavilion 3*



Riocentro - Pavillon 4  
*Riocentro - Pavilion 4*



Riocentro - Pavillon 6  
*Riocentro - Pavilion 6*



### 2 LAGOA RODRIGO DE FREITAS | LAGOA RODRIGO DE FREITAS



### 3 NOYAU DE LA PLAGES DE COPACABANA | COPACABANA BEACH CLUSTER

Stade de Copacabana  
*Copacabana Stadium*



Fort de Copacabana  
*Fort Copacabana*



### 4 NOYAU DU PARC DE FLAMENGO | FLAMENGO PARK CLUSTER

Marina da Glória  
*Marina da Glória*



Parc de Flamengo  
*Flamengo Park*



### 5 NOYAU DE MARACANÃ | MARACANÃ CLUSTER

MARACANÃ *MARACANÃ*

Stade Maracanã  
*Maracanã Stadium*



Arène Maracanãzinho  
*Maracanãzinho Arena*



SAMBÓDROMO *SAMBÓDROMO*



### 6 STADE JOÃO HAVELANGE | JOÃO HAVELANGE STADIUM



### 7 NOYAU DE DEODORO | DEODORO CLUSTER

X PARC *X PARK*

Parc Olympique de VTT  
*Olympic Mountain Bike Park*



Centre Olympique de BMX  
*Olympic BMX Center*



Stade Olympique des Eaux Vives  
*Olympic Whitewater Stadium*



CENTRE NATIONAL ÉQUESTRE *NATIONAL EQUESTRIAN CENTER*



CENTRE NATIONAL DE TIR *NATIONAL SHOOTING CENTER*



PARC DE PENTATHLON MODERNE DE DEODORO  
*DEODORO MODERN PENTATHLON PARK*

Arène de Deodoro  
*Deodoro Arena*



Parc de Pentathlon Moderne de Deodoro  
*Deodoro Modern Pentathlon Park*



OV

Village Olympique  
*Olympic Village*

MPC

Centre Principal de Presse  
*Main Press Center*

IBC

Centre International de Radiodiffusion et Télévision  
*International Broadcasting Center*

MV

Village des Médias de Barra  
*Barra Media Village*



Aéroport  
*Airport*



Port  
*Port*



Live Site  
*Live Site*



Réseau de Voie Olympique  
*Olympic Lane Network*



Autoroutes  
*Motorways*



Principales Artères Urbaines  
*Major Urban Arterials*



Réseau Ferroviaire de Banlieue  
*Suburban Rail*



Métro  
*Subway*



Bus Rapid Transit (BRT)  
*Bus Rapid Transit (BRT)*



Station de Transfert Intermodale  
*Intermodal Transfer Station*

HÔTELS DE LA FAMILLE OLYMPIQUE  
*GAMES FAMILY HOTELS*

A

Caesar Park

B

Sol Ipanema Hotel

C

Fasano Rio de Janeiro

D

Sofitel Rio de Janeiro Copacabana

E

Golden Tulip Regente

F

Windsor Miramar Palace Hotel

G

Rio Othon Palace

H

Pestana Rio Atlantica Hotel

I

Windsor Excelsior Copacabana Hotel

J

Copacabana Palace Hotel

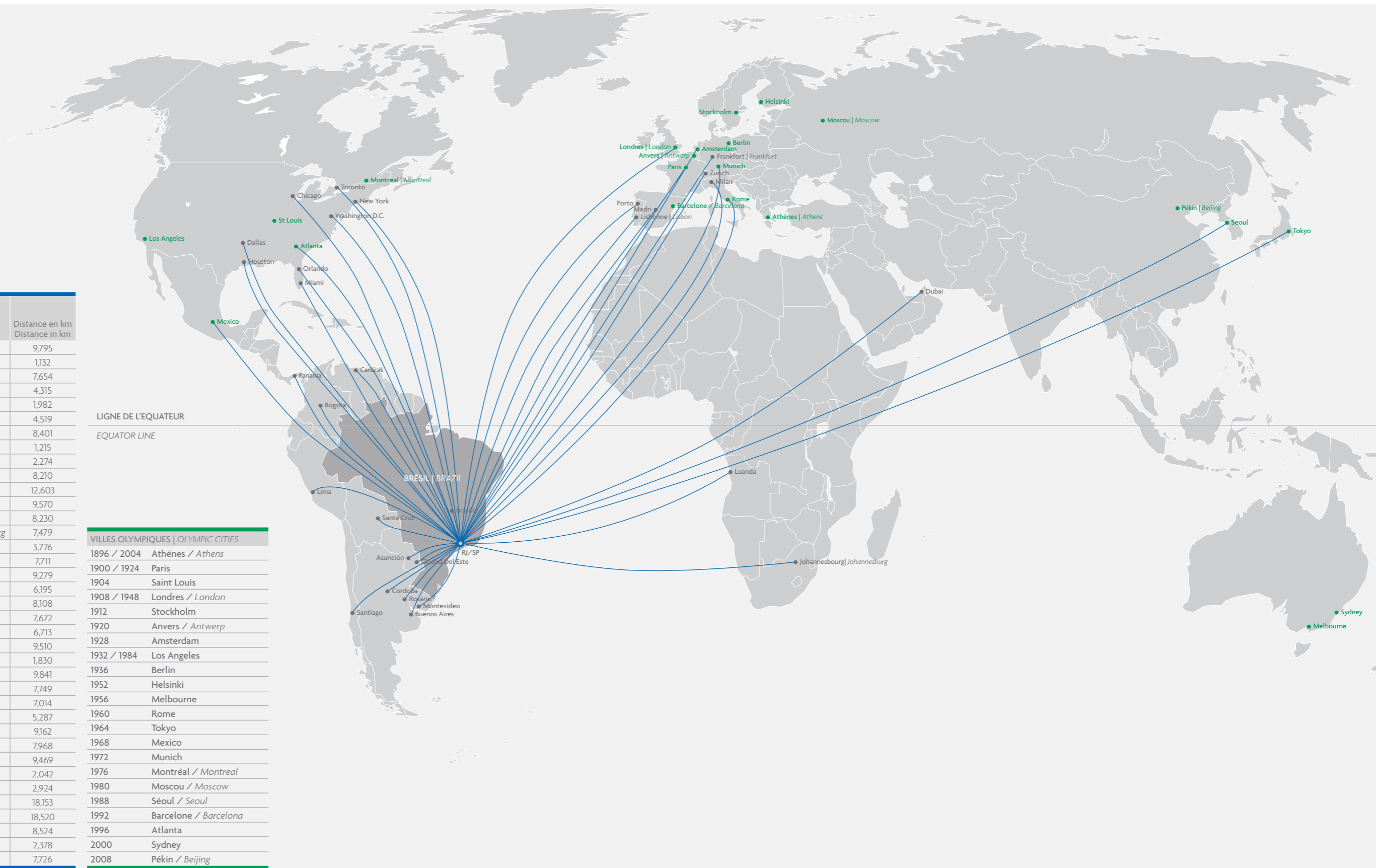


RIO DE JANEIRO | 2016

| VOL DIRECT VERS<br>RIO DE JANEIRO / SÃO PAULO<br>DIRECT FLIGHTS TO<br>RIO DE JANEIRO / SÃO PAULO | Distance en km<br>Distance in km |
|--------------------------------------------------------------------------------------------------|----------------------------------|
| Amsterdam                                                                                        | 9,795                            |
| Asunción                                                                                         | 1,132                            |
| Atlanta                                                                                          | 7,654                            |
| Bogota                                                                                           | 4,315                            |
| Buenos Aires                                                                                     | 1,982                            |
| Caracas                                                                                          | 4,519                            |
| Chicago                                                                                          | 8,401                            |
| Ciudad Del Este                                                                                  | 1,215                            |
| Cordoba                                                                                          | 2,274                            |
| Dallas                                                                                           | 8,210                            |
| Dubai                                                                                            | 12,603                           |
| Frankfort / Frankfurt                                                                            | 9,570                            |
| Houston                                                                                          | 8,230                            |
| Johannesbourg / Johannesburg                                                                     | 7,479                            |
| Lima                                                                                             | 3,776                            |
| Lisbonne / Lisbon                                                                                | 7,711                            |
| Londres / London                                                                                 | 9,279                            |
| Luanda                                                                                           | 6,195                            |
| Madrid                                                                                           | 8,108                            |
| Mexico                                                                                           | 7,672                            |
| Miami                                                                                            | 6,713                            |
| Milan                                                                                            | 9,510                            |
| Montevideo                                                                                       | 1,830                            |
| Munich                                                                                           | 9,841                            |
| New York                                                                                         | 7,749                            |
| Orlando                                                                                          | 7,014                            |
| Panama                                                                                           | 5,287                            |
| Paris                                                                                            | 9,162                            |
| Porto                                                                                            | 7,968                            |
| Rome                                                                                             | 9,469                            |
| Rosario                                                                                          | 2,042                            |
| Santiago                                                                                         | 2,924                            |
| Séoul / Seoul                                                                                    | 18,153                           |
| Tokyo                                                                                            | 18,520                           |
| Toronto                                                                                          | 8,524                            |
| Santa Cruz                                                                                       | 2,378                            |
| Washington                                                                                       | 7,726                            |

LIGNE DE L'EQUATEUR  
EQUATOR LINE

| VILLES OLYMPIQUES   OLYMPIC CITIES |
|------------------------------------|
| 1896 / 2004 Athènes / Athens       |
| 1900 / 1924 Paris                  |
| 1904 Saint Louis                   |
| 1908 / 1948 Londres / London       |
| 1912 Stockholm                     |
| 1920 Anvers / Antwerp              |
| 1928 Amsterdam                     |
| 1932 / 1984 Los Angeles            |
| 1936 Berlin                        |
| 1952 Helsinki                      |
| 1956 Melbourne                     |
| 1960 Rome                          |
| 1964 Tokyo                         |
| 1968 Mexico                        |
| 1972 Munich                        |
| 1976 Montréal / Montreal           |
| 1980 Moscou / Moscow               |
| 1988 Séoul / Seoul                 |
| 1992 Barcelone / Barcelona         |
| 1996 Atlanta                       |
| 2000 Sydney                        |
| 2008 Pékin / Beijing               |



**Dr. Jacques Rogge**

President, International Olympic Committee

Château de Vidy  
CH - 1007 Lausanne  
Switzerland



January 2009

Dear President,

It is an honor to present Rio de Janeiro's bid to host the 2016 Olympic and Paralympic Games, on behalf of the city and all of Brazil.

We have both enjoyed long and rewarding lives in Olympic sport, starting as competitors in the Berlin and Tokyo Olympic Games respectively. We then devoted our lives to the administration of sport at both national and international level. Our dream now is to witness the Games being staged in the city of our birth.

We have been lucky to have experienced many aspects of the unique power and spirit of our Movement: as Olympians, as members of the Brazilian Olympic Committee, International Federations and of the IOC.

In our years in the Olympic Movement, we have experienced wonderful Games in many countries and continents. We have seen how the Movement has developed and grown strongly from its partnership with new cultures and people, most recently in China.

Now, Brazil is ready to make its own contribution to the Movement, bringing the Games and their inspiration to a new continent - with 180 million people aged 18 or under - for the first time.

We can assure you that Rio 2016 has the full support of the three levels of our Government and Brazilian society as a whole. We have been fully involved in the Bid and have used our experience to ensure that Rio guarantees not only the best experience for the athletes and our friends from the Olympic and Paralympic Families, but also a legacy for sport in our country, continent and the world.

Hosting the Games, which embody all that is best in the human spirit and capture the hearts and minds of people around the world, would be the attainment of a dream for the entire South American continent. We sincerely hope it is a dream that becomes reality.

Yours sincerely,



JOÃO HAVELANGE

**Dean Member of the International  
Olympic Committee**



CARLOS ARTHUR NUZMAN

**Member of the International  
Olympic Committee**

**Dr. Jacques Rogge**

President  
International Olympic Committee

Château de Vidy  
CH - 1007 Lausanne  
Switzerland

January 2009

Dear President,

This letter reconfirms the absolute and total support of the Governments of Brazil, the State of Rio de Janeiro and the City of Rio de Janeiro, together with the Brazilian Olympic Committee, for the Rio bid to host the 2016 Olympic and Paralympic Games.

The Rio 2016 bid is a cohesive and integrated project. It is driven by sport, with athletes and the entire sports community looking forward to the lasting benefits the Games will bring. The bid also enjoys the complete and unified backing of all three levels of Government. As leaders in sport and Government, we are all determined to do everything we can to ensure that the 2016 Games are remembered for celebration and transformation. However we all realize that first must come years of individual and collective hard work in preparation and organization.

We learned much from successfully staging the 2007 Pan American and Parapan American Games. We benefited from the physical legacy of those Games – new infrastructure and venues – and also from the event experience. More recently, we have listened to and learned from the IOC and IPC during the Applicant City phase.

We have worked closely together to further develop and guarantee all elements of the Games plan, and this submission has our unanimous and explicit approval in all respects. Our support covers all aspects of the Games preparation and delivery plan as well as the all-important pre- and post-Games legacies. These legacies will strengthen the social and environmental fabric of Rio and of Brazil as well as developing sport throughout South America.

We have committed to remove risk from Games delivery and have developed a powerful financial model that will benefit from the already approved funding of USD240 billion from the existing Government Program for Growth Acceleration (PAC). All investments will yield substantial, tangible and meaningful legacies for the people of Rio and Brazil and are consistent with our long-term development plans.

Even in the current difficult global economic climate, we can guarantee that funding for Rio 2016 is secure and that the Brazilian economy is stable. Already the tenth largest economy in the world and forecast to be the fifth by 2016, Brazil will be able to support all projected Games requirements.

Indeed, Brazil will not only willingly fund Games investments, it will do so in the context of hosting the 2014 FIFA World Cup. This event will spread our capital expenditure across two great growth drivers and allow us to better prepare for the Games. All this is consistent with our long-term major events strategy which will drive inward investment, tourism and promotion of Brazil to global markets. Brazil is committed to major events and sport and will continue to develop its partnership with international sport through the Games and beyond.

We are all committed to Rio being a great Games partner in every respect and embracing the goals, objectives and ideals of the Olympic and Paralympic Movements. Our goal is that every partner enjoys the greatest possible Games experience and we will do all we can to support them all.



Since the Applicant Phase, the Rio 2016 Master Plan has remained stable and has been enhanced through additional and more detailed planning. Rio 2016 is proud of its disciplined and thorough approach to developing a comprehensive Games plan that will provide the future Organizing Committee with much more than just a general bid concept. Our vision embraces an exceptional Games experience for all clients and our core concept is underpinned by our desire to present sport at its best and to provide the best possible conditions for all athletes.

We are also determined to demonstrate Brazil's full character through these Games. While celebration is the hallmark of Rio and Brazilians are one of the most passionate populations on earth, commitment to excellence and precision has been a key feature of our Games preparations as we aspire to equal the determination and focus of the great Olympians and Paralympians who will contest the 2016 Games.

This commitment is why Rio and Brazil are ready. It is why we have already fully drafted the new legal framework needed for the Games resulting in the central and powerful Olympic Development Authority (ODA), with its subsidiary organizations the Olympic Traffic and Transport Division and the Olympic Sustainability Division. Complementing an existing and broad range of Games enabling legislation, the City, State and Federal Olympic Acts will provide the additional legal capabilities for Government, the ODA and the Organizing Committee to execute all Games-related responsibilities.

We have pledged our support and demonstrated our commitment by ensuring that all IOC and IPC required undertakings and guarantees are provided. Our Governments have also offered other initiatives which will support the Games. In partnership with the IOC and IPC, Brazil will enhance the Games and take them to the broadest possible audience. From global outreach and youth activation to guaranteeing full stadiums, we have sought to understand key strategic issues and offer our support to address them. The partnership will not stop there.

We are committed to building a Games legacy with the IOC and IPC which transcends Brazil and will extend across the globe. The opportunity presented by an inaugural Olympic and Paralympic Games in South America is truly historic and unique.

Our guarantee is that Rio will host Games of celebration, spirit and transformation, all in support of the power and vision of the Olympic and Paralympic Movements. Government and sport are united behind this historic bid. We are determined and focused. Rio is ready.

Yours sincerely,



LUIZ INÁCIO LULA DA SILVA  
President of the Republic of Brazil



SÉRGIO CABRAL  
Governor of the State  
of Rio de Janeiro



EDUARDO PAES  
Mayor of the City  
of Rio de Janeiro



CARLOS ARTHUR NUZMAN  
President of the  
Brazilian Olympic Committee





## **RIO 2016: CELEBRATING SPORT WITH PASSION AND PURPOSE**

Rio de Janeiro is a city of *Carnaval* and discovery. For centuries, visitors have travelled from all over the world to see its beauty and sample its unique character and spirit, to experience the passion and excitement of Rio life.

These are among the reasons why Rio is one of the world's most renowned cities, famous for its almost endless beaches, its iconic landmarks and the warmth and welcome of its people.

If the city is granted the honor of hosting the Olympic and Paralympic Games in 2016, it will deliver an exceptional celebration of sport in a setting unequalled anywhere in the world.

Rio 2016 will provide memories of a lifetime for every athlete and all other members of the Games Family, with the needs of every group considered, understood and addressed. The Games experience will be inclusive, memorable and positive.

The people of Rio will see long-term needs addressed, with improved infrastructure and opportunities.

Olympic and Paralympic sport will also enjoy long-term benefits, such as from the development of the Olympic Training Center that will serve athletes from around the world, and from the inspiration Rio will provide to the 180 million young people in South America.

The Rio 2016 technical plan has been developed in consultation with representatives of every Games Family group and with all three levels of Government to ensure it supports and accelerates long-term development strategies.

The result is a vision for Games that will deliver weeks of wonderful sport and many years of inspiration, social change and sports development; Games of celebration and transformation; Games of passion and of purpose.

There will be a passion to ensure that the requirements of every single member of the Games Family are taken into account, so that everyone enjoys the best possible Games experience.

Athletes will be at the heart of Rio 2016, from accreditation to an Olympic and Paralympic Village that will set new standards and include its own pedestrian boulevard, beach and park.

Sport will be staged in breathtaking locations, using innovative techniques, so the pictures beamed to the rest of the world excite and inspire television audiences, young and old.

Rio 2016 will deliver flawless Games, powered by Rio's energy and underpinned by technical excellence, so that every moment is enjoyed, and Rio and its people benefit from long-term and sustainable improvements to the city.

These include improvements in housing, improvements in security and enhanced transport with the completion of a new high performance transport ring. The historic Port will be transformed for the Games and become a new focus for business, entertainment and tourism.

Rio 2016 will ensure as many people as possible have the chance to be touched by the power of the Games. There will be an innovative ticketing strategy, so the venues are full of local fans. Worldwide, there will be a pioneering global network of live sites.

Above all, Rio 2016 will be prudent and well-prepared on the financing of the Games. The budget is conservative, robust and, most importantly, enjoys guaranteed Government funding.

The excellence and excitement of Rio 2016 will ensure that a new generation in Brazil, in South America and throughout the world, discovers sport and the Olympic and Paralympic Movements.

More than 500 years after the world discovered Rio, Rio will be the start of a new journey of celebration and discovery.

**ZONE DE BARRA: LE CŒUR DES JEUX**

**BARRA ZONE: THE HEART OF THE GAMES**



# CONTENTS

## 1

|     |                                                               |
|-----|---------------------------------------------------------------|
| 2   | <b>Introduction</b>                                           |
| 16  | THEME 1   <b>VISION, LEGACY AND COMMUNICATION</b>             |
| 30  | THEME 2   <b>OVERALL CONCEPT OF THE OLYMPIC GAMES</b>         |
| 44  | THEME 3   <b>POLITICAL AND ECONOMIC CLIMATE AND STRUCTURE</b> |
| 62  | THEME 4   <b>LEGAL ASPECTS</b>                                |
| 74  | THEME 5   <b>CUSTOMS AND IMMIGRATION FORMALITIES</b>          |
| 84  | THEME 6   <b>ENVIRONMENT AND METEOROLOGY</b>                  |
| 112 | THEME 7   <b>FINANCE</b>                                      |
| 134 | THEME 8   <b>MARKETING</b>                                    |

## 2

|     |                                    |
|-----|------------------------------------|
| 3   | <b>Introduction</b>                |
| 6   | THEME 9   <b>SPORT AND VENUES</b>  |
| 166 | THEME 10   <b>PARALYMPIC GAMES</b> |
| 188 | THEME 11   <b>OLYMPIC VILLAGE</b>  |

## 3

|     |                                                       |
|-----|-------------------------------------------------------|
| 3   | <b>Introduction</b>                                   |
| 6   | THEME 12   <b>MEDICAL SERVICES AND DOPING CONTROL</b> |
| 24  | THEME 13   <b>SECURITY</b>                            |
| 46  | THEME 14   <b>ACCOMMODATION</b>                       |
| 94  | THEME 15   <b>TRANSPORT</b>                           |
| 150 | THEME 16   <b>TECHNOLOGY</b>                          |
| 162 | THEME 17   <b>MEDIA OPERATIONS</b>                    |
| 175 | <b>Conclusion</b>                                     |





## **VISION, LEGACY AND COMMUNICATIONS**

- *Uniting the power of sport with the spirit of Brazil*
- *Games of celebration and transformation*
- *Engaging and inspiring the youth of the world*
- *Games delivery aligned with legacy plans*
- *Promoting the Olympic and Paralympic values globally*

# VISION, LEGACY AND COMMUNICATION

## INTRODUCTION

The Olympic and Paralympic Games in Rio in 2016 will unite the power of sport with the unique spirit of the city to bring long-lasting benefits to both Brazil and the Olympic and Paralympic Movements.

The Rio 2016 Games will make full use of the city's magnificent landscape, its recent major event experience and its welcoming people to stage a celebration that will engage and enthral the world.

Athletes will star before some of the world's most famous landmarks. Sport will be center stage in one of the world's most beautiful cities. Stunning images of the Games will be broadcast worldwide.

It will be a celebration that generates and hastens transformation, leaving lasting benefits for the city, for Brazil and for the Olympic and Paralympic Movements.

Should Rio be selected to be the first Host City in South America, the Games will help accelerate the city's broader long-term aspirations, enhancing its social and physical fabric – a process already under way because of this bid.

For Brazil, with a robust economy even in the current global economic climate, the Games will bring worldwide recognition as well as a tangible sporting legacy that is already being developed.

For the Olympic and Paralympic Movements, Rio 2016 will deliver excellent Games that meet the needs of every client and open a gateway to a new, young continent of 400 million people.

## 1.1 PRINCIPAL MOTIVATION

### BENEFITS FOR BRAZIL AND THE OLYMPIC MOVEMENT

The Rio 2016 bid is motivated by a passion to unite the power of Olympic and Paralympic sport with the Rio spirit of celebration to bring long-lasting benefits, in Brazil and worldwide.

Rio will host Olympic and Paralympic Games that make full use of the city's natural beauty, diversity and energy, so that the celebrations will extend beyond venues to communities in Brazil and the global media audience.

For the people of Rio, the Games will transform their city with new infrastructure, new environmental, physical and social initiatives and new benefits and opportunities for all.

Funded and fully underwritten by the three levels of Government (Federal, State and City), the Rio 2016 Games will help continue the ongoing growth of the Brazilian economy. They will bring a new level of global recognition of Brazil. Superb Games and stunning broadcast imagery will provide a long-term boost to tourism and Brazil's growing reputation as an exciting and rewarding place to live, do business and visit.

Rio will also offer a powerful platform for the Olympic and Paralympic Movements, bringing together the vibrant spirit of the city with the inspiration of the Games to deliver a celebration of sport – one that will touch 65 million people 18 years and under in Brazil and 180 million throughout South America.

History's first Games in a new continent, in a city with a unique global image, will open new horizons, building interest and enthusiasm over the full four years of the Olympiad. The media and sponsors will be excited by a new destination, bringing new value to the Olympic and Paralympic brands. A compelling new story is ready to be told.

## 1.2 VISION

### GAMES OF CELEBRATION AND TRANSFORMATION

Rio 2016 will be, first and foremost, a celebration of athletes, who will perform in world-class venues all located in the Host City itself.

The Rio Games will also celebrate and showcase sport, thanks to the city's stunning setting and a desire to lift event presentation to new heights. Innovative ideas will be developed in partnership with the IOC, IPC and IFs, supported by meaningful budgets and a four-year program for every Olympic and Paralympic sport.

Rio 2016 will excel in meeting all the needs of the Games Family. Client focus will top every agenda. The unique requirements of each client will be addressed through genuine commitment to open and respectful collaboration.

At the same time, Rio 2016 will be an opportunity to deliver the broader aspirations for the long-term future of the city, region and country – an opportunity to hasten the transformation of Rio de Janeiro into an even greater global city.



© ANIMA STUDIO | JOÃO PAULO ENGELBRECHT

# VISION, LEGACY AND COMMUNICATION

## The Rio 2016 strategic pathway

To realize the Rio 2016 vision of celebration and transformation, the Bid Committee, working closely with all three levels of Government and the Rio 2016 Business Council, has identified five key strategies:

- **Engaging young people**  
Brazil is one of the world's youngest countries, with 65 million young people aged 18 years and under. Rio 2016 will connect them to the Games using innovation and the latest technologies. For example, Rio 2016 will implement a pioneering Full Stadiums program that will bring young people to Live Sites and Games venues via text messages giving tens of thousands the chance to be part of the Games
- **Social transformation through sport**  
With improved sports venues and supporting infrastructure in place before the Games, and lasting community benefits afterwards, Rio 2016 will help transform the city. For example, social gains, including outreach programs for young people and those who previously may have been disconnected or displaced
- **Regional outreach**  
As a proud sporting nation, Brazil acknowledges the value of sport in life. As the largest economy in the region, Brazil also has the means, the opportunity and the commitment to reach out to help others in the region and worldwide. The Brazilian Olympic Committee, supported by the City, State and Federal Governments, is already showing leadership by developing the Olympic Training Center (OTC), which will provide high performance training facilities for Brazilian and international athletes. Scholarships will support the dreams of athletes from South America and the world
- **Global promotion**  
Rio 2016 will place Brazil in the global spotlight, reinforcing its status as a major and growing economy and a unique visitor destination. Rio 2016 will ensure the spotlight is used to communicate the true values of the Olympic and Paralympic Movements in South America and throughout the world. For example, Rio 2016 will introduce Live Sites in 15 global cities, including at least two on every continent. Using a combination of the latest broadcast technology and interactive activities, the sites will offer a new level of live global Games experience
- **Successful delivery**  
Rio's recent event experience and the resulting legacy, both physical and intellectual, will ensure excellent Games delivery. More than USD2 billion was spent on the successful 2007 Pan American and Parapan American Games, providing an important part of the foundations for the Rio 2016 plans. The 2007 Games also saw new heights of united Government, with the City, State and Federal authorities all delivering the levels of commitment and cooperation required. Each of them is ready and willing to provide the even greater support needed for the Olympic and Paralympic Games.

By 2016, Rio and Brazil will also have benefitted from hosting other major events such as the 2011 CISM Military World Games and the 2014 FIFA World Cup. Such events will ensure that substantial infrastructure improvements will be delivered well before 2016 and that Rio's workforce will have extensive major event experience. Rio will be ready.



## 1.3 LONG-TERM PLANNING

### GAMES DELIVERY UNITED WITH LEGACY PLANS

Rio 2016's vision has been informed by and linked to the wider long-term planning strategy of the city and country. Rio has witnessed the benefits enjoyed by other Host Cities and is determined to deliver Games with a lasting legacy.

The Rio 2016 Olympic and Paralympic Games Master Plan will see infrastructure upgrades, including new sport venues and the regeneration of the Port area as well as security and transport improvements. These improvements will deliver a more connected community, creating new opportunities for employment and other benefits.

The Games will also accelerate the implementation, and in some cases the initiation, of major sustainability projects, including those related to environmentally sensitive sites, air quality and waterways.

A Rio 2016 Legacy Committee, a coalition of Government, business, the Brazilian Olympic Committee and community and policy groups, has been established to oversee all legacy projects, from 2009 to 2020 regardless of the outcome of this bid.

An Urban Legacy Committee, led by the City Government, has also been formed to review Games venue locations and to ensure full alignment of the Games Master Plan with the long-term city objectives, optimizing the benefits to all.

If Rio receives the honor of being elected as Host City, both legacy committees will work together with the powerful Olympic Development Authority (ODA, discussed fully in theme 4), ensuring the delivery of sustainable legacy (refer to question 1.4 and Theme 2, question 2.4).

# VISION, LEGACY AND COMMUNICATION

## 1.4 BENEFITS OF BIDDING

### SIGNIFICANT LEGACY ALREADY BEING DELIVERED

Rio is already benefiting from the 2016 bidding process. Several new initiatives have been brought forward and new infrastructure is being delivered. The major regeneration of Rio's historic Port area is being accelerated. An enhanced city-wide high performance transport system is being delivered, providing new links and new opportunities (see below and Theme 15).

The major legacy for sport also being delivered is the development of the Olympic Training Center (OTC). It will bring together a number of existing venues from the 2007 Pan American Games as well as new state-of-the-art facilities to act as a major regional sports hub for South America and the world.

Working with individual athletes and Brazil's national sports federations, the OTC will be used to enhance the preparation of Brazilian and other teams prior to 2012 and 2016. In addition, it will support programs in its neighboring communities to stimulate sports participation and healthy lifestyles, particularly among the disadvantaged and young people.

The bid has also enabled other important initiatives such as:

- The 2009 launch of Brazil's National Anti-Doping Organization as an independent agency
- The adoption by Rio of Federal accessibility legislation, considered to be one of the world's most comprehensive national accessibility laws and a UN reference for limited mobility or special needs requirements.

## 1.5 KEY OLYMPIC LEGACY

### A NEW ERA FOR RIO AND ITS PEOPLE

The legacy framework was developed by representatives of the Rio 2016 Business Council, Government, NGO's and the Brazilian Olympic and Paralympic Committees.

Rio is passionate about transformation through sport and sustainable legacy. There are many examples engineered into the 2016 Olympic Games legacy plan of programs that will improve the city and the entire nation.

The Games legacy plan is based on four key priorities, all fully integrated into Rio's long-term plan:

- Transformation of the city
- Social inclusion: homes, training and jobs
- Youth and education
- Sports (refer to question 1.6).

### Transformation of the city

The Games will help herald a new era for Rio. A wide range of programs, funded by the Government in support of the Games, will provide the foundations for sustainable long-term development. These programs, many of them already under way, include:

- Better air quality through stronger emissions controls for industry and mass transport (refer to Theme 6)
- Enhanced public transport through the development of the High Performance Transport Ring (refer to Theme 15)
- Extensively improved security, including new skills and systems (refer to Theme 13)



- Preservation of the largest urban forest in the world, including the planting of 24 million trees by 2016
- Significant regeneration projects, such as:
  - The transformation of the Port area into a major accommodation, entertainment and tourist district, reconnecting the harbor to the heart of the city
  - New housing, retail and leisure outlets in the Maracanã and Deodoro zones
  - Extensive sport, recreation, transport and other infrastructure developments in Barra
  - The X Park Precinct in Deodoro, the area with the largest percentage of young people, offering a wide range of sport and recreation facilities.

Rio will become a greater global city and an even better place to live, do business and visit.

### Social inclusion: homes, training and jobs

Rio 2016 will also directly benefit the lives of Rio's population, bringing the best Games-time experience and long-term benefits, including:

- Housing: the four legacy villages will provide new apartments (more than 24,000 rooms) around Games locations
- Skills development: 48,000 adults and young people will undergo an extensive Rio 2016-funded program of Professional and Volunteer Training in areas of strategic importance for the Games. This program, integrating Government, training institutions and universities, will help participants find jobs after the Games
- Employment: 50,000 temporary and 15,000 additional permanent jobs will be generated in events, sport management, tourism and venue operations, in addition to a significant number of jobs in construction related industries as a result of the substantial infrastructure investments. Permanent retail and commercial roles will also be created
- Games procurement: Rio 2016 is committed to sourcing Games services and equipment from local communities, where possible. It will support the licensing of environmental and socially responsible products, as was successfully achieved during the 2007 Pan American and Parapan American Games.



## VISION, LEGACY AND COMMUNICATION

### Youth and education

Rio 2016 will build on the Federal Government's commitment to bring the powerful combination of education and sport to all Brazilians. Among the specific initiatives are:

- The increase of *Programa Segundo Tempo* (PST), a United Nations-supported program providing sports at public schools. From 2009 to 2016, PST will grow from 1 to 3 million Brazilian children
- Investment of more than USD400 million between 2009 and 2016 in *Mais Educação*, a Federal program that funds sport infrastructure for public schools. Physical education (PE) teaching methods will be enhanced, strengthening the broader objective to have PE classes in all schools.

In addition, the School and University Games (an IOC-awarded initiative) will be expanded from 2.5 to 5 million young people, stimulating participation in Olympic sports. This program is aligned to the IOC Youth Olympic Games concepts of sport, culture and education.

### Measuring success

Monitoring tools, including the IOC's Olympic Games Impact (OGI) study, will be used to report to the IOC, IPC and local stakeholders.

They will also support the decision making process of Rio 2016 and, in particular, the ODA, which will coordinate the delivery of Games legacy.

## 1.6 LEGACY FOR SPORT

### PROMOTION AND DEVELOPMENT OF SPORT

In addition to the physical legacy of sporting facilities and trained sport volunteers resulting from the Games, the Rio 2016 Legacy Plan includes initiatives to develop sport in Brazil, South America and the rest of the world. Among them are:

- Athlete scholarships  
Up to 11,000 young and talented Brazilian athletes who are not supported through private sponsorship will be offered funding between now and 2018
- Olympic Training Center scholarships  
Coupled with Olympic Solidarity, the OTC will provide scholarships to athletes and coaches from nations across the globe. These scholarships will build on Brazil's current international programs and be consistent with IOC support programs
- Increased Federal investment in sport  
An increase of more than USD210 million will help prepare Brazil's Olympic and Paralympic teams
- Legacy training facilities  
Built in preparation for the Games, Rio 2016 will leave a legacy of 14 pre-Games training sites outside Rio and 29 within Rio, located in local communities and next to public schools
- National technical officials training  
Discussions with National Federations whose sports are less developed in Brazil have led to a plan for training and participation courses both in Rio and throughout South America. The courses will increase technical proficiency, leaving a legacy of trained and experienced South American officials.

In addition, the State-run *Rio Olímpico* program will consolidate a number of existing initiatives to enable increased investment in new sport infrastructure and programs. The funding will also be used to promote sport participation and community access to Games venues, helping thousands live their passion through sport.

Rio 2016 will benefit from increased private sector investment through existing fiscal incentive programs. It is anticipated funding will grow from USD80 million to at least USD200 million by 2016 to support a variety of sport infrastructure and program developments.



# VISION, LEGACY AND COMMUNICATION

## 1.7 CONTRIBUTION TO THE OLYMPIC MOVEMENT

### A POWERFUL BRAND AND SPORTING PARTNERSHIP

Rio 2016's Games plan proposes a range of brand enhancing initiatives to be developed in partnership with the IOC and IPC, including:

- Sport presentation  
Rio 2016 will develop high impact sport entertainment concepts, preserving the tradition of each sport while harnessing the incredible energy of Brazilian spectators
- Global youth outreach  
Rio 2016 will fund and promote the Olympics Live program in Rio, throughout Brazil and globally. The sites will feature traditional media coupled with new technologies to connect the youth of the world in a new and exciting way
- Full stadiums program  
To guarantee the full impact and theater of the Games, Rio 2016 will fill every seat for every event through pioneering ticketing policies, in cooperation with the IOC and IPC (refer to Theme 8, question 8.6).

Rio 2016 will be a committed, receptive and effective partner, passionate about delivering excellent Games. This commitment will be complemented by Rio's beauty and Brazil's national spirit of celebration. Rio 2016 will bring new elements and new markets to the Olympic and Paralympic brands, amplifying their impact across the globe.

## 1.8 COMMUNICATIONS PROGRAMS

### INSPIRING SUPPORT AND DRIVING CHANGE

Rio is Brazil's city of celebration and youth. Its character and spirit already appeal to 65 million young people in Brazil and 180 million aged under 18 in South America. Therefore, Rio 2016 will be ideally placed to appeal to the youth of the world, and further deliver global inspiration to young people.

At the center of the domestic and international communications programs will be a brand narrative that will capture the uniqueness of Brazil, the passion of its people and their belief in the Games as a positive force to help drive social change.

There will also be an emphasis on learning from previous and existing organizing committees and the IOC and IPC, and working in partnership with NOCs, NPCs, IFs, TOP and domestic partners and broadcasters.

The program will include:

- A proactive communications program using the milestones of the entire Olympiad to build and drive global interest
- Engaging with the diverse, youthful communities of Brazil through outreach programs, including ambassador, educational and sport programs
- An online strategy, embracing new communications channels whenever possible, to reach as many young people as possible.

## 1.9 PROMOTING OLYMPIC VALUES

### REACHING THE YOUTH OF THE WORLD

Central to the Rio 2016 strategy will be a focus on reaching the youth of the entire world. Rio 2016 will seek to connect them

with, and encourage them in, the Olympic and Paralympic values before, during and after the Games.

The Games will bring those values directly to millions of school children in Brazil and promote them throughout South America. International initiatives will then link Rio 2016 to the rest of the world.

Specific proposals include:

- Developing initiatives with TOP and local partners and media in Brazil's significant and growing marketplace
- Youth programs developed in conjunction with the IOC, IPC and all Games stakeholders in support of long-term strategies
- Building on 2012 London Olympic Games 'International Inspiration' scheme to promote the global power of sport
- Creating inspiring educational materials that can be deployed in diverse communities around the world
- Using the Olympics Live network to forge new connections (refer to question 1.2).

## 1.10 COMMUNICATIONS OPPORTUNITIES

### AN EXCITING PLATFORM FOR THE OLYMPIC AND PARALYMPIC MOVEMENTS

With the unique honor of hosting the Games comes the responsibility to protect and promote the vision of the Olympic and Paralympic Movements. Rio 2016, with the full support of all levels of Government and the Brazilian Olympic and Paralympic Committees, will work with all members of the Games Family, including TOP and local partners and broadcasters, to maximize every opportunity.

The main communication challenges will be maintaining interest and momentum to Games time, and promoting preparations to deliver world-class Games. Rio 2016's communications strategy will have both a national and international dimension, including the following approaches:

- Proactively communicating the benefits of hosting the Games by organizing regular city, state and national briefings
- Working closely with sponsor, broadcast and media partners to communicate benefits across the country and beyond
- Leveraging the key communications milestones during the years before the Games to show their benefits
- Developing strong partnerships with community groups in recognition of the significant impact the Games will have.

Existing relationships with NGOs will be further developed and Rio will also engage with pressure groups – important voices of public opinion. The Rio 2016 strategy will be developed around a commitment to open and constructive dialogue, to work with every group, so all views can be considered.

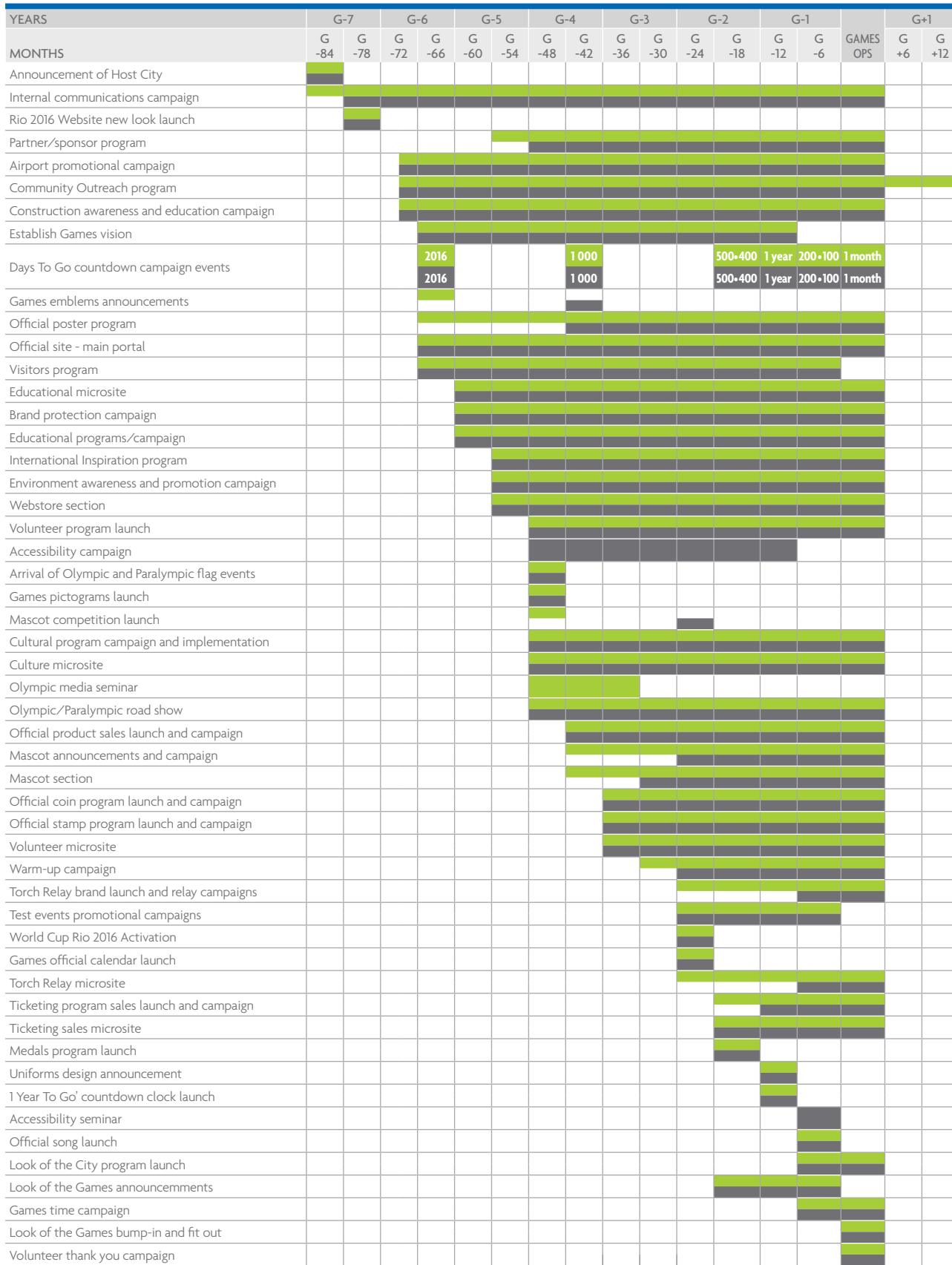
## 1.11 COMMUNICATION PLAN

### WORLDWIDE PROMOTION

Rio 2016 will undertake an extensive domestic and international communication plan during the seven years of preparation from becoming Host City to staging the 2016 Olympic and Paralympic Games. A timeline is provided overleaf.

# VISION, LEGACY AND COMMUNICATION

## COMMUNICATION TIMELINE







# 2

## **OVERALL CONCEPT**

- *Technical excellence and a unique spirit of celebration with all sports in Rio*
- *Olympic Village, Rio Olympic Park, IBC/MPC and Media Village co-located*
- *Sport, culture, education, torch and city activities united*
- *Guaranteed, measurable social and sporting legacies*
- *A platform to reach more than 180 million young people in South America*

# OVERALL CONCEPT OF THE OLYMPIC GAMES

## INTRODUCTION

Rio 2016 will stage Olympic and Paralympic Games full of spirit and celebration. The city's natural beauty, diversity and energy will provide a unique stage for the Games. Venues will be full and celebrations will flow into the streets, with spectacular sports, ceremonies, cultural, Torch Relay and city activities in stunning locations. The excitement will be contagious not only for *Cariocas*, Rio's enthusiastic and welcoming locals, but also for the global audience engaged through the media or the international network of Live Sites.

The Rio 2016 Olympic Games concept is based on four clear principles: technical excellence, experience of a lifetime, transformation and supporting the Olympic and Paralympic Movements.

Rio will deliver Games of the highest technical standard, building on the experience of the successful 2007 Pan American and Parapan American Games.

A memorable Games experience, enhanced by client engagement, full stadiums and unique sport presentation, will be delivered to all participants, whether athletes, spectators, Games Family or local communities.

Rio 2016 will be a powerful catalyst for progress in sport and society for individuals and communities within Brazil and throughout the world.

Rio 2016 will inspire a new audience through youth outreach programs engaging the 65 million young people in Brazil and leveraging this to reach out to the global youth audience, including 180 million young people in South America.

Brazil will be an active and collaborative partner to support the IOC and IPC in promoting the Olympic and Paralympic values worldwide.

## 2.1 DATES

### IDEAL TIMING FOR A UNIQUE CELEBRATION OF SPORT

The dates proposed for the Rio 2016 Olympic Games are Friday, 5 August 2016 (Opening Ceremony) to Sunday, 21 August 2016 (Closing Ceremony). Competition will be staged over 16 days, with the exception of some Football preliminary matches, which will take place just before the Opening Ceremony.

These dates are proposed so that:

- Athletes have optimum conditions with average midday temperatures of 25.4°C and humidity levels of approximately 61%
- Every Games client enjoys pleasant tropical winter temperatures
- No other major conflicting events will occur in Rio or Brazil
- The dates fall within the IOC's prescribed dates and align with the international sports calendar.

The three levels of Government - Federal, State and City - are committed to ensuring the primacy of the Games and will adopt measures to do so. Notably, school and university holidays will take place during the period of the Games. This will enable a reduction in base public transport demand and road use, increase availability of sports facilities for training venues and provide greater opportunities for community involvement in the Games celebration, whether as a participant, spectator or volunteer.

## 2.2 THE RIO GAMES CONCEPT

### CELEBRATION, INSPIRATION AND EXCELLENCE

The Rio 2016 Olympic Games concept is underpinned by four key principles. These principles are:

#### FOUR KEY PRINCIPLES OF THE RIO 2016 GAMES CONCEPT

|                                                        |
|--------------------------------------------------------|
| <b>Technical excellence</b>                            |
| Master Plan and Games venues                           |
| Olympic and Paralympic Village                         |
| Accommodation                                          |
| Transport                                              |
| Security                                               |
| Financial certainty                                    |
| <b>Experience of a lifetime</b>                        |
| Client partnerships                                    |
| Full stadiums                                          |
| Sport presentation                                     |
| <b>Transformation</b>                                  |
| Port regeneration                                      |
| Social inclusion - Games embedded in society           |
| Sustainability                                         |
| <b>Supporting the Olympic and Paralympic Movements</b> |
| Youth outreach and Live Sites                          |
| Sport development in South America and beyond          |
| Olympic and Paralympic brand impact                    |

The specific concept for the Paralympic Games is articulated in Theme 10 Paralympic Games.

### Technical excellence

Rio 2016 will stage excellent Games with a commitment to delivering best practice operations and a great Games experience for all clients.

- Master Plan and Games venues  
The Rio 2016 Master Plan comprises four venue zones with every sport staged in Rio. Each venue is connected by a High Performance Transport Ring and dedicated Olympic Lanes, minimizing travel times. The venues include world-class existing facilities: those built for the 2007 Pan American Games, historic venues such as the famous Maracanã Stadium and iconic landmarks like Copacabana Beach. As a result of investment for the 2007 Pan American Games, the 2011 CISM World Military Games, the 2014 FIFA World Cup and the use of temporary venues, only 26% of competition venues are to be constructed. Rio's venues will offer a stunning stage for the world's greatest athletes
- Olympic and Paralympic Village  
The Village will feature more than 17,700 beds (without use of any common spaces for bedrooms) within walking distance

## OVERALL CONCEPT OF THE OLYMPIC GAMES



© 360° | LUIZ CLAUDIO LACERDA

of the venues for 14 Olympic and 13 Paralympic sports in Rio Olympic Park and Riocentro Precincts. Meeting IOC and IPC requirements, it will feature an Olympic Village Training Center with facilities for 11 Olympic and 8 Paralympic sports within walking distance of the Residential Zone. Within a secure perimeter will be access to the private Olympic Beach providing a relaxation zone exclusively for Village residents with concerts and entertainment, including a live site. The Village also incorporates *Rua Carioca*, a boulevard featuring restaurants, cafés and other attractions typical of Rio's famous beachfront neighborhoods. The Village will be fully accessible for both Games, with only minor adaptations required in the transition phase between Games. Post Games, the Village will provide housing for more than 2,400 families in the fast growing Barra district

- **Accommodation**  
Rio's plan demonstrates a viable accommodation solution that balances the specific requirements of Games clients with the long-term infrastructure needs of the city. The concept involves a flexible combination of locations and room types in 2-5 star hotels, well-located Villages and cruise ships
- **Transport**  
The Rio 2016 transport concept involves connecting the city, in particular the four venue zones, through new and improved transport services. Building on existing infrastructure, more than USD5 billion is being invested to form a High Performance Transport Ring, to be completed by 2015, with a dedicated Olympic Lane network at Games time, enabling significantly reduced travel times for all Games clients
- **Security**  
Effective crime management plans implemented prior to and during the Games will benefit Games security. Law enforcement initiatives will be coupled with significant existing community-based crime reduction strategies, such as the National Program for Public Security and Citizenship, a Federal program with a proven track record of reducing crime and USD3.35 billion investment committed through 2012. Such programs delivered the 2007 Pan American Games without incident. While Brazil is not a high risk target, the competent authorities recognize the heightened requirement for world's best practice anti-

terrorism capability owing to the attendant risk of conducting a major event the scale of the Games

- **Financial certainty**  
In the current economic climate, Brazil is well positioned as a result of its long-term growth, supported by proven economic policies. Currently the world's tenth-largest economy, Brazil is predicted by the World Bank to become the fifth largest by 2016. Underlying indicators remain sound and the low levels of public and private debt provide a solid economic foundation to support Games delivery. The three levels of Government have provided financial guarantees for the Games, covering any potential economic shortfall of Rio 2016. In addition, a direct contribution of USD692 million has been committed, removing any material financial risk from the Rio 2016 budget. Games funding at the Federal level for infrastructure and related investments will be drawn down from the existing USD240 billion Plan for Growth Acceleration, a key Federal Government initiative involving a guaranteed fund for infrastructure investment.

### Experience of a lifetime

Rio is committed to staging Games that inspire athletes to new peaks of performance and provide them, and all those who participate, with the greatest memories of their lives.

- **Client partnerships**  
Rio 2016 is committed to collaborative partnerships with the IOC, IPC, IFs, NOCs, NPCs, broadcasters, marketing partners, press and all other key Games stakeholders, and will develop structured processes for ensuring clear and regular communication from the outset
- **Full stadiums**  
Full stadiums at every Olympic event will deliver an unprecedented level of excitement. Within the IOC and IPC policies, Rio will implement a range of innovations which, for the first time, will more fully match supply and demand. Concepts include an extensive network of selling points, affordable ticket prices, a no-packaging policy, a returns and refunds solution and a stadium re-filling strategy

## OVERALL CONCEPT OF THE OLYMPIC GAMES

- **Sport Presentation**  
Rio 2016 will invest more than USD15 million over four years, in collaboration with the IOC/IPC and IFs, to enhance and deliver new dimensions to the presentation of every sport, while respecting the dignity and credibility of the Games. This far-reaching program will evolve through strategic investments in agreed IF events during the four years prior to the Games.

### Transformation

Rio 2016 will be a powerful catalyst for progress in sport and in society more broadly, positively impacting individuals and communities within Brazil.

- **Port regeneration**  
The long-planned project to regenerate the historic Port area has been accelerated by the bid, providing improved amenities and facilities for cruise ships and a new focus for tourism. The site, featuring historic buildings and piers, will become a new and vibrant attraction in central Rio. There will be major restoration and significant improvements to housing, transport and public amenity, all of which will activate and reconnect the rejuvenated Port to the city center
- **Social inclusion - Games embedded in society**  
Rio 2016 will embed the Games in society through programs for job generation, education, community outreach, volunteerism, training and up-skilling initiatives
- **Sustainability**  
The 2016 Games will accelerate several important environmental projects bringing direct benefits to local communities including regeneration of urban areas, air quality improvement and reduced consumption of non-renewable natural resources.

### Supporting the Olympic and Paralympic Movements

Rio will promote Olympic and Paralympic sports to new audiences.

- **Youth outreach and Live Sites**  
Rio 2016 will adopt an interactive approach to youth outreach with strong use of innovative technology, working with a renowned NGO that uses technology and education to fight poverty, strengthen communities and empower impoverished youth and adults. The Olympics Live initiative will fund 15 global live sites, bringing a genuine sense of connectedness, specifically targeting youth audiences and creating a direct bridge to the Games experience. Local youth outreach programs will be similarly interactive and will link directly to and support the IOC's youth strategy

- **Sport development in South America and beyond**  
The Rio 2016 Olympic Games will involve projects to benefit young people and the community in general. The Olympic Training Center (OTC) programs and facilities will leave a legacy for sport in South America, supporting and servicing the athletes and training programs of Olympic and Paralympic sports, and enabling the development of new talent. The OTC will fund scholarships, in collaboration with IOC Solidarity, to athletes and coaches outside Brazil currently unable to access high quality support and training programs
- **Olympic and Paralympic brand impact**  
Rio will bring a unique spirit of celebration to the Olympic and Paralympic Movements. Leveraging its cultural diversity and richness, Rio will build a city-wide entertainment program celebrating the Games against the backdrop of the physical beauty of the city. Rio will work with the IOC and IPC to build support for the Olympic and Paralympic brands. As a key regional influencer, Brazil will promote the Olympic and Paralympic values across South America and activate the brands in this region as never before, opening new markets. The youth of Rio, Brazil and South America await the opportunity to host the world's greatest sporting event in 2016, and will engage the youth of the world through celebration, inclusion and universality.

## 2.3 INTEGRATED PRODUCT

### CLIENT EXPERIENCE DRIVES INTEGRATED PRODUCT

Driven by the Rio concept for a complete and comprehensive client experience, the five key components of the Games product - sport, Torch Relay, city activities, culture and ceremonies - will be integrated for the Rio 2016 Olympic Games.

The spectator experience will extend beyond competition events and will include a "total day out" with active participation opportunities in city celebrations. Torch Relay, city activities, culture and ceremonies are all essential elements of this celebration opportunity and these products will be integrated within the experience.

Rio 2016 will present a full package to marketing partners, covering sponsorship and activation opportunities across all Games assets. Marketing partners will have the opportunity to plan comprehensively their sponsorship choices from the outset, the experience of their hospitality guests, their activation programs and subsequently their budgets.

### CLIENT PARTNERSHIPS

|                    |                                                                                                                                                                                                                   |
|--------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Athletes           | With the agreement of the IOC and IPC, Rio 2016 will seek to host the annual meeting of the Athletes Commission/Council in Rio                                                                                    |
| NOCs/NPCs          | Rio 2016 will engage with NOCs/NPCs during specially convened Village Working Groups, also discussing other issues relevant to NOCs/NPCs                                                                          |
| IFs                | IFs will have the opportunity for active engagement with Rio 2016 through the workshops designed to create high impact Sport Presentation                                                                         |
| Press              | To address the fast pace of change for the Press, Rio 2016 will commence twice-yearly meetings from 2010 onwards                                                                                                  |
| Broadcasters       | Recognizing the importance of broadcasters, Rio 2016 will commence engagement with them during London 2012, through the World Broadcaster Meetings and any other forums proposed by Olympic Broadcasting Services |
| IOC members        | In addition to IOC Session updates, Rio 2016 will identify opportunities to keep members informed through electronic communications to complement and support IOC initiatives                                     |
| Marketing partners | In conjunction with the IOC marketing team, an intensive planning process will be undertaken with sponsors to define and develop opportunities for sponsor showcasing and hospitality                             |



## OVERALL CONCEPT OF THE OLYMPIC GAMES



For the entire Games Family, information will be provided through dedicated channels tailored for their interests, providing the opportunity to select any Games-time activity including Live Sites, cultural events, exhibitions, sponsor showcasing and, fundamentally, sport. Special client management teams will attend to the “corporate” requirements of IFs, NOC, NPCs in the same manner as commercial partners are supported. Government will be actively engaged in the integration process, primarily through the Olympic Development Authority (ODA) which connects the three levels of Government and Rio 2016 with other key stakeholders – all of whom will have responsibility for planning and delivering across all elements of client experiences.

Rio 2016 recognizes that the client experience drives operational planning and design. Therefore if selected, Rio 2016 will immediately initiate planning and engagement processes to ensure the vision for each client’s end-to-end experience is articulated collaboratively, from pre-Games to post-Games and particularly at Games time. Rio 2016 will establish client working groups with client representatives and the IOC/IPC as part of these processes.

### 2.4 INFRASTRUCTURE LOCATION

#### ADDRESSING THE NEEDS OF THE CITY AND THE GAMES

Rio 2016, working closely with all three levels of Government, has devised a concept that will be both a blueprint for great Games and the long-term legacy for Rio, featuring every sport inside the city. The city has several existing world-class venues which form the core of the Master Plan and will build complementary venues that meet technical requirements.

An Urban Legacy Committee led by the City Government was established to review venue locations. The Committee ensured the full alignment of the Games plan with long-term city objectives, optimizing the urban and social legacy opportunities. As a result, each of the four City’s planning zones will benefit from Games-related projects that fit with the long-term needs of the local communities and the city as a whole, specifically:

#### **Barra da Tijuca: expansion/connectivity**

Barra da Tijuca is the naturally expanding area of Rio, the chosen location for the majority of families and first home owners. Commercial and business activity is also increasing as a consequence. The City priorities of transport connectivity, additional private and social housing and environmental remediation and protection will be significantly enhanced through the Rio 2016 plan.

#### **Deodoro: youth**

The Deodoro region has the highest demographic of youth within the greater metropolitan region. Until recently this area lacked the infrastructure and facilities to support the needs of the population. The development of facilities for the 2007 Pan American Games has encouraged the less privileged youth of this region to actively participate in sport. The addition of specifically targeted facilities, most notably the X Park Precinct, will provide strong social and sport development legacy and opportunities.

#### **Maracanã: restoration/urban renewal**

The historic Maracanã Zone contains some of the most famous Rio icons, including the Maracanã Stadium and Sambódromo. The Port of Rio is also located in this zone. The Rio 2016 plan focuses on urban interventions around the key Games facilities, including a major redevelopment of the Port area. The 2016 plan is seen by the three levels of Government as an ideal opportunity to focus a combined effort on the ongoing long-term revitalization initiative of the entire zone.

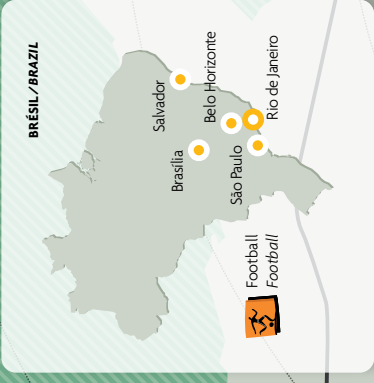
#### **Copacabana: environment**

Copacabana is the most recognizable zone with its beaches, mountains and famous landmarks. It is a densely populated area with minimal expansion opportunities. Rio 2016 plans will provide an impetus for existing initiatives regarding the remediation and protection of waterways and other unique environmental assets of this zone.

### 2.5 VISUAL OVERVIEW

#### CONNECTED GAMES MASTER PLAN

The Rio 2016 Master Plan is shown on the following page.



- OV** Village Olympique / Olympic Village
  - MV** Village des Médias de Barra / Barra Media Village
  - IBC/MPC** Centre International de Radiodiffusion et Télévision / Centre Principal de Presse et International Broadcast Center / Main Press Center
  - Aéroport** / Airport
  - Port** / Port
  - (A-J)** Hôtels de la Famille Olympique / Games Family Hotels
  - ★** Live Sites
  - Station de Transfert Intermodale / Intermodal Transfer Station
  - Autoroutes / Motorways
  - Principales artères urbaines / Major urban arterials
  - Réseau ferroviaire de banlieue / Suburban rail
  - ⋯** Métro / Subway
  - Bus Rapid Transit (BRT) / Bus Rapid Transit (BRT)
  - Réseau de Voie olympique / Olympic Lane Network
  - 1** Noyau de Barra / Barra Cluster
  - 2** Lagoa Rodrigo de Freitas / Lagoa Rodrigo de Freitas
  - 3** Noyau de la Plage de Copacabana / Copacabana Beach Cluster
  - 4** Noyau du Parc de Flamengo / Flamengo Park Cluster
  - 5** Noyau de Maracanã / Maracanã Cluster
  - 6** Stade João Havelange / João Havelange Stadium
  - 7** Noyau de Deodoro / Deodoro Cluster
- Voir la légende pour Carte A sur la quatrième page de couverture de ce volume pour une liste complète des sites de compétition.  
Please refer to the legend to Map A on the back cover of this volume for a complete list of competition venues.



## OVERALL CONCEPT OF THE OLYMPIC GAMES

### 2.6 CULTURE

#### RIO PASSION FOR LIFE

Celebrations, parties and recreation are a major part of life in Rio, Brazil's cultural capital. The city's natural beauty and climate provide an idyllic setting for sports and other outdoor activities. Street bars and cafes, community squares and the beachfronts epitomize the Rio way of life – intense and passionate with diverse rhythms, tastes and flavors. Historic forts are juxtaposed with the smooth lines of Niemeyer's modern architecture, all bounded by lush forests, golden coastlines and blue skies.

Brazil has many popular events, including those celebrating nature, religion, history and immigrant cultures. This passion for living will be shared with the Games Family in the four years prior to and during the 2016 Olympic Games. Outside Brazil, the Games will be promoted through Brazilian exhibitions and events organized by the Ministries of Culture and Tourism.

Prior to the Games, Rio will be the central focus of a nationwide series of cultural events. The city will host popular culture shows from the whole country, as well as activities to showcase the results of environmental education and awareness-raising programs. Nature will be both the inspiration and backdrop, with an atmosphere of peace and fraternity that has always characterized major open-air events in Rio.

At Games time, festivals promoting cultural diversity will take place across the city involving *Cariocas*, Brazilians and international groups. While planning for the Cultural Program is in its infancy, the *One Heart Only Festival* will be a cornerstone of the program, featuring one country from each continent in musical shows, to be transmitted using diverse digital media in real time.

### 2.7 EDUCATION

#### PROMOTING OLYMPIC VALUES

Rio 2016's promotion of sport and the Olympic and Paralympic values will benefit millions of children and young people in Rio. In addition to the initiatives explained in Theme 1, question 1.5, the Rio 2016 education program will provide a model for public policies to promote sport throughout Brazil. All Rio 2016 initiatives will be available at no cost, for repurposing and local implementation by all NOCs and NPCs and their governments.

An educational program covering a range of sports-related themes will be available to schools to promote sport and healthy lifestyles, tailored to different age groups and target audiences. Funding will be increased in technical training of sports professionals, with academic and scientific courses, seminars, conferences and other events, sharing best practice and technologies. Among the specific projects planned for implementation prior to the Games are:

- **Share Your Passion Project**  
Schools throughout the country will be invited to take part in a competition based on sport, culture and the environment, with awards to projects involving video, literature, music, the visual arts and performing arts
- **Young Ambassadors Competition**  
Beginning in March 2015 this competition will encourage Rio students to study Olympic and Paralympic values and sports as well as the culture of the countries participating in the Games. The winning schools will visit athletes in the Olympic and Paralympic Village and attend events involving the sports and countries studied
- **Rio 2016 Youth Communications Agency Project**  
This initiative will involve young people acting as journalists,



producing content on sport, culture and the environment, with connectivity between real and virtual experiences. The program will stimulate an investigative and critical attitude leading young people to make discoveries about sports science, quality of life, healthy diet, damage caused by doping and the health benefits of exercise, among other subjects. The Games Family will be connected through an interactive portal on the internet to see the ideas, creativity and desires of young people throughout the world

- **Sports Conferences for Youth**  
Following the guidelines of the World Youth Forum, two Sports Conferences for Youth will be held with young people from the countries participating in the Games
- **Passion for the City**  
More than 200 young low-income cultural mediators will be trained in foreign languages, Olympism and Brazilian culture, with an emphasis on the City of Rio. The project will feature musical and performing arts shows about Rio's five centuries of history, held in historical areas of the city. These young people will act as tourist guides for the delegations to the Games.

Other initiatives will also be developed in collaboration with Government and non-governmental organizations and Games commercial partners.

#### Olympic and Paralympic Youth Camps

Rio 2016 confirms that it will conduct Olympic and Paralympic Youth Camps which will be developed in conjunction with the IOC and IPC to most appropriately support their respective youth engagement and outreach strategies. The camps will serve the NOCs and NPCs who have lead responsibility to select and prepare camp participants. Rio 2016 will welcome any IOC strategy to link to the Youth Olympic Games. Rio will work collaboratively to ensure that the camps have real relevance and are designed to meet the multiple objectives of all stakeholders. Accommodation for 470 participants has been initially secured with the option of expansion as required.

### 2.8 CEREMONIES

#### A PASSION FOR CELEBRATION

The Olympic and Paralympic Games Opening and Closing Ceremonies will be staged at Maracanã Stadium, Brazil's most iconic and celebrated venue, a venue steeped in sporting history.

With capacity for 90,000 spectators, Maracanã offers a

## OVERALL CONCEPT OF THE OLYMPIC GAMES

spectacular setting. Recent renovations and planned upgrades to the stadium for the 2014 FIFA World Cup will ensure state of the art technologies and unlimited creative freedom can be exercised in the production.

The Ceremonies concepts will be characterized by:

- A uniquely Brazilian flavor - vibrant, colorful and exciting
- Genuine reflection of the diversity and universality of the Games
- Maximum use of the city's spectacular backdrop locations for stunning imagery.

Not only will the distinctly Brazilian culture be on display, the time honored protocols of the Olympic and Paralympic Movements will be strictly observed. The Opening Ceremony will feature the culmination of the Torch Relay, with a spectacular lighting of the cauldron planned, visible by spectators and the people of Rio alike.

Rio's experience of delivering the internationally acclaimed award-winning Opening Ceremony for the 2007 Pan American Games has provided a solid foundation to bring Brazil's culture and passion to life in a globally attractive way which highlights the Olympic and Paralympic Movements.

Led by a Rio 2016 Creative Director, Ceremonies planning and artistic direction will be advised by a Culture and Ceremonies Thematic Committee comprising prominent community representatives from the arts and culture industries, as well as representatives from all levels of Government.

### 2.9 CITY ACTIVITIES

#### IGNITING THE CITY AND ENGAGING ALL STAKEHOLDERS

The atmosphere of the Games will be enriched by Brazil's warm hospitality, sense of celebration and love of sport. The desire of Rio's people to share happiness and tell stories through image, color and sound is renowned throughout the world and will be one of the signatures of the Games in Rio. International guests will be welcomed, becoming *Cariocas* for life as the celebration of the Games will be with them forever.

An excellent example of Rio's city activation capability is the world famous *Carnaval* known not only for its excellent event organization but also for the explosion of joy and energy that fills the city streets each year. Leveraging this experience, Rio 2016 will create a city-wide celebration in close cooperation with the City and State Governments. The essential ingredients will include:

- Substantial Games look and overlay
- Games Live Sites across the city with feature sites on iconic beaches
- Leveraging the ticketing programs to induce a Games festival in and around Live Sites
- Urban design enhancements through lighting and activation of iconic spaces
- Mass communications supported by local delivery through a comprehensive network of information sources
- Community activation and engagement
- Games cultural and supporting activities programs
- Focused and intensive Games media plans leveraging local and neighboring media outlets to inform, excite and engage.

The Olympic Development Authority, responsible for connecting the three levels of Government and Rio 2016 with other key stakeholders, will play a major role in planning and delivering all elements of client experiences in the city.



### 2.10 SPORT ACTIVITIES

#### AN OPPORTUNITY FOR THE ENTIRE COMMUNITY TO EMBRACE SPORT

Lifestyle in Rio is punctuated by many sports and healthy lifestyle promotions that will be greatly enhanced through the Rio 2016 partnership with the City Government. The sport promotion programs described in Theme 1 are an important and broad base for the promotion of sport.

Brazil's annual celebration of Olympic Week, staged since 1998, will be expanded for broader participation. From 2012 onwards the City of Rio will have interlinked events, sports clinics, exhibition games and popular competitions. Across Brazil, activities, events and competitions will spread to every city, involving a wide cross-section of Brazilian sports organizations and participants.

The finals of the Student and University Games will take place in Rio in 2016, bringing together youth and promoting sport throughout the city.

The Passion in Movement festival will showcase street sports (skateboarding, street basketball, rappelling, *parkour* and *capoeira*), embracing the truly urban sports movement practiced by young people around the world.

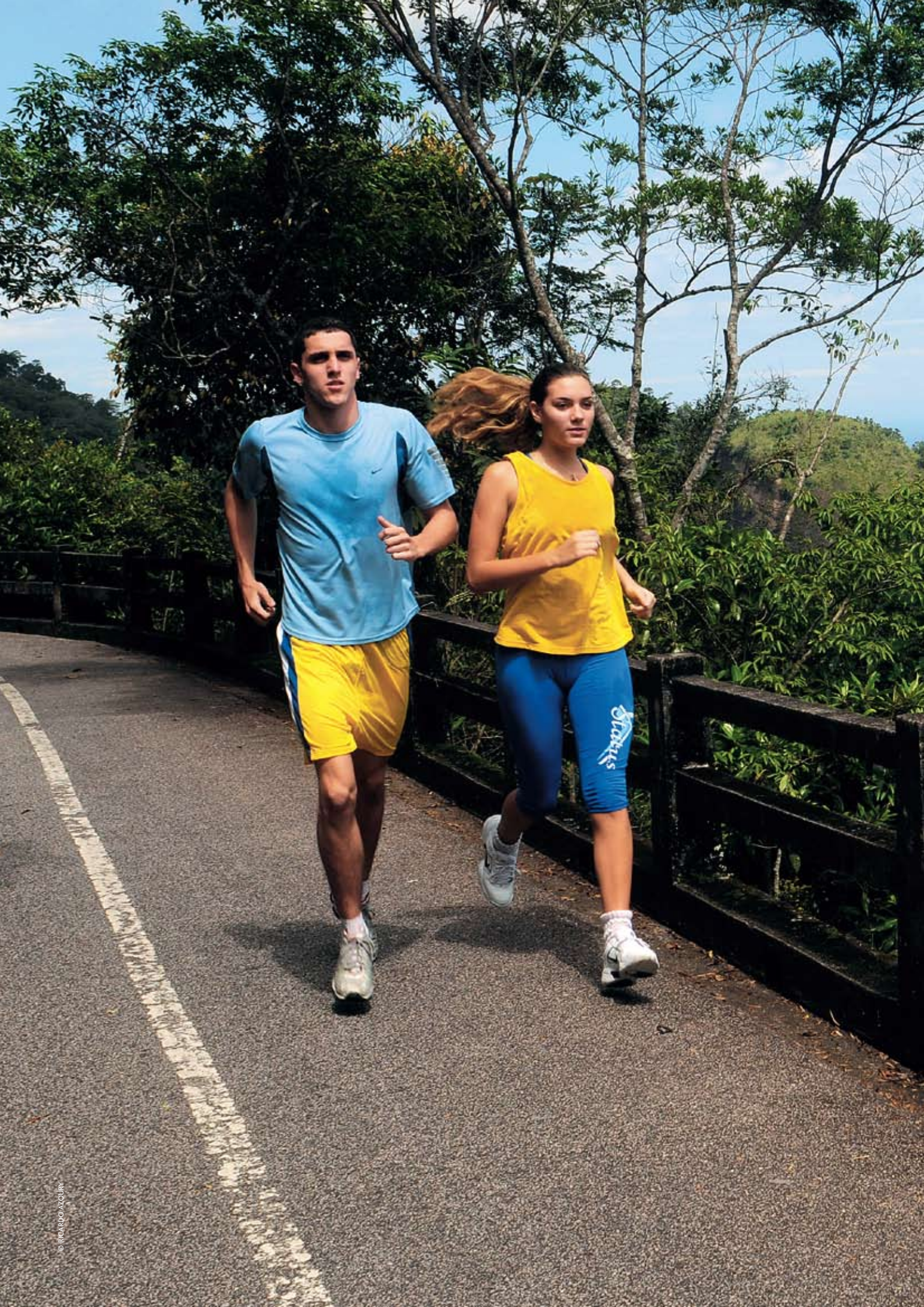
### 2.11 BUDGETS

#### FULLY FUNDED PLANS FOR RELATED CELEBRATIONS

Rio 2016 will deliver the culture, education, ceremonies and city activities via a combination of funding from the Rio 2016 and non-OCOG budgets, as shown in the following table. Detailed financial projections are provided in the responses to Theme 7.

| BUDGETS (IN USD MILLIONS)             |                          |                  |
|---------------------------------------|--------------------------|------------------|
|                                       | Rio 2016 funding sources | Non-OCOG funding |
| Cultural programs and city activities | 20.0                     | -                |
| Education programs                    | -                        | 22.6             |
| Ceremonies programs                   | 82.0                     | -                |
| Torch Relay                           | 20.0                     | -                |
| Live Sites                            | -                        | 71.8             |
| Other programs and special events     | 3.0                      | -                |
| Additional projects <sup>1</sup>      |                          | 7.5              |

<sup>1</sup> Paralympic Institute of Sport





### **POLITICAL AND ECONOMIC CLIMATE AND STRUCTURE**

- *Full Government and political support*
- *Integrated bid and organizing committee structure*
- *Clear structures and responsibilities*
- *Strong economy and improving living standards*
- *Positive and growing community support*

## POLITICAL AND ECONOMIC CLIMATE AND STRUCTURE

### INTRODUCTION

Brazil is Latin America's largest market, the world's fifth most populous country and the world's tenth largest economy with a GNP of USD1.3 trillion. World Bank projections show Brazil becoming the world's fifth largest economy by 2016.

The Brazilian economy has been stable for more than 20 years and has achieved sustainable growth, with forward projections of inflation under 4% in the medium term and a sound fiscal surplus. With a dynamic and entrepreneurial private sector, world class Brazilian companies in industrial, mining, agricultural and technology sectors contribute to the country's strong foreign trade surplus. Brazil has consistently attracted substantial foreign investment, reaching USD33.7 billion in 2007.

Brazil is well positioned to manage impacts of the current global economic uncertainty and to take full advantage of future growth opportunities.

The three levels of Government making up Brazil's Federative system have all committed their policy, delivery and economic capabilities to ensure the success of the Olympic and Paralympic Games in Rio de Janeiro.

### 3.1 GOVERNMENT STRUCTURE

#### STABLE POLITICAL AND ECONOMIC ENVIRONMENT

One of the largest democracies in the world, Brazil is governed by strong, independent and coordinated institutions. Brazilians enjoy civil liberties equal to those in the most liberal countries in the world, protected by the 1988 Federal Constitution. Monetary policies are governed by the Central Bank of Brazil which guarantees the free flow of capital.

#### Political structure

Brazil is a Presidential and Federative Republic composed of 26 States and the Federal District (Brasília). The States are subdivided into Municipalities. The President is elected nationally with a four year term and the possibility of one reelection.

#### Brazilian National Government

The 1988 Federal Constitution guarantees direct elections, free speech, free enterprise and an independent press. It establishes the basis of the bicameral National Congress, while allowing the President to retain specific and considerable power, including formation of Government, definition of its policies and execution of the federal budget approved by Congress.

The National Congress is elected through State representation and consists of an 81 seat Senate, the upper house, comprising three directly elected senators for each of the 26 states and the Federal District. A 513 member directly elected Chamber of Deputies constitutes the lower house, with representation proportional to the population of each State. The National Congress is responsible for passing all national legislation by a simple majority vote of the lower and upper houses. Amendments to the Federal Constitution require a two thirds majority in both houses.

The judicial branch enjoys independence and autonomy. Brazil's highest court is the Federal Supreme Court composed of 11 independent justices, with responsibility to interpret the Constitution. At the national level is the Federal High Court of Appeals and each state has a Court of Justice.



#### State Governments

Brazilian States are semi-autonomous self-governing entities with relative financial independence. The Governor is the leader of the executive branch and is directly elected. The Governor has the authority to form the Government, determines policy and controls execution of the State budget. The Governor is selected by direct election every four years with a limit of two terms. Each State has its own constitution and a State Assembly with representatives directly elected for a period of four years. In the State of Rio de Janeiro, the State Assembly is formed by 70 State Deputies that have the responsibility to legislate at the State level.

#### City (Municipal) Governments

The cities are semi-autonomous entities governed by individual constitutions that conform to the Federal and State constitutions. The executive power of each city is exercised by its Mayor who is selected by direct election every four years with a limit of two terms.

Each city has a Municipal Council formed by directly elected representatives for periods of four years. The Rio de Janeiro Municipal Council is formed by 51 Councilors who have responsibility for passing city level legislation. This Council annually approves the city budget.

#### Games responsibilities and coordination

The President of Brazil, the Governor of the State of Rio and the Mayor of the City of Rio have led their respective Governments to provide fully integrated and mutually supportive undertakings in relation to the Rio 2016 Games.

This coordinated Government approach anticipates the formation of an Olympic Development Authority (ODA, discussed more below and in Theme 4) and additional special purpose Games transport and sustainability divisions which will provide practical operational delivery. At all times this integrated Government solution will respect that Rio 2016, in partnership with the IOC and IPC, will establish Games requirements and lead Games delivery to meet client requirements. The roles of the Brazilian Olympic and Paralympic Committees have been established and will give a powerful voice for sport throughout Games preparations (refer to question 4.3 for legal structure).

## POLITICAL AND ECONOMIC CLIMATE AND STRUCTURE

The overriding preference of the Governments and Rio 2016 is for a fully integrated and, where required, centralized Games management solution. This is described in greater detail in question 3.2.

The following is a high level summary of the responsibilities of Government in supporting major Games functions. In all cases the ODA will coordinate Government service delivery:

- Venues, infrastructure and urban development  
Infrastructure delivery is coordinated by the ODA in all cases, while ownership and funding responsibilities may vary for each project
- Sustainability  
Reporting through the ODA, the Olympic Sustainability Division (OSD) leads and manages all environment and sustainability projects, integrating all authorities involved
- Legacy  
Legacy coordination across all levels of Governments is the responsibility of the ODA and related agencies, with oversight by the Rio 2016 Legacy Council
- Security  
A single integrated security force will be created by combining the relevant security agencies of each level of Government under a single command structure headed by the Federal Government through the National Public Security Secretariat (SENASP), within the Federal Ministry of Justice
- Emergency Response  
Integrated emergency response capability is shared across the City and State Governments including ambulance, medical, fire and counter-disaster response teams, coordinating with SENASP
- Transport  
Reporting through the ODA, an Olympic Traffic and Transport Division (OTTD) will be established under leadership of the State Government, integrated with the City and supported by the Federal Government, to operate and manage Games time traffic and spectator/workforce transport
- Finance  
Each level of Government provides financial support by contributing to specific projects, by underwriting any Games economic shortfall and by providing the direct funding for Rio 2016
- Legal and intellectual property protection  
Led by the Federal Government, intellectual property protection will be supported within each State and City jurisdiction
- Telecommunications and utilities  
Telecommunications and power supply is led by the Federal Government while water, sewage and gas supply is managed by the City and State.

### 3.2 COORDINATION

#### ALL ORGANIZATIONS COMMITTED AND COORDINATED

A relatively low number of public agencies represents all elements of the Games. Coordination across all of Government will be given high priority and the ODA is empowered to ensure this takes place.

In addition to the three levels of Government highlighted above, the City and State Governments hosting Football are integrated within the ODA-led coordination framework and have provided the necessary guarantees. When the final Torch Relay routes are established, other communities will be incorporated under the same global management system.

#### Candidature Preparation – Roles and Responsibilities

##### High level Executive Board

At the highest level of Rio's bid is an Executive Board convened with the full support of the Brazilian President through his representative the Minister of Sport. Other members of the Board include the State Governor, the Mayor of Rio de Janeiro and the Presidents of the Brazilian Olympic and Paralympic Committees. The membership is listed in full in Theme 4, question 4.7.1. The Board meets regularly to provide senior political and sport leadership, ensuring alignment between Rio's development plans and all major Games initiatives.

Under the patronage of Rio 2016, a Government Coordination Committee is convened at least monthly to support the detailed work across all levels of Government and Rio 2016 generally. This Committee consists of the senior Games Secretaries of the three levels of Government, the Brazilian Olympic and Paralympic Committees and Rio 2016 senior leadership.

##### Federal Government coordination

Brazil's President has formed a Federal Government Inter-Ministerial Committee whose Secretariat and coordination is provided under the patronage of the Minister of Sport. The Inter-Ministerial Committee oversees Federal Government Games Candidature responsibilities and is aided by:



## POLITICAL AND ECONOMIC CLIMATE AND STRUCTURE

- A Games Task Force headed by a 2016 Games Ministerial Secretary to coordinate all Federal Government actions at an operational and administrative level
- Detailed plans developed by the respective Ministries acting directly with Rio 2016 and coordinated by the Games Task Force.

### State Government coordination

The Governor leads State-level Games planning through empowerment of the Secretary of Sport to coordinate the Rio 2016 State Games Taskforce which comprises 12 major State Secretariats most involved in Games financing and planning. Rio 2016 liaises directly with the Secretary of Sport and, as required, directly with the Governor and other State Secretariats.

### City Government coordination

Through a Mayoral decree, the City has formed a 2016 Games Task Force empowered to coordinate all City Games financing and planning. This Task Force is led by a senior Secretary, reporting directly to the Mayor.

### Games time roles and responsibilities

For Games time, inter- and intra-Government coordination will be achieved through the creation of a Games delivery and legacy agency, the ODA, endorsed by the three levels of Government.

The overall objective of the ODA is to deliver and coordinate all Government support including the development of Games-related infrastructure and the delivery of Government services for the Games. Operating as a delivery partner for Rio 2016, the ODA will coordinate and integrate the Games planning and delivery efforts of the OTTD, OSD and SENASP and any other Games-related Government agencies.

The ODA will be incorporated as a Government authority empowered by legislation and a formal protocol of cooperation between the three levels of Government (refer to Theme 4). The ODA Chairman is appointed by Government and will be a member of the Olympic Board, the primary coordinating and escalation forum across the major stakeholders in Brazil (refer

to Theme 4, question 4.7). The Chairman of the Federal Inter-Ministerial Committee will be the direct representative of the President and will carry the formal mandate of the President's office. The Chairman of the Federal Inter-Ministerial Committee will also be a member of the Olympic Board.

The State and City of Rio support for the ODA extends to integrating staff and systems, following the ODA operational and infrastructure development leadership and doing all that is necessary to facilitate and support the ODA including, where required, the enactment of additional laws and regulations to enable Games time delivery and legacy fulfillment.

The ODA concept benefits from a detailed analysis of similar organizational arrangements from the 2000 Sydney and 2012 London Games, and adapts the most successful and proven elements to the Brazilian context, extending the ODA application to post-Games legacy delivery.

The ODA mandate continues through to 2020, ensuring the orderly transition of legacy infrastructure and facilities to long-term operators, and of sustainability and related initiatives to the appropriate authorities.

The ODA will also work closely with the cities hosting Football and their surrounding communities.

## 3.3 GOVERNMENT SUPPORT

### EXTENSIVE AND INTEGRATED GOVERNMENT SUPPORT

Rio's Candidature has enjoyed the continuing support of the three levels of Government since its inception, confirmed by the active leadership role by Government in the development of Rio's Games proposition and full endorsement of this Candidature, and provision of 100% of all required guarantees by the relevant level of Government, as well as a wide range of commitments beyond the base requirements.

Following is a brief summary of the key undertakings provided in detail in the Guarantees File:

Refer to Section 3 of the Guarantees File.



## POLITICAL AND ECONOMIC CLIMATE AND STRUCTURE

### GUARANTEES SUMMARY

| SPECIFIC GOVERNMENT UNDERTAKINGS                                                                                                                                                                                        | Federal | State | City |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|-------|------|
| <b>POLITICAL SUPPORT</b>                                                                                                                                                                                                |         |       |      |
| Confirms overall support for Rio's candidature to host the 2016 Olympic and Paralympic Games                                                                                                                            | ✓       | ✓     | ✓    |
| Agrees to create an Olympic Development Authority (ODA)                                                                                                                                                                 | ✓       | ✓     | ✓    |
| Covenants to respect the Host City Contract                                                                                                                                                                             | ✓       | ✓     | ✓    |
| Empowers the Bid Committee to represent Rio de Janeiro                                                                                                                                                                  | ✓       | ✓     | ✓    |
| Guarantees no other important meeting or event will take place during the Games                                                                                                                                         | ✓       | ✓     | ✓    |
| Aligns public school holidays with 2016 Olympic and Paralympic Games dates                                                                                                                                              | ✓       | ✓     | ✓    |
| <b>FINANCIAL COMMITMENTS</b>                                                                                                                                                                                            |         |       |      |
| Commits to provide subsidies as indicated in the 2016 Olympic and Paralympic Games OCOG budget                                                                                                                          | ✓       | ✓     | ✓    |
| Agrees to fund the non-OCOG budgets (capital works and government services)                                                                                                                                             | ✓       | ✓     | ✓    |
| Guarantees to cover any potential OCOG economic shortfall                                                                                                                                                               | ✓       | ✓     | ✓    |
| Confirms provision of Government services at no cost to the OCOG                                                                                                                                                        | ✓       | ✓     | ✓    |
| Supports price cooperation on hotels and related services                                                                                                                                                               | ✓       | ✓     | ✓    |
| Commits to tax exemptions for the OCOG, IOC and other Games Family entities                                                                                                                                             | ✓       | ✓     | ✓    |
| Provides funding via OCOG budget for NOC travel and freight grants                                                                                                                                                      | ✓       | ✓     | ✓    |
| Supports free public transport for accredited persons and ticketed spectators via OCOG budget                                                                                                                           |         | ✓     | ✓    |
| <b>TRANSPORT INFRASTRUCTURE AND OPERATIONS</b>                                                                                                                                                                          |         |       |      |
| Agrees to create an Olympic Traffic and Transport Division (OTTD) to coordinate transport infrastructure projects and Games-time transport operations                                                                   | ✓       | ✓     | ✓    |
| Commits to capacity expansion and renovation of the Rio International Airport                                                                                                                                           | ✓       |       |      |
| Guarantees to fund transport infrastructure projects as outlined                                                                                                                                                        | ✓       | ✓     | ✓    |
| Confirms support of Olympic Lanes and base-load demand reduction initiatives                                                                                                                                            | ✓       | ✓     | ✓    |
| Commits to establish transport and traffic management control center                                                                                                                                                    | ✓       | ✓     | ✓    |
| Provides funding for investment and improvements in fleets and rolling stock                                                                                                                                            | ✓       | ✓     | ✓    |
| <b>VENUE INFRASTRUCTURE</b>                                                                                                                                                                                             |         |       |      |
| Declares Rio 2016 Master Plan is aligned with Brazil's long-term development strategy                                                                                                                                   | ✓       | ✓     | ✓    |
| Commits to fund the development of competition and non-competition venues as outlined including the Olympic Training Center, IBC/MPC and others (see Themes 1,2,9,10,14,17)                                             | ✓       | ✓     | ✓    |
| Guarantees to provide "clean" publicly owned venues, as specified, at no cost to OCOG, as well as the transfer of venues to OCOG control at Games-time and test events, where applicable                                | ✓       | ✓     | ✓    |
| Commits to all land appropriation and development activities relating to the Olympic and Paralympic Village and Legacy Villages                                                                                         |         |       | ✓    |
| Guarantees funding, through Caixa Econômica Federal (CEF), of the Olympic and Paralympic Village and Legacy Villages                                                                                                    | ✓       |       |      |
| <b>ACCOMMODATION</b>                                                                                                                                                                                                    |         |       |      |
| Provides a hotel classification and ratings system sanctioned by the Brazilian Ministry of Tourism                                                                                                                      | ✓       |       |      |
| Commits to substantial renovation of Rio's Port and the surrounding area                                                                                                                                                | ✓       | ✓     | ✓    |
| Supports room availability, rates, minimum stay requirements, reasonable prices and contract requirements established by Rio 2016                                                                                       | ✓       | ✓     | ✓    |
| <b>SECURITY</b>                                                                                                                                                                                                         |         |       |      |
| Commits to delivering a safe and secure Olympic and Paralympic Games                                                                                                                                                    | ✓       | ✓     | ✓    |
| Endorses a single coordinating body to manage all Games-related security operations                                                                                                                                     | ✓       | ✓     | ✓    |
| <b>ENVIRONMENT</b>                                                                                                                                                                                                      |         |       |      |
| Commits to conform to national and international environmental standards in the planning, development, construction and operation of Games infrastructure                                                               | ✓       | ✓     | ✓    |
| Declares all infrastructure planning, development and construction will comply with local, regional and national environmental laws and regulations                                                                     | ✓       | ✓     | ✓    |
| Supports the use of biofuels and other renewable energy sources in public transport                                                                                                                                     |         | ✓     | ✓    |
| <b>MARKETING</b>                                                                                                                                                                                                        |         |       |      |
| Provides protection for Rio 2016 and Olympic/Paralympic marks and symbols                                                                                                                                               | ✓       | ✓     | ✓    |
| Declares support for the JMPA                                                                                                                                                                                           | ✓       | ✓     | ✓    |
| Confirms intent to enact and enforce legislation to reduce and sanction ambush marketing and to control indoor/outdoor advertising space and airspace at/near venues, on public transport systems and at airports       | ✓       | ✓     | ✓    |
| Supports Rio 2016 participation in TOP Program                                                                                                                                                                          | ✓       | ✓     | ✓    |
| <b>ACCESSIBILITY FOR THE OLYMPIC AND PARALYMPIC GAMES</b>                                                                                                                                                               |         |       |      |
| Confirms accessibility will be fully integrated into infrastructure planning and construction and will adhere to national and international accessibility standards                                                     | ✓       | ✓     | ✓    |
| <b>CUSTOMS AND IMMIGRATION</b>                                                                                                                                                                                          |         |       |      |
| Guarantees entry of foreigners in possession of a passport and valid Olympic or Paralympic Identity and Accreditation Card, without the need for a visa                                                                 | ✓       |       |      |
| Commits to an efficient and expedited process to provide work permits to Games temporary workers, free of all taxes and duties                                                                                          | ✓       |       |      |
| Guarantees entry, use and exit of goods and services required for the Games free of all customs, taxes and import duties                                                                                                | ✓       | ✓     | ✓    |
| Confirms entry, use and exit of specialized products including firearms and ammunition, photographic/audio-video equipment, medical equipment, supplies and medications, technology and sports equipment and foodstuffs | ✓       |       |      |
| <b>HEALTH</b>                                                                                                                                                                                                           |         |       |      |
| Declares healthcare infrastructure investments aligned with long-term development plans                                                                                                                                 | ✓       | ✓     | ✓    |
| Guarantees the application of 2016 WADA Code and IOC Anti-Doping Rules                                                                                                                                                  | ✓       |       |      |
| <b>TELECOMMUNICATIONS</b>                                                                                                                                                                                               |         |       |      |
| Guarantees necessary frequencies will be allocated, managed and controlled                                                                                                                                              | ✓       |       |      |
| Confirms no fee charged for reservations and services of allocated frequencies during Games period                                                                                                                      | ✓       |       |      |

## POLITICAL AND ECONOMIC CLIMATE AND STRUCTURE

### 3.4 POLITICAL SUPPORT

#### SUPPORT FROM ALL MAJOR POLITICAL PARTIES

All levels of Government and all major political parties have endorsed and pledged complete support for Rio's bid and the ultimate conduct of the Games in Brazil. This support is reflected across a range of formal and binding decrees, as well as motions carried by the Legislative Houses.

#### 3.4 – POLITICAL PARTIES

| POLITICAL PARTY                            | Support or opposition | Principle reasons | Strength on national and local level |
|--------------------------------------------|-----------------------|-------------------|--------------------------------------|
| Brazilian Democratic Movement Party - PMDB | Support               | See Note 2        | 18.32% (national) 9.80% (city)       |
| Workers' Party - PT                        | Support               | See Note 2        | 15.40% (national) 5.88% (city)       |
| Brazilian Social Democracy Party - PSDB    | Support               | See Note 2        | 11.50% (national) 9.80% (city)       |
| Democrats - DEM                            | Support               | See Note 2        | 10.92% (national) 15.69% (city)      |
| Progressive Party - PP                     | Support               | See Note 2        | 7.99% (national) 5.88% (city)        |
| Republic Party - PR                        | Support               | See Note 2        | 7.99% (national) 3.92% (city)        |
| Brazilian Socialist Party - PSB            | Support               | See Note 2        | 5.85% (national) 3.92% (city)        |
| Democratic Labor Party - PDT               | Support               | See Note 2        | 4.87% (national) 5.88% (city)        |
| Brazilian Labor Party - PTB                | Support               | See Note 2        | 3.70% (national) 1.96% (city)        |
| Green Party - PV                           | Support               | See Note 2        | 2.73% (national) 5.88% (city)        |
| Socialist Popular Party - PPS              | Support               | See Note 2        | 2.53% (national) 3.92% (city)        |
| Communist Party of Brazil - PC do B        | Support               | See Note 2        | 2.53% (national) 1.96% (city)        |
| Social Christian Party - PSC               | Support               | See Note 2        | 2.14% (national) 3.92% (city)        |
| Party of National Mobilization - PMN       | Support               | See Note 2        | 0.97% (national) 1.96% (city)        |
| Brazilian Republican Party - PRB           | Support               | See Note 2        | 0.78% (national) 3.92% (city)        |
| Humanist Party of Solidarity - PHS         | Support               | See Note 2        | 0.58% (national) 1.96% (city)        |
| Socialism and Freedom Party - PSOL         | Support               | See Note 2        | 0.58% (national) 1.96% (city)        |
| Workers Party of Brazil - PT do B          | Support               | See Note 2        | 0.19% (national) 5.88% (city)        |
| Christian Labor Party - PSC                | Support               | See Note 2        | 0.19% (national) 1.96% (city)        |
| Brazilian Labor Renewal Party - PRTB       | Support               | See Note 2        | 0.19% (national) 1.96% (city)        |
| Christian Social Democrat Party - PSDC     | Support               | See Note 2        | 0.00% (national) 1.96% (city)        |

<sup>1</sup> There are six political parties which have no representation in Federal Congress (*Republicano Progressista, Socialista dos Trabalhadores Unificado, Comunista Brasileiro, da Causa Operária, Trabalhista Nacional, Social Liberal*)

<sup>2</sup> The governing party in the Federal Congress is a coalition comprising 14 parties. All major political parties in Brazil have pledged their support for the staging of the Games in Rio on the basis of the synergy between the Games requirements, impacts and the long-term development plans of Brazil. There is a broadly held view across all parties that Brazil is now better able to host the Games than at any previous time in its history and that the communities of Brazil and South America will gain substantially through the acceleration impacts of the Games and the tremendous leverage the Games generates for sustainable transformation

As indicated in the preceding table, all political groups are in favor of Rio 2016's bid to host the 2016 Games.

In addition to Government and political parties, Rio 2016 has developed partnership relations with the Rio 2016 Business Council and a range of NGOs and community groups, all of which have provided active support of Rio's Games proposals.

### 3.5 ELECTIONS

#### BINDING COMMITMENTS NOT IMPACTED BY ELECTIONS

Brazil conducts regular elections across all levels of Government on a four year cycle. Federal and state elections are scheduled for 2010 and 2014, while City elections will be held in 2012.

Given the binding nature of the undertakings and commitments made by the Federal, State and City Governments and their administrations, there will be no adverse impact on any of Brazil's commitments to the IOC/IPC or the plans to deliver the Games. Moreover, if selected, Rio will have executed the Host City Contract and related documents well before any of the scheduled elections. All levels of Government including major opposition parties have committed to the organization of the Games in Rio.

## POLITICAL AND ECONOMIC CLIMATE AND STRUCTURE

**TABLE 3.7 - ECONOMIC DATA FOR THE LAST TEN YEARS REGARDING THE COUNTRY, THE REGION AND THE CITY**

| YEAR | Country - Percentage of GDP |             |          | State - Percentage of GDP |             |          | City - Percentage of GDP |             |          |
|------|-----------------------------|-------------|----------|---------------------------|-------------|----------|--------------------------|-------------|----------|
|      | Industry                    | Agriculture | Services | Industry                  | Agriculture | Services | Industry                 | Agriculture | Services |
| 1998 | 25.7%                       | 5.5%        | 68.8%    | 23.6%                     | 0.6%        | 75.9%    | 15.9%                    | 0.04%       | 84.1%    |
| 1999 | 25.9%                       | 5.5%        | 68.6%    | 23.6%                     | 0.6%        | 75.9%    | 15.8%                    | 0.04%       | 84.1%    |
| 2000 | 27.7%                       | 5.6%        | 66.6%    | 24.1%                     | 0.6%        | 75.3%    | 16.2%                    | 0.04%       | 83.8%    |
| 2001 | 27.0%                       | 6.0%        | 67.1%    | 24.8%                     | 0.6%        | 74.7%    | 15.9%                    | 0.04%       | 84.0%    |
| 2002 | 27.0%                       | 6.6%        | 66.3%    | 21.9%                     | 0.5%        | 77.5%    | 15.7%                    | 0.04%       | 84.3%    |
| 2003 | 27.8%                       | 7.4%        | 64.8%    | 23.6%                     | 0.6%        | 75.9%    | 15.6%                    | 0.04%       | 84.4%    |
| 2004 | 30.1%                       | 6.9%        | 63.0%    | 26.2%                     | 0.6%        | 73.2%    | 17.4%                    | 0.05%       | 82.5%    |
| 2005 | 29.3%                       | 5.7%        | 65.0%    | 27.3%                     | 0.5%        | 72.2%    | 15.0%                    | 0.04%       | 85.0%    |
| 2006 | 30.1%                       | 5.2%        | 64.7%    | 24.8%                     | 0.6%        | 74.7%    | 15.9%                    | 0.04%       | 84.0%    |
| 2007 | 28.7%                       | 5.5%        | 65.8%    | 24.6%                     | 0.6%        | 74.0%    | 16.0%                    | 0.04%       | 84.0%    |

Source: Brazilian Institute of Geography and Statistics (IBGE), System of National Accounts

### 3.6 BID COMMITTEE

#### BROADLY REPRESENTATIVE CANDIDATURE

Rio 2016 enjoys an integrated relationship with Government and the community. Rio has always placed the Olympic and Paralympic Movements, represented by its IOC Members and the Brazilian Olympic and Paralympic Committees, as lead partners in the proposal to host the Games. Active collaboration has also been achieved with NOCs, NPCs, IFs, NFs and sport in general during bid preparation.

The organizational chart for the Rio 2016 Bid Committee is found on the inside back cover of Volume 1 of the Candidature File. The full list of public authorities and other official public or private bodies represented in the Bid Committee is found in Theme 4, question 4.71.

### 3.7 ECONOMY

#### MAJOR GROWTH ECONOMY

While Brazil is a commodity rich country with a broad, diversified industrial base, it is the services industry sector which contributes most strongly to Gross Domestic Product. It is one of the fastest growing economies in the world, a robust market economy that has remained stable during current economic uncertainty. In recent years Brazil has been acknowledged as one of the major drivers of global growth along with Russia, India and China (BRIC countries). Outperforming recent forecasts, the Brazilian economy has evolved substantially, and in so doing has reduced income inequality, placing the majority of Brazilians into the middle class.

Brazil's overall financial position has been sound, due to its internal market, strong demand and low debt, which has been acknowledged by the World Bank to be a substantial insulator of Brazil's economy and will enhance the role Brazil will play in global financial stability and future growth.

### 3.8 INCOME LEVELS

#### RAPIDLY IMPROVING LIVING STANDARDS

In the past ten years Brazil has achieved a 15% improvement in per capita income (normalized to 2007 USD).

Brazil has experienced rapid improvements in the standard of living and equality in recent years. In 2006, the country achieved its poverty reduction target established in the 2015 Millennium Development Goals. The exceptional decrease in poverty is due to a combination of rapid economic growth and Government income transfer policies. The 2001-2007 rate of decline in inequality of 0.7 Gini points per year is a substantial achievement when compared with other nations, including on a historical comparison basis, during high growth periods enjoyed by Western Europe and North America.

**TABLE 3.8 - PER CAPITA INCOME (IN USD) FOR THE LAST TEN YEARS**

| YEAR | Per Capita Income (USD 2007) |
|------|------------------------------|
|      | Brazil                       |
| 1998 | 6,020                        |
| 1999 | 5,950                        |
| 2000 | 6,110                        |
| 2001 | 6,100                        |
| 2002 | 6,170                        |
| 2003 | 6,150                        |
| 2004 | 6,410                        |
| 2005 | 6,520                        |
| 2006 | 6,670                        |
| 2007 | 6,940                        |

Source: Brazilian Institute of Geography and Statistics (IBGE), System of National Accounts

## POLITICAL AND ECONOMIC CLIMATE AND STRUCTURE

### 3.9 INFLATION AND CURRENCY

#### STABLE INFLATION SUPPORTING STRONG CURRENCY

Inflation control has been essential to the stabilization of Brazil's social and economic development. Citizens have been able to plan rationally with realistic expectations. Businesses can enter into long-term contracts, establish investment plans and identify growth opportunities with confidence, all of this positively influencing GDP. This long-term stability plays a fundamental role in promoting social inclusion and improving income distribution. These factors have been pivotal in Brazil's return to sustainable development for future generations.

Forecasts until 2016 for the inflation rate and the exchange rate of the Brazilian Real to the US Dollar are shown in the following tables.

**TABLE 3.9A - INFLATION RATE AND EXCHANGE RATE**

| YEAR | Inflation rate | Average rate of the local currency to the USD |
|------|----------------|-----------------------------------------------|
| 1998 | 1.66%          | 1.16                                          |
| 1999 | 8.94%          | 1.81                                          |
| 2000 | 5.97%          | 1.83                                          |
| 2001 | 7.67%          | 2.35                                          |
| 2002 | 12.53%         | 2.92                                          |
| 2003 | 9.30%          | 3.08                                          |
| 2004 | 7.60%          | 2.93                                          |
| 2005 | 5.69%          | 2.44                                          |
| 2006 | 3.14%          | 2.18                                          |
| 2007 | 4.46%          | 1.95                                          |

Sources: National System of Consumer Price Indexes, Brazilian Institute of Geography and Statistic (IBGE), Bulletin of the Central Bank of Brazil - Balance of Payments Section

**TABLE 3.9B - INFLATION RATE AND EXCHANGE RATE**

| YEAR | Exchange rate Forecast (BRL - USD) |
|------|------------------------------------|
| 2008 | 2.00                               |
| 2009 | 2.06                               |
| 2010 | 2.11                               |
| 2011 | 2.15                               |
| 2012 | 2.18                               |
| 2013 | 2.21                               |
| 2014 | 2.25                               |
| 2015 | 2.29                               |
| 2016 | 2.32                               |

Methodology: Purchasing Power Parity (PPP) considering US inflation. US inflation rate forecast from IMF, World Economic Outlook 2008. Brazilian inflation rate forecast as the Central Bank of Brazil's inflation target (4.5%) for 2009 and 2010, and as 3.5% for the 2011-2016 period

### 3.10 INTERNATIONAL AGREEMENTS

#### NO CONFLICT WITH IOC/IPC REQUIREMENTS

Brazil is party to many international agreements, treaties and protocols across a broad range of themes. These arrangements, along with national laws, have been carefully analyzed by the Federal Government and Rio 2016. No obligations conflict with the requirements of the IOC and IPC. Should there be any instance of unfavorable impact all three levels of Government have committed to developing pragmatic and operable mitigation arrangements.

### 3.11 OPINION POLLS AND AWARENESS

#### COMPREHENSIVE COMMUNITY SUPPORT

Public opinion polls conducted among the 1.4 million spectators during the 2007 Pan American Games by IDS Market Analysis indicated a very high level of support for the Rio 2016 Bid, with 95% of the spectators interviewed expressing their support for the Rio 2016 Games.

A further indication of Rio's passion and respect for the Olympic Movement was illustrated by the Brazilian leg of the 2004 Athens Olympic Torch Relay celebrations which drew more than one million people to the streets of Rio, and 500,000 to the Relay Celebration site, acknowledged as the largest single attendance of any of the international hosts.

#### Recent polls confirm increasing support

Rio 2016 has undertaken national opinion polls since July 2007. These polls were conducted by internationally recognized market research companies in Brazil (IDS Market Analysis – July 2007, Ipsos Public Affairs – October 2007, Ibope Inteligência – October 2008).

Ibope Inteligência polled a sample group of men and women of all social classes aged 16 years and over with 805 respondents from the City of Rio de Janeiro, 1,008 from the State of Rio de Janeiro and 2,002 interviewees from other States of Brazil. This poll revealed increasing popular support for the Rio 2016 bid, as shown in the following diagram.



A summary of responses reveals that:

- 82% of respondents in the State of Rio supported the Rio 2016 Bid (78% in the poll of October 2007)
- 71% of respondents in the national poll were in favor of Rio being the Host City (60% in the poll of October 2007)
- 56% of the young people aged between 16 and 24 years resident in the City of Rio wished to volunteer during the 2016 Games, an increase of 10 points in just one year (46% in the poll of October 2007)

## POLITICAL AND ECONOMIC CLIMATE AND STRUCTURE

- 62% of Rio residents declared a desire to buy tickets for the 2016 Games (56% in October 2007). This figure increases to 71% for those residents aged between 16 and 24 years. Nationwide, 58% of Brazilians showed interest in buying tickets for the 2016 Games (44% in October 2007). For respondents from the State of Rio, interest was 64% (58% in October 2007)
- Brazilians acknowledge the important legacy potential of the Olympic and Paralympic Games Host City, with 82% of the respondents of the national poll indicating they believe that the Games will bring economic and social benefits.

The passion for the 2016 Olympic Games is already in the hearts of Brazilians, with 80% of the respondents of the national poll welcoming the 2016 Games in Rio.

### Awareness campaigns

Rio 2016, in cooperation with the three levels of Government, has undertaken a variety of public awareness campaigns as summarized below:

- Official website promotions and spontaneous digital media activity, reaching over one million people
- Promotion of the Bid during Olympic Week and International Olympic Day celebrations, featuring sports, cultural and education activities
- Community group presentations
- Branding on outdoor media

- Mass media presence through the 2008 Formula One Brazil Grand Prix
- Marketing presence during the South America Football Cup in the legendary Maracanã Stadium, and during the Olympic Brazil Award event, the highest recognition granted to Brazilian athletes, broadcast live
- The Rio 2016 Bid promotion New Year's Eve 2008 countdown event on a Ferris wheel on Copacabana Beach, a spectacular celebration attracting more than two million local and international participants, broadcast world-wide. During this event, the slogan of the bid "Live your passion" was launched. The Ferris wheel is part of an entertainment/education Live Site where visitors can learn about the Rio bid to host the 2016 Olympic and Paralympic Games, open during summer (January – March 2009)
- Licensing program with ten licensees
- Media partnership deal with Rio's two main newspapers, one of which has the second largest circulation in the country, and their respective websites. The deal covers the period from January to October 2009
- The bid sponsors are activating their sponsorship supporting the awareness campaign.

### No opposition

There is no organized public opposition to hosting the 2016 Olympic and Paralympic Games in Rio.





# 4



## **LEGAL ASPECTS**

- *Proposed Olympic Games dates assured*
- *Governments united to provide legal framework*
- *Integrated structure for delivery incorporating all levels of Government*
- *Intellectual property rights fully protected*
- *All required declarations and guarantees*



## LEGAL ASPECTS

### INTRODUCTION

Brazil's existing legal framework is conducive to the successful staging of the Olympic and Paralympic Games, and will be amended or modified as necessary to accommodate any Games-specific requirements. Each of the three levels of Government is fully committed to upholding the provisions of the Olympic Charter and the Host City Contract, and all the necessary guarantees, declarations and covenants have been secured.

The Rio 2016 Olympic and Paralympic Games will be led by an Olympic Board structured to deliver total integration between the Rio 2016 and the Federal, State and City Governments, together with the Brazilian Olympic and Paralympic Committees.

The integrated Olympic structure for the 2016 Olympic Games also envisages the creation of a specific-purpose delivery authority, the Olympic Development Authority (ODA), and within the ODA framework, the Olympic Traffic and Transport Division (OTTD) and the Olympic Sustainability Division (OSD). These entities will be highly empowered to coordinate the efforts of all three levels of Government in delivering excellent services.

The importance of protecting Olympic intellectual property and associated words and marks is acknowledged and effected in Brazil through a number of existing laws.

### 4.1 FULFILMENT OF OBLIGATIONS

#### UNITED COMMITMENT FROM THREE LEVELS OF GOVERNMENT

The Federal Government of Brazil, the State of Rio de Janeiro and the City of Rio de Janeiro are united in their commitment to respect the provisions of the Olympic Charter and Host City Contract. All three levels of Government understand and agree that the commitments made within the Candidature File are binding and will take all necessary steps, including the enactment of legislation where required, to ensure all obligations are fulfilled completely.

Identical undertakings have been provided by the cities and states hosting Football. Also included in the Guarantees File are covenants from:

- The City and State of São Paulo
- The City of Belo Horizonte and the State of Minas Gerais
- The City of Salvador and the State of Bahia
- The Government of the Federal District (Brasília).

Refer to Section 4 of the Guarantees File.

### 4.2 CLEAR WINDOW FOR GAMES

#### PRIMACY OF THE GAMES GUARANTEED

Guarantees already in place provide an assurance that no other important national or international meetings or events will take place in or in the vicinity of Rio, or in the other competition sites during the period of the Games. This period of exclusivity will commence on 29 July 2016, one week before the Olympic Games Opening Ceremony, and will continue through to 25 September 2016, one week after the Paralympic Games Closing Ceremony.

The period of exclusivity for the cities hosting Football will commence one week before and will finish one week after the respective competitions.

Each of the authorities named in question 4.1 has provided a guarantee to this effect.

Refer to Section 4 of the Guarantees File.

### 4.3 NEW LEGISLATION

#### COMMITMENT TO LEGISLATIVE CHANGE

Brazil has a strong legislative framework to support the hosting of major events, and several of the new laws introduced in Brazil for the staging of the 2007 Pan American Games have direct application to the Olympic and Paralympic Games environment.

Supplementing this framework, should Rio be elected as Host City, coordinated and integrated legislation will be enacted by each level of Government to provide the necessary legal structure. Legislation has been drafted and will be introduced to the various legislative bodies to come into effect immediately after the election of Rio as Host City.

#### Olympic Acts

The Olympic Act will be enacted by each of the Federal, State and City Governments. Each statute will encompass in a single instrument the necessary legal provisions to ensure the requirements of the Games will be met, as outlined in detail in the Guarantees File and throughout the Candidature File.

These Acts will be progressively amended to ensure all ongoing obligations and responsibilities are captured as detailed planning results in the identification of additional legislative requirements.

In conjunction with the Olympic Acts, enabling legislation will be passed to create the primary Games-specific delivery entity – the Olympic Development Authority (ODA).



## LEGAL ASPECTS

### Olympic Development Authority (ODA)

The ODA will have responsibility for coordinating the delivery of capital works projects and Government services required specifically for the 2016 Olympic and Paralympic Games. Among other functions, the ODA will be empowered:

- To purchase land required for the Olympic and Paralympic Games under compulsory order
- To design, procure and deliver major elements of Games infrastructure, including permanent competition and non-competition venues as well as transport infrastructure, working collaboratively with the relevant Federal, State and City authorities, as well as the Rio 2016 Organizing Committee, for each project
- To provide a formal means for whole of Government coordination with Rio 2016 in respect of the Olympic and Paralympic Games
- To ensure the alignment of event and legacy initiatives with Government's long-term event development and legacy strategies
- To deliver all public sector support for the Olympic and Paralympic Games by coordinating the three levels of Government as it relates to this purpose
- To oversee the workings of the related Games delivery bodies, the Olympic Traffic and Transport Division (OTTD) and the Olympic Sustainability Division (OSD) operating within the umbrella structure of the ODA.

The ODA concept builds on the model for cooperation between Government and the Organizing Committee successfully adopted during the 2007 Pan American Games. Importantly, Government has committed that the ODA will remain in place until 2020 to enable all legacy plans and commitments to be realized in full.

### Olympic Traffic and Transport Division (OTTD)

The OTTD will be empowered to assume overall leadership for the delivery of traffic and public transport operations. In practical terms, the OTTD will be authorized:

- To coordinate the planning of each of the existing Rio public transport providers, cooperating fully with the Rio 2016 Transport function
- To lead the planning, and delivery of traffic management and public transport services for spectators and Games workforce
- To collaborate with Rio's public transport providers, operators and relevant authorities
- To take responsibility during operations for coordinating spectator and workforce transport systems, through a Traffic and Transport Coordination Center, in close coordination with the Rio 2016 Games Transport Operation Center (GTOC).

Further detail about the proposed operation of the OTTD can be found in Theme 15.



### Olympic Sustainability Division (OSD)

The complex environment and sustainability projects essential for the Games require integrated leadership and management. Also operating within the ODA framework, the OSD will be the integrator of all public authorities involved in the delivery of the Rio 2016 environment projects. The OSD will have the following responsibilities:

- Policy, coordination, planning, delivery capability, research, measurement, accountability
- Providing whole of Government input into the development and oversight of Rio 2016's Sustainability Management Plan
- Identifying Games-related projects that align with the City of Rio's long-term plan
- Defining and monitoring environment and sustainability indicators and providing objective evidence that goals are met
- Coordinating stakeholder engagement
- Identifying, analyzing and prioritizing key issues and reporting on progress.

Further detail about the proposed operation of the OSD can be found in Theme 6.

### No additional legislative change required

It is anticipated that all Games legislative requirements will be captured either by existing legislation or through the proposed Olympic Acts, including the following specific elements:

- Potential additional requirements to protect Olympic intellectual property (refer to 4.5 below)
- Financial underwriting, including the specific guarantee in respect of any economic shortfall (refer to Theme 7, questions 7.1, 7.2 and Theme 10, question 10.12.1)
- Customs and immigration formalities related to entry using the Olympic Identity and Accreditation Card (refer to Theme 5, questions 5.3, 5.4. and 5.7)
- Measures to prevent ambush marketing (refer to Theme 8, question 8.3.1).

In the event that any of these, or other, requirements is not adequately addressed by existing legislation or the proposed Olympic Acts, each level of Government has committed to enacting additional legislation to provide the necessary assurances. Similarly, as additional requirements are identified during the planning phase, amendments to existing legislation or new legislation will be effected.

## LEGAL ASPECTS

### 4.4 INTELLECTUAL PROPERTY PROTECTION

#### ALL MEASURES TAKEN TO PROTECT THE RIO 2016 MARK AND DOMAIN NAMES

All appropriate measures have been taken to protect the “Rio 2016” word mark within Brazil and to register valuable domain names. The “Rio 2016” trademark, along with two variations, has been successfully registered with the Brazilian Trademark Office. Applications for three other variations have also been made. The Brazilian Olympic Committee (BOC) has registered domain names for “Rio 2016” with the extensions “.com”, “.com.br”, “.org”, “.org.br” and “.esp.br”.

In addition, the proposed Federal Olympic Act ensures additional protection of the “Rio 2016” word mark as well as other Olympic trademarks, designations and symbols, enhancing the protection already afforded by existing legislation. Protection is also provided under the terms of the Master Guarantees signed by all levels of Government.

Refer to Section 4 of the Guarantees File.

### 4.5 OLYMPIC MARK PROTECTION

#### OLYMPIC MARKS PROTECTED IN THE NAME OF THE IOC

Rio 2016 recognizes the importance of protecting Olympic intellectual property and considers that the existing legislative framework is adequate. The Olympic brand is well protected by law in Brazil against counterfeit use of any symbols or other items which can be identified with the Games, and further protection will be afforded via the Olympic Acts.

The Olympic symbol, the terms “Olympic” and “Olympiad” and the Olympic motto, together with the related emblems,

logos, trademarks and other designations, are fully protected by existing Brazilian law.

General intellectual property protection is provided by the 1988 Federal Constitution and the following legislation:

- Decree 75.572 validating the Paris Convention for the Protection of Intellectual Property, 1975  
This convention started the Industrial Property International System harmonizing different regulations and establishing the fundamental principals on the subject
- Decree 1.355 validating the International Agreements on Trade Related Aspects on Intellectual Property Rights (TRIPS), 1994  
This treaty provides measures to reduce distortions and obstacles to international commerce considering the protection of intellectual property rights
- Industrial Property Law, 1996  
This law provides regulation for the registration, use, exploitation and protection of industrial property, establishing control of marks and designations in Brazil
- Counterfeit Law, 2003  
The Counterfeit Law provides measures to prohibit the importation and sale of counterfeit goods.

Additional legislation specifically protects the Olympic symbols:

- Pelé Law, 1998  
In addition to addressing other regulations related to sport and athletes, this law provides express protection to the terms “Olympic”, “Paralympic” and “Olympiad”, including variations of those terms. It grants the BOC and the Brazilian Paralympic Committee the use of Olympic and Paralympic designations
- Decree 90.129 validating the Nairobi Treaty, 1984  
This decree validates and applies the Nairobi Treaty in the Brazilian territory, providing worldwide protection of the Olympic symbol and granting its exclusive use to the IOC.

General protection against ambush marketing is afforded through Industrial Property Law in Brazil:

- Article 124 prohibits companies that are not official sponsors, providers or supporters of the Olympic Games from registering any item, brand or symbol which could easily be confused with official partners and symbols
- Article 195 makes it illegal to divert clients from another entity in a fraudulent manner, for example through an association, such as with the Olympic Games, without official authorization.

In the event that additional protection is considered necessary, particularly given the likelihood of emerging technologies creating new intellectual property protection challenges, all levels of Government have committed to enact additional legislative protection as required.

Local law enforcement officers will vigorously enforce the brand protection measures, and additional officers will be assigned to properly control counterfeit goods. In conjunction with Rio 2016, Brand Protection Units will be established within the Federal, State and each relevant City Government to combat the distribution and sale of counterfeit goods in the lead up to and during the Games.

Refer to Section 4 of the Guarantees File.



## LEGAL ASPECTS

### 4.6 NO PRIOR AGREEMENTS

#### NO OBSTACLE TO FULFILLING HOST CITY CONTRACT

No agreement has been signed by the City of Rio, Rio 2016 or the BOC with effect after the date of the election of the Host City for the Olympic Games which could jeopardize, prevent or make impossible the fulfillment of any provision of the Host City Contract.

Sponsorship contracts currently in place between the BOC and marketing partners that expired on 31 December 2008 will be renewed in accordance with the principles and requirements of the Joint Marketing Program Agreement.

### 4.7 LEGAL ENTITY

#### APPROPRIATELY STRUCTURED LEGAL ENTITIES

#### 4.7.1 EMPOWERED BID COMMITTEE

The Bid Committee of the City of Rio de Janeiro to Host the Olympic and Paralympic Games of 2016 (the Bid Committee) is a non-governmental, non-profit civil association. It is an independent and autonomous entity, registered in the Public Notary of Legal Entities in accordance with Brazilian law.

The Bid Committee is governed by an Executive Board comprising:

- The President of the Brazilian Olympic Committee (Chairman)
- The Minister of Sport representing the Federal Government
- The Governor of the State of Rio de Janeiro
- The Mayor of the City of Rio de Janeiro
- The Brazilian members of the International Olympic Committee
- The President of the Brazilian Paralympic Committee
- The Secretary General of the Bid Committee
- One representative of the General Assembly of the Brazilian Olympic Committee
- Two representatives of the Rio 2016 Business Council
- One representative of the Athletes Commission.

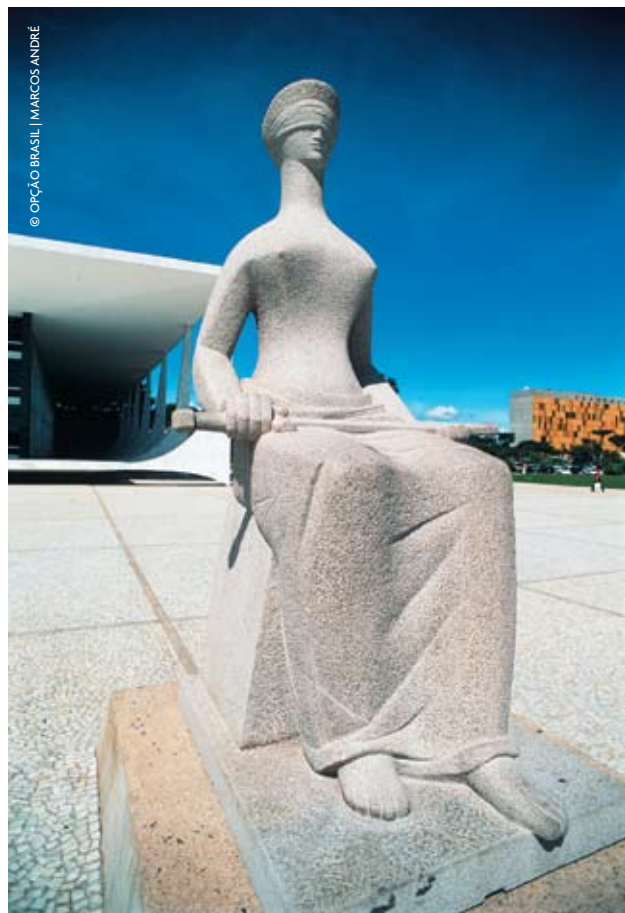
Stakeholder engagement with the Bid Committee is achieved through a series of Special Committees, comprising representatives of Government, non-government organizations, the community and Rio 2016. The Committees, which provide a forum for integrated Games and City planning, include:

- Government Coordination Committee
- Rio 2016 Business Council
- Rio 2016 Legacy Council
- Services Special Committees – Accommodation, Transport, Security, Medical Services, Immigration, Technology, Finance
- Infrastructure Special Committees – Venues, Legacy, Urban Legacy, Environment.

In addition, Working Groups are convened for special purpose areas including the Olympic and Paralympic Village and the Olympic Training Center. The organizational chart for the Rio 2016 Bid Committee is found on the inside back cover of Volume 1 of the Candidature File.w

As outlined in the guarantee documents, the President of the Bid Committee is empowered to sign contracts and other documents on behalf of the Bid. The Host City Contract will be signed jointly by the President of Brazil, the Governor of the State of Rio de Janeiro, the Mayor of the City of Rio de Janeiro, and the President of the Brazilian Olympic Committee, subject to IOC agreement.

Refer to Section 4 of the Guarantees File.



#### 4.7.2 STAKEHOLDER-INTEGRATED ORGANIZING COMMITTEE STRUCTURE

The Organizing Committee of the City of Rio de Janeiro to Host the Olympic and Paralympic Games of 2016 will be the legal entity responsible for planning and staging the 2016 Olympic and Paralympic Games.

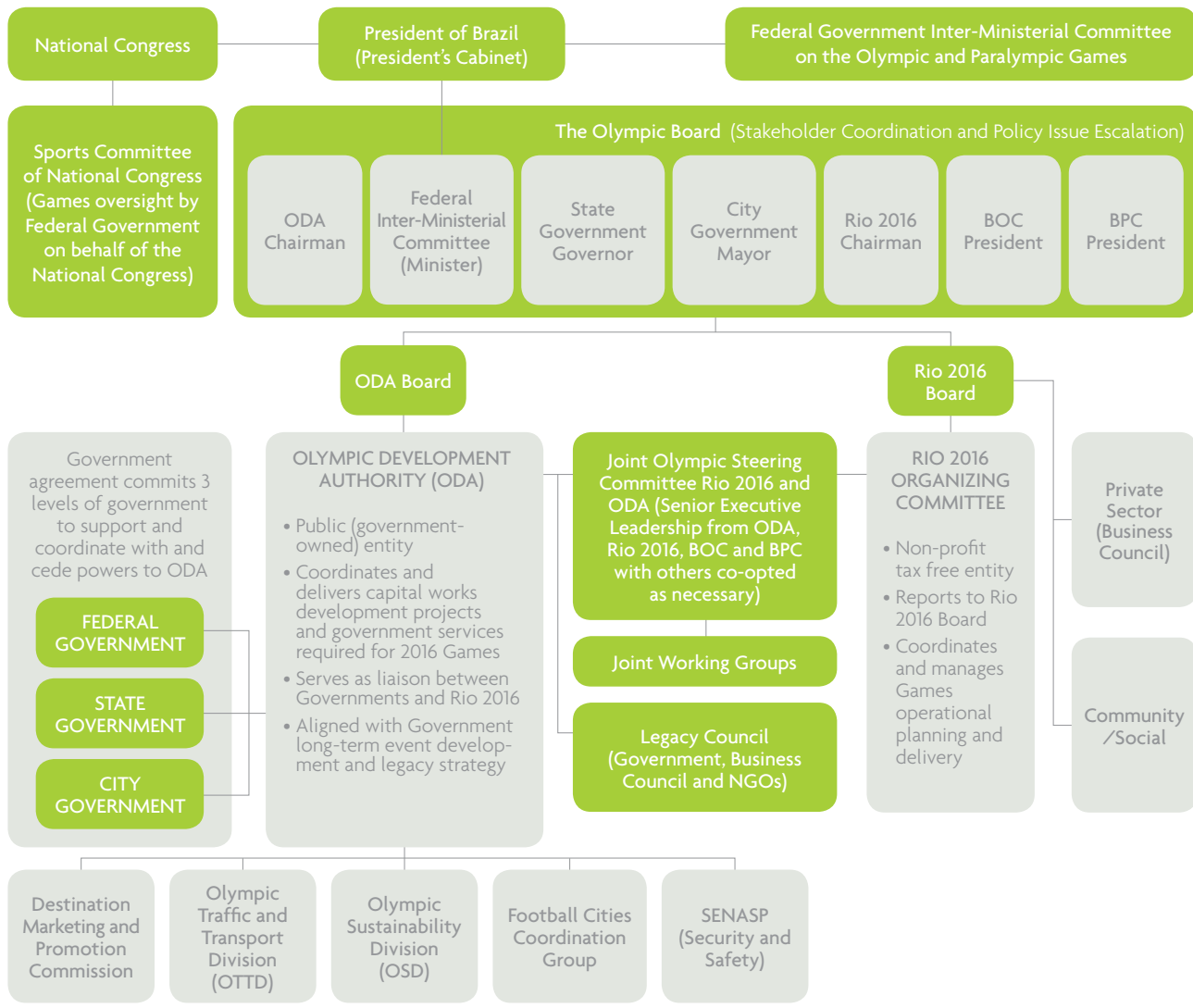
Similar to the Bid Committee, the form of the legal entity will be a non-governmental, non-profit civil association and will be registered in the Public Notary of Legal Entities, in accordance with Brazilian law.

Key stakeholder relationships are comprehensively described in Theme 3. The proposed organization structure below depicts the relationships between the Organizing Committee and the following entities most critical to the successful delivery of the Games:

- The three levels of Government in Brazil
- The Brazilian Olympic and Paralympic Committees
- The Olympic Board, comprising the Chairman of the Federal Inter-Ministerial Committee, the Chairman of the ODA, the Governor of the State of Rio de Janeiro, the Mayor of the City of Rio de Janeiro, the Chairman of the Rio 2016 Organizing Committee, and the Presidents of the Brazilian Olympic and Paralympic Committees
- The key statutory delivery entity - ODA, as well as OTTD and OSD

## LEGAL ASPECTS

### RIO 2016 OLYMPIC AND PARALYMPIC GAMES GOVERNANCE



- The National Public Security Secretariat (SENASP), on behalf of the Federal Ministry of Justice, responsible for leading a single integrated security force, combining the relevant security agencies of each level of Government under a single and unified command structure
- The Rio 2016 Legacy Council, an independent body comprising Government, the Business Council, the Brazilian Olympic Committee and NGO/community groups, responsible for oversight of the legacy aspects of the entire Olympic project and ensuring that benefits are derived from the Games
- The private sector, through the Business Council and community and social groups.

#### Bid to Organizing Committee Transition

To ensure Rio takes advantage of the full seven year planning period prior to the Games, a transition plan has been developed for immediate implementation. This plan considers the transition from Bid Organization to Organizing Committee and defines:

- Initial structure and staffing requirements, including retention of key Bid personnel
- Administrative and office arrangements
- Financial requirements
- High level program and reporting requirements
- Likely IOC/IPC requirements
- Organizational establishment.

All steps have been taken to ensure that the Rio 2016 Organizing Committee will be established well within six months of election.

#### 4.8 OFFICIAL LANGUAGE

##### OFFICIAL LANGUAGE OF CANDIDATURE

The official language of the Rio Candidature is English.



An aerial photograph of a tropical beach with several palm trees and a sandy shore. A large white number '5' is overlaid on the image, positioned in the upper right quadrant. The background behind the number consists of a repeating pattern of dark blue and light grey circles.

# 5

## **CUSTOMS AND IMMIGRATION FORMALITIES**

- *Unimpeded and efficient entry to Brazil*
- *Full compliance with IOC and IPC requirements*
- *Guaranteed and efficient visa and work permit processing*
- *Facilitated importation of special products and goods*
- *Best practice customs and quarantine arrangements for animals*

## CUSTOMS AND IMMIGRATION FORMALITIES

### INTRODUCTION

The arrivals and departures experience for Games clients will be developed with Federal Government agencies, in conjunction with client functions within Rio 2016. The single integrated process involving all relevant functions and related agencies such as those which impact Accreditation, Logistics, Security, Transport, Villages and Accommodation will deliver an efficient and warm welcome and departure service which will meet the expectations of all Games clients. All clients will have ready access to special Government assistance units embedded within Rio 2016 to expedite the free and unimpeded importation, use and exportation of Games equipment, goods and livestock.

The Federal Government through the Ministry of External Relations (entry and exit) and Ministry of Labor and Employment (work permits and conditions) has guaranteed the entry, exit and working arrangements for Games personnel. Special arrangements for horses and guide dogs will also be made through the Ministry of Agriculture, Livestock and Food Supply ensuring efficient entry and exit procedures. The related guarantees are supported by Government commitments to amend legislation, regulations, decrees or ordinances or pass new legislation and regulations as required.

### 5.1 IMMIGRATION

#### EXISTING LAWS WILL FACILITATE VISITOR ARRANGEMENTS

Brazil's immigration regulations are established by the Federal Government and are complemented by the National Council of Immigration which manages exceptional instances not contemplated in existing legislation. The Federal Ministry of External Relations is responsible for oversight and management of immigration in Brazil. This Ministry has established a network of more than 150 Brazilian embassies and consulates across the world.

Short term visas are granted by law to visitors holding a valid passport or other valid travel document. The Federal Government is currently negotiating short-term visa waiver agreements with several countries as part of an ongoing program.

For longer stays, visas are issued for diplomatic and official missions, cultural, sports, scientific and study missions, exchange programs, investment, work, volunteering, journalistic events, family reunification and religious ministry.

The request for an entry visa to Brazil can be made at any of the overseas embassies and consulates. The applicant's passport must be valid for at least six months after the visa request date.

For citizens of over 60 countries including many European, Asian, South American and African countries, it is possible to enter and remain in Brazil for up to 90 days without a visa as long as the visitor holds a valid passport.

For the Olympic and Paralympic Games, the Ministry of External Relations will work closely with Rio 2016 through specially trained and dedicated officers who will be embedded in Rio 2016 to support all customs and immigration arrangements and, if required, to implement amended policies and procedures to expedite entry and exit arrangements for international visitors to Brazil.



### 5.2 HEALTH AND VACCINATIONS

#### HEALTH PRECAUTIONS IN LINE WITH GLOBAL BEST PRACTICE

There are no health and vaccination requirements for persons entering Brazil. Brazil has recently removed the requirement for visitors coming from, or having stopped in, countries considered endemic for yellow fever, to present a Yellow Fever Vaccination Certificate.

While Rio de Janeiro and all cities hosting Football are not endemic yellow fever or malaria regions, appropriate vaccinations or other precautions are recommended but not required as a condition of entry if visitors are traveling to remote areas of Brazil.

Brazil is in conformity with the International Health Regulations (2005).

### 5.3 OLYMPIC IDENTITY AND ACCREDITATION

#### EFFICIENT AND WELCOMING ENTRY TO BRAZIL GUARANTEED

The Federal Government has guaranteed that all accredited persons in possession of a valid passport and an Olympic or Paralympic Identity and Accreditation Card in lieu of a visa will be able to enter Brazil to carry out their Olympic or Paralympic functions for the duration of the Games and for a period of one month before and one month after the Games.

To ensure efficient customs and immigration operations, the Ministry of External Relations and Rio 2016 will work together to coordinate and implement procedures for accredited persons. This will include any necessary priority procedures such as dedicated Games lanes and information desks at major arrival and departure ports, special customs clearance arrangements and expedited luggage security screening, handling and clearance. Most importantly, the arrivals and departures experience for Games clients will be developed in conjunction with client leads within Rio 2016 as a single integrated process involving all relevant Rio 2016 functions such as Accreditation, Logistics, Security, Transport, Villages and Accommodation. An expedited and warm welcome and efficient departure will meet the expectations of all Games clients.





Arrival and departure staff will undergo Olympic and Paralympic Games training and additional staff will be rostered before and during the Games and test events to accommodate the special requirements of Games clients.

To provide support at points of origin, a range of special briefings and arrangements will be undertaken with relevant authorities and international carriers, to facilitate entry of accredited persons.

Many of these processes were successfully implemented at the 2007 Pan American Games and will be further developed for the 2014 FIFA World Cup and therefore will be proven and Games-ready by the time of the Olympic and Paralympic Games.

Refer to Section 5 of the Guarantees File.

#### 5.4 ENTRY OF GAMES PERSONNEL

##### NO CONSTRAINTS FOR INTERNATIONAL GAMES PERSONNEL BASED IN BRAZIL

The Federal Government has guaranteed that any and all Games personnel who need to work and domicile in Brazil prior to and during the Olympic and Paralympic Games will obtain work permits, if required, in an expedited and simplified manner, without any duties or taxes being payable. In addition, the Federal Government will ensure that no obstacle exists to the deployment of international personnel; nor will there be any constraints in relation to local labor laws.

To ensure an efficient process, the Ministry of Labor and Employment will work closely with Rio 2016 to coordinate and facilitate all work permit requests.

Refer to Section 5 of the Guarantees File.

#### 5.5 WORK PERMITS

##### WORK PERMITS GUARANTEED WITHIN FIVE DAYS

All international Games personnel required to work and domicile in Brazil will be granted work permits prior to entry without delay. Currently, work permit applications are lodged with the Ministry of Labor and Employment and are processed within an average of 15 days from receipt of application. In circumstances requiring a more rapid resolution, expedited case management capability will be developed for the Games.

The Ministry of Labor and Employment will work with Rio 2016 to coordinate all work permit requirements, ensuring work permits are issued promptly. In addition, major clients, such as Olympic Broadcasting Services, broadcasters, major suppliers, TOP partners and similar organizations will be allocated a dedicated liaison unit within the Ministry and embedded officers with Rio 2016 to expedite the issuance of work permits.

Applications will be confirmed, or clarifications sought, within five working days of receipt of the application. This process will be in place at least two years prior to the Olympic Games, and earlier where needed for specific purposes such as test events.

#### 5.6 IMPORTATION OF SPECIAL PRODUCTS

##### EXPEDITED PROCESS FOR PRODUCTS AND EQUIPMENT

The Federal Government, working with Rio 2016, will implement procedures to simplify and expedite the process for accredited and Games-related people and organizations to ensure that, prior to their arrival in Brazil, any necessary clearances are received. This process will ensure that, on arrival, equipment or goods, including consumables, are granted efficient access free

## CUSTOMS AND IMMIGRATION FORMALITIES

of any taxes, duties, charges or other encumbrances. Dedicated Games custom clearance facilities will be established at major ports of entry, and Games orientation training will be provided for customs officers.

Many of these processes were successfully implemented at the 2007 Pan American Games and will be further developed for the 2014 FIFA World Cup ensuring that systems and policies will be Games ready.

Current regulations will be amended or managed to ensure the requirements of Games clients are met, including a cross agency coordination unit within Rio 2016 linked to specific agencies.

Without limiting the broad and general undertakings discussed above, the Federal Government has specifically guaranteed the importation of goods for Games purposes as listed below:

- Firearms and ammunition for sports competitions
  - The Ministry of Defense is responsible for authorizing the entry of firearms and ammunition used for competition during the Games, as well as during the test events
- Firearms and ammunition for security services
  - The Ministry of External Relations is responsible for authorizing the entry of firearms and ammunition to be used by security services. Authorizations for such entry are processed by the Federal Police
- Photographic and audio-visual equipment
  - No restrictions apply to photographic and audio-visual equipment including those intended to be used for private or professional use
- Medical equipment, products and medicines
  - Authorization from the National Public Health and Hygiene Surveillance Agency (ANVISA) is required to enable medical equipment, products and medicines to enter Brazil
- Computer and sports equipment
  - No restrictions apply to the import of computer and related equipment and no restrictions will apply to the importation of sporting equipment for the purposes of competition, training and test events
- Foodstuffs
  - The entrance of foodstuffs to Brazil is enabled through the authorization of the Ministry of Agriculture, Livestock and Food Supply and the National Public Health and Hygiene Surveillance Agency (ANVISA). The Ministry will work with Rio 2016 to implement appropriate procedures
  - Brazil is in conformity with the International Health Regulations (2005).

A single, integrated Games process will apply for the importation of all Games-related special products, irrespective of the specific agency involved in the transaction.

### 5.7 IMPORTATION OF GOODS

#### NO OBSTACLE TO IMPORT, USE AND EXPORT

To support the Games arrangements, the Federal Government has guaranteed the import, use and export of goods, including consumables, required by the IOC, the IFs, the NOCs and their delegations, the media, the sponsors and suppliers, free of all customs duties or taxes, in order for them to carry out their obligations prior to and during the Olympic and Paralympic Games.

The Federal Government will work with Rio 2016 to develop expedited processes to facilitate arrangements under this guarantee. Similar processes were successfully implemented at the 2007 Pan American Games and will be further developed for the 2014 FIFA World Cup ensuring that all regulations, policies and systems are Games ready before 2016.

Brazil conforms to the Istanbul Convention allowing use of the ATA Carnet, an international customs document used for the temporary importation of goods, free of taxes and customs duties, which may include commercial samples, professional equipment and goods for demonstration and use at fairs, shows, exhibitions or similar events.

Refer to Section 5 of the Guarantees File.

### 5.8 MEDIA PRODUCTIONS IN BRAZIL

#### UNRESTRICTED USE OF MEDIA MATERIAL

The Federal Government through the Ministry of Culture regulates filming, recording and capturing images, with or without sound, for the foreign production of cinematographic and videophonographic works. The Federal Government has guaranteed that all Olympic and Paralympic Games media coverage, including host broadcasting material, is accommodated within the existing legislative framework. This framework enables the use of media material produced in Brazil, intended for broadcast outside Brazil without the imposition of any restrictions or taxes. The Federal Government has a range of special procedures which will assure the automatic and expedited issuance of any permits, if required, and the general facilitation of media organizations and their agents.

Freedom of expression, including freedom of the press, is highly valued in Brazilian society and is protected by a range of laws and treaties including:

- 1988 Federal Constitution
- Press Law 1967 which regulates freedom of demonstrating thoughts and information

## CUSTOMS AND IMMIGRATION FORMALITIES

- Universal Declaration on Human Rights, supported by Brazil in the UN General Assembly 1948
- American Convention on Human Rights, ratified by Brazil in 1992
- Chapultepec Declaration, signed by Brazil in 1996.

A free and independent media is assured in Brazil, and the basic principles of democracy, morality and ethics are objectives embedded in Brazilian society and reflected in the relevant laws.

### 5.9 IMPORTATION OF MEDIA MATERIAL

#### VIBRANT AND DIVERSE MEDIA

There are no laws prohibiting or limiting by name or number the importation of foreign newspapers, periodicals or other publications, and there are no taxes or duties on the importation of books, newspapers and periodicals. Some content is prohibited, such as war and racist propaganda and pornographic publications.

### 5.10 HORSES AND GUIDE DOGS

#### BEST PRACTICE ARRANGEMENTS FOR HORSES AND GUIDE DOGS

The Federal Government has committed to assuring the unimpeded entry of horses and guide dogs required for the Games, respecting international best practice in relation to customs and quarantine. Brazil has a wide range of experience in relation to equine importation and exportation, most recently during the 2007 Pan American Games.

#### Horses

The Ministry of Agriculture, Livestock and Food Supply will define rules for the entry of horses participating in official competitions so as to ensure the requirements of the IOC, IPC, International Equestrian Federation (FEI) and Rio 2016 are met. The Olympic and Paralympic Games Equestrian venue will be designated as the quarantine location. The same arrangements were successfully implemented during the 2007 Pan American Games. Facilities at airports will also be upgraded. Combined, these initiatives will assure the highest standards of facilities and conditions for horses on entry into and departure from Brazil.

Current legislation determining conditions for horse importation is included in a Federal Government regulation which defines the following entry and exit requirements:

- International Veterinary Certificate and Equine passport (animal identification) must be submitted
- Veterinary inspection must be made prior to embarkation at origin and at the time of arrival at the port of entry
- Vaccinations and or diagnostic tests are required only for specific countries as suggested by the OIE (World Organization for Animal Health)
- Quarantine in the country of origin, prior to entry into Brazil, is required at least for 14 days. However, as an alternative authorized arrangement, horses may be quarantined in Brazil, at an official quarantine station, on prior agreement between Brazil and the exporting country.



Rio 2016, with the full support of the relevant Federal Government authorities, will work with the IOC, IPC, International Equestrian Federation (FEI), NOCs and NPCs to ensure that an expedited process for horse transfer from point of origin is achieved to minimize the impact on all horses and their handlers/grooms from all countries. A special procedure will be developed by the Ministry of Agriculture, Livestock and Food Supply to enable countries to import their own horse feed for the Games and test events. Rio 2016's Freight Grant Program, which provides freight for all Games horses at the expense of Rio 2016, will be integrated with all customs and quarantine arrangements to provide a single seamless process.

#### Guide Dogs

Federal legislation ensures the right of any visually impaired person to be accompanied by a guide dog at all times, at any public place or on any means of transport while in Brazil. Entry is granted by the Federal Government on presentation of a Veterinary Certificate. Any dog older than three months must be vaccinated against rabies 30 days prior to traveling to Brazil. This information must be recorded on the animal's veterinary certificate. Visitors from countries which are officially declared to be affected by the Rift Valley Fever or the African Equine Disease are required to have their dogs and horses vaccinated accordingly.



# 6



## **ENVIRONMENT AND METEOROLOGY**

- *A natural stage for the world's athletes*
- *Integrated environmental Governance*
- *Carbon neutral Games Operations*
- *Optimal use of clean energy sources*
- *Ideal weather conditions for an enjoyable Games experience*

## ENVIRONMENT AND METEOROLOGY

### INTRODUCTION

Endowed with stunning natural assets, Brazil's territory comprises diverse ecosystems such as the Amazon Rainforest - the largest in the world – and the Atlantic Forest, which together sustain the world's greatest biodiversity. Brazil plays a leading role in the world's clean energy balance with more than 45% of its total energy supplied from renewable resources. All three levels of Government are committed to sustainable development principles to conserve and protect the natural environment.

In Rio, nature is not just part of the city; it is the city itself. With Games venues strategically located to embrace nature, the beauty of Rio's physical environment will be clearly evident to all members of the Games Family. Rio's cultural environment is equally impressive; it is a historical city with many protected cultural heritage monuments, enlivened by Rio's multi-ethnic culture which passionately embraces music, dance, cuisine, cultural festivities and, of course, sport.

In the past, Rio's physical environment has suffered from deforestation, poor air quality, issues with the water supply and waste management. Recent programs by all three levels of Government including the Plan for Growth Acceleration and the Environmental and Economic Zoning have improved urban planning, water, sanitation, air quality and regeneration of natural resources. Consequently, both air quality and water supply meet World Health Organization standards.

The Federal Sports and Environmental Ministries have agreed that the Environment Special Committee established in the bid phase will transition to create the Olympic Sustainability Division (OSD). The OSD will be a special purpose Games agency, under the Olympic Development Authority (ODA), which will provide practical operational delivery capability to underpin planned and additional investments included in the environment program.

The Rio 2016 Olympic and Paralympic Games environment and sustainability plan, supported by all levels of Government, will focus on four areas: Water Conservation, Renewable Energy, Carbon Neutral Games, and Waste Management and Social Responsibility. A comprehensive set of management tools will be used to monitor, achieve and report on targets and compliance.

Rio's climate during the Olympic and Paralympic Games will be ideal, with tropical winter conditions, minimal wind impact and limited rainfall.

### 6.1 RIO AND ITS UNIQUE LANDSCAPE

HISTORY AND NATURE EMBRACE THE GAMES

#### General geographic features of Rio and its surrounds

Rio is located in a coastal mountain system of great contrasts, with steep mountains and rocky outcrops rising abruptly over extensive plains. The city contains forest cover totaling 29,000 hectares or 20% of its total area and enjoys 106km of coastline, divided among ocean, bays and a series of oceanic lakes.

The largest hydrographic system incorporates basins that flow into Guanabara Bay and features wetlands and flood plains. Guanabara Bay, with a perimeter of 131 linear km, is one of the main natural physical features in Rio.

A group of rivers is formed of watercourses that flow into coastal lakes. Various rivers flow down the slopes of the mountains and into the lakes, which in turn are connected to the sea via different channels.

#### Cultural Heritage Monuments

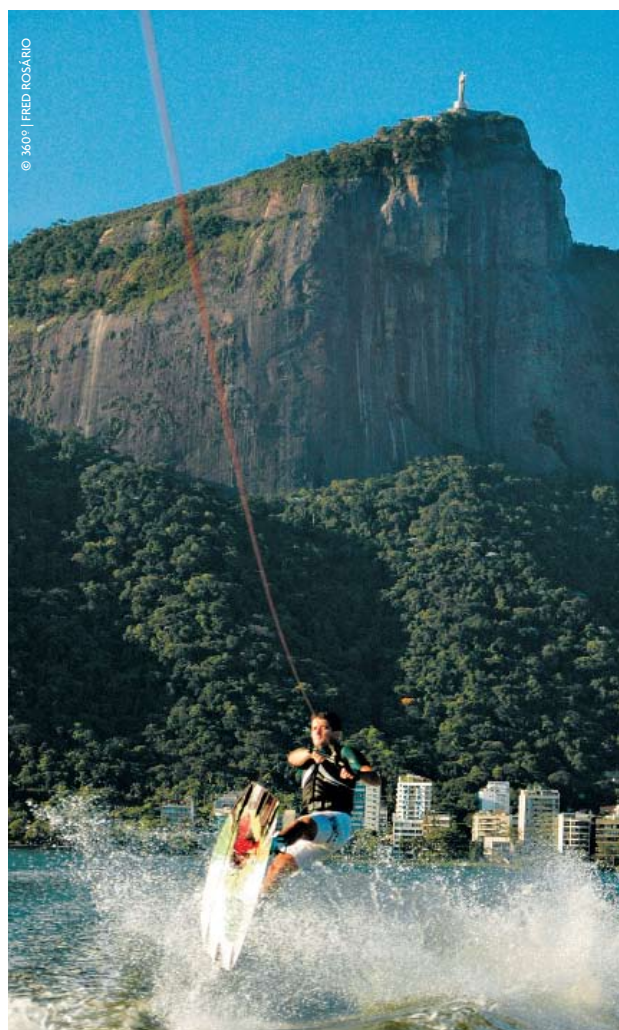
Founded in the 16th century and Brazil's capital for 200 years, the city center is the heart of Rio's heritage; hundreds of buildings of historical and cultural value are preserved and protected by Federal, State and City regulations. Prominent among these are the São Bento Monastery (1617-1785), the Fortress of Nossa Senhora da Conceição (1713) and the old Imperial Palace in Praça XV (1743). Many special projects organized by the City of Rio enhance and preserve the cultural heritage.

#### Potential Natural Risks

Rio's mountainous and coastal areas have historically been characterized by the informal occupation of land. Urban expansion has in certain cases invaded the ecosystems of the plains as well as the mountain slopes, increasing the risk of landslides, silting of drainage systems in adjacent plains and flooding caused by rainfall during summer (December to March). The area most susceptible to flooding is the Guanabara Bay basin.

Due to its geographical location, its geomorphological and geological formations and climatic conditions, Rio does not experience earthquakes, hurricanes or typhoons.

There are no potential natural risks in Games areas.



© 2016 | FRED ROSÁRIO

## ENVIRONMENT AND METEOROLOGY

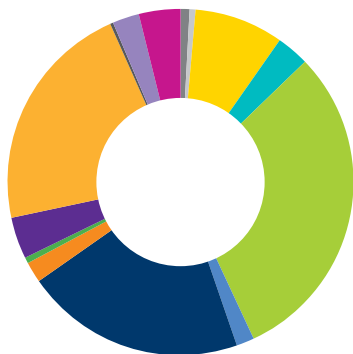
### Protected Areas

The City of Rio possesses approximately 100 protected areas, covering 235.8km<sup>2</sup> or around 20% of the total area. Areas protected by Federal, State and City environmental legislation in Rio are shown below:

#### PROTECTED AREAS IN CITY OF RIO DE JANEIRO

| PROTECTED AREAS IN THE CITY OF RIO DE JANEIRO                    | Total per category | Government level |           |           |
|------------------------------------------------------------------|--------------------|------------------|-----------|-----------|
|                                                                  |                    | City             | State     | Federal   |
| <b>Environmental conservation unit</b>                           | <b>57</b>          | <b>49</b>        | <b>5</b>  | <b>3</b>  |
| - Environmental protection area                                  | 26                 | 25               | 1         | 0         |
| - Environmental protection and recovery area                     | 3                  | 3                | 0         | 0         |
| - Reserve                                                        | 2                  | 1                | 1         | 0         |
| - Park                                                           | 21                 | 16               | 3         | 2         |
| - Area of significant ecological interest                        | 4                  | 3                | 0         | 1         |
| - Natural monument                                               | 1                  | 1                | 0         | 0         |
| <b>Legally protected area of significant environmental value</b> | <b>53</b>          | <b>26</b>        | <b>17</b> | <b>10</b> |
| - Protected natural areas                                        | 32                 | 5                | 17        | 10        |
| - Park (urban)                                                   | 15                 | 15               | 0         | 0         |
| - Buffer zone protection areas                                   | 2                  | 2                | 0         | 0         |
| - Environmental preservation area                                | 1                  | 1                | 0         | 0         |
| - Area of ecological and landscape preservation                  | 1                  | 1                | 0         | 0         |
| - Zoological garden                                              | 1                  | 1                | 0         | 0         |
| - Botanical garden                                               | 1                  | 1                | 0         | 0         |

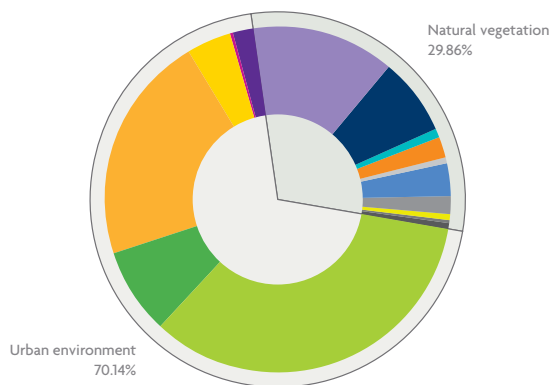
#### SOIL OCCUPATION BY SECTOR / ACTIVITY



| SECTOR/ACTIVITY                                             | SURFACE AREA (%) |
|-------------------------------------------------------------|------------------|
| Sports and Leisure (multisport complex)                     | 0.93 *           |
| Industrial                                                  | 0.60 *           |
| Residential                                                 | 8.23 *           |
| Comercial services                                          | 3.02 *           |
| Urbanized areas                                             | 30.30            |
| Other construction areas                                    | 0.07 *           |
| Water bodies                                                | 1.77             |
| Forest areas                                                | 20.55            |
| Mangroves                                                   | 1.98             |
| Beaches                                                     | 0.38             |
| Crops and pasture                                           | 4.06             |
| Human altered grass/fields                                  | 21.55            |
| Squares, gardens, parks and other gardening and free spaces | 0.17             |
| Rocky outcrops                                              | 2.55             |
| Other green areas                                           | 3.83             |

\* Data from 2000

#### NATURAL VEGETATION AND URBAN ENVIRONMENT



| SECTOR/ACTIVITY                | SURFACE AREA (%) |
|--------------------------------|------------------|
| Forest                         | 13.23            |
| Altered Forest                 | 7.32             |
| Salt flats                     | 0.87             |
| Mangrove                       | 1.98             |
| Sandy coastal plain vegetation | 0.62             |
| Wetland vegetation             | 2.93             |
| Inland water                   | 1.77             |
| Rocky outcrops                 | 0.48             |
| Estuary environments           | 0.28             |
| Beaches and sand dunes         | 0.38             |
| Urban area                     | 34.32            |
| Unoccupied urban area          | 7.97             |
| Human altered grass/fields     | 21.55            |
| Crops and pasture              | 4.06             |
| Vegetation in public parks     | 0.17             |
| Exposed soil and mining area   | 2.07             |

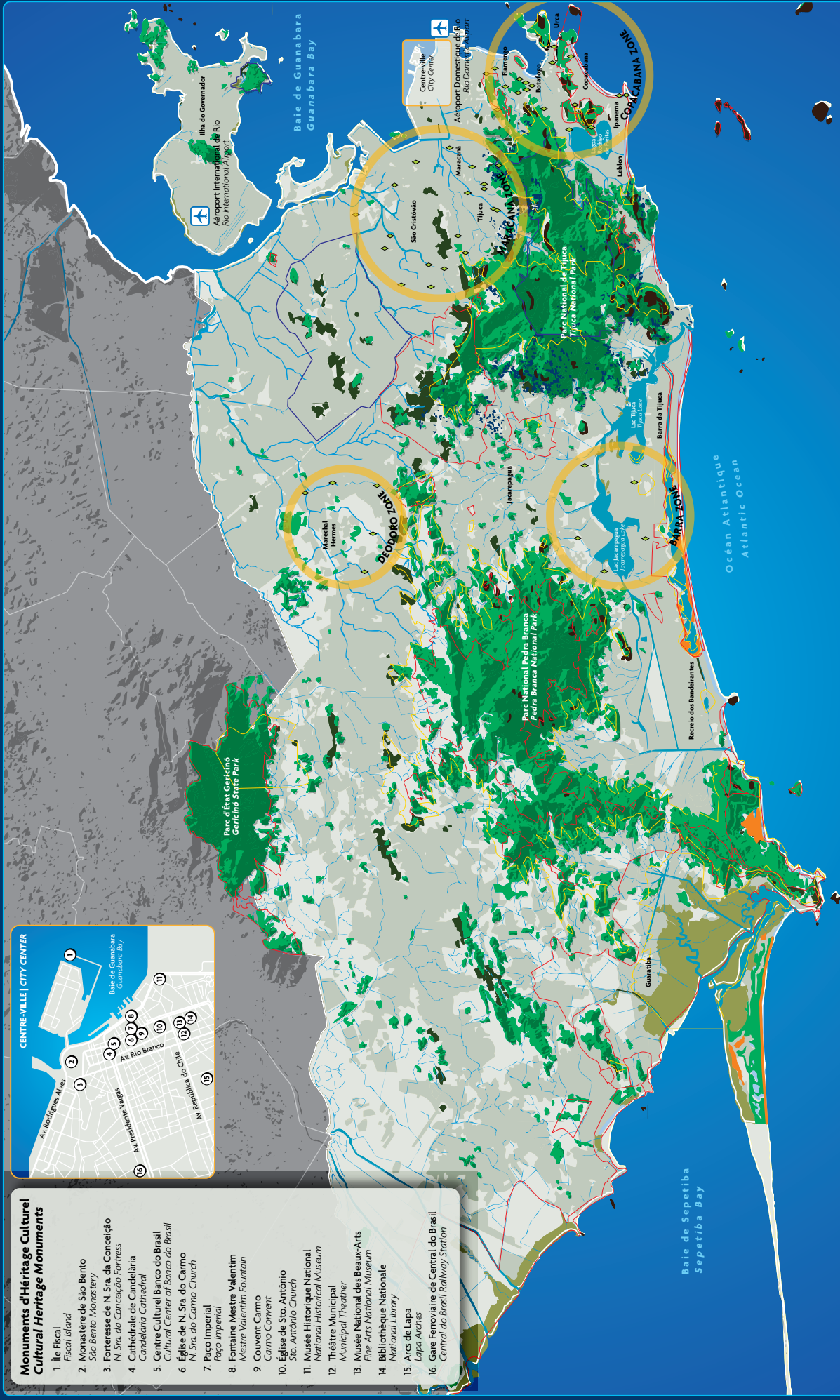
Natural vegetation  
29.86%

Urban environment  
70.14%

All of these features are shown on the following map.

**Monuments d'Héritage Culturel**  
**Cultural Heritage Monuments**

1. Ilé Fiscal  
Fiscal Island
2. Monastère de São Bento  
São Bento Monastery
3. Forteresse de N. Sra. da Conceição  
N. Sra. da Conceição Fortress
4. Cathédrale de Candelária  
Candelaria Cathedral
5. Centre Culturel Banco do Brasil  
Cultural Center of Banco do Brasil
6. Eglise de N. Sra. do Carmo  
N. Sra. do Carmo Church
7. Paço Imperial  
Paço Imperial
8. Fontaine Mestre Valentim  
Mestre Valentim Fountain
9. Couvent Carmo  
Carmo Convent
10. Eglise de Sto. Antônio  
Sto. Antônio Church
11. Musée Historique National  
National Historical Museum
12. Théâtre Municipal  
Municipal Theater
13. Musée National des Beaux-Arts  
Fine Arts National Museum
14. Bibliothèque Nationale  
National Library
15. Arcs de Lapa  
Lapa Arches
16. Gare Ferroviaire de Central do Brasil  
Central do Brasil Railway Station



**Utilisation de la terre** Land Use

- Forêt Forest
- Palouse/Champs modifiés par homme Human altered grass/field
- Mangrove Mangrove
- Reboisement Reforestation
- Zone urbaine Urban area
- Vegetation de la plaine côtière sablonneuse Sandy coastal plain vegetation
- Eau à l'intérieur des terres Inland water
- Relief rocheux Rocky outcrop

**Risques naturels potentiels** Natural potential risks

- Glissement de terrain Landslide
- Zone d'inondation Flooded area
- Zone urbaine Urban area
- Eau à l'intérieur des terres Inland water

**Zones protégées** Protected areas

- Protection intégrale/Utilisation restreinte Protected area/Restricted use
- Utilisation viable à long terme Sustainable use
- Zone de protection environnementale et de récupération urbaine Area of environmental protection and urban regeneration



PROJECTO UTM  
SMA/2010/0000000  
UTM PROJECTION  
SMA/2010/0000000



## ENVIRONMENT AND METEOROLOGY

### 6.2 AIR QUALITY

#### CLEAN AIR WITH AN UPWARD TREND OF IMPROVEMENT

The relief, vegetation and climate characteristics of the city create four aerial basins in which air pollutants are subject to four distinctive circulation and dispersion characteristics. Games events are located in the Aerial Basin II, corresponding to the districts of Jacarepaguá and Barra de Tijuca, and Aerial Basin III, covering the northern part of the city and the districts of Copacabana, Flamengo and Lagoa in the south. The table below shows the air quality data for Rio and São Paulo. The other cities hosting Football do not differ significantly from Rio.

While Rio has faced air quality issues in the past, as a result of vigorous air quality improvement programs, general conditions are continually improving such that today, Rio's air quality standards are within the limits recommended by the World Health Organization (WHO). Carbon monoxide and sulfur dioxide emissions have reduced in Rio and in the cities hosting Football since the 1980s, after a specific government program (PROCONVE) was established nationwide. In Rio, the only parameter higher than legislated standards is O<sub>3</sub>.

Currently, air quality is measured at 27 sites in Rio's metropolitan area, including manual and automatic units. Historic data shows that 77% of polluting emissions are caused by vehicular traffic. The monitoring stations use standard analysis techniques for carbon monoxide CO with non-dispersive infrared methodology, for sulfur dioxide concentration SO<sub>2</sub> measured by the ultraviolet fluorescence method, for nitrogen dioxide concentration NO<sub>2</sub> measured by a chemi-luminescence analysis, for suspended particulate matter concentration (PM10) measured by the beta ray absorption method and for ozone concentration O<sub>3</sub> using measurement based on ultraviolet absorption photometry. In the table below, the compilation of five year measurement data is presented.

### 6.3 WATER SUPPLY

#### PREDICTABLE, SAFE AND EXPANDING

The drinking water in Rio is collected, treated and distributed by the State Company of Water and Sewage (CEDAE) with more than 43,000 l/s collected from the Guandu River. The water supply system is very predictable in terms of volume and quality given the size of the Guandu system and the fact there is a single source.

CEDAE vigorously meets the drinking water standards established by the Ministry of Health (2004) and WHO.

Existing water storage consists of 55 reservoirs in the Guandu, Ribeirão das Lajes, Acari and other isolated systems.

The Guandu water treatment station produces around 43,000 l/s. This equates to more than 3.7 billion l/day of clean water supplying Rio. The treatment works feature a quality control laboratory which conducts physical, chemical and bacteriological analysis at all stages of the process, thereby ensuring that the stipulated drinking water standards are met.

Water quality information is provided in the following table based on analyses performed over the last five years, sourced from the respective State and Federal District water and sanitation companies.

CEDAE rigorously applies hydro-biological, microbiological, chemical and physical-chemical testing methods to assess drinking water quality using turbidity, color, pH, fecal coliforms and fluoride as the analysis parameters.

#### CONCENTRATION OF POLLUTANTS BY ZONES

| PARAMETER                           | Rio de Janeiro |                 |               |              | São Paulo       |
|-------------------------------------|----------------|-----------------|---------------|--------------|-----------------|
|                                     | Barra Zone     | Copacabana Zone | Maracanã Zone | Deodoro Zone | Morumbi Stadium |
| Carbon monoxide (CO)                | 1,174          | 521             | 479           | N/A          | 943             |
| PM10                                | 88             | 44              | 45            | 60           | 40              |
| Sulfur dioxide (SO <sub>2</sub> )   | 7              | 44              | 8             | N/A          | 6               |
| Nitrogen dioxide (NO <sub>2</sub> ) | 46             | N/A             | N/A           | N/A          | 37              |
| Ozone (O <sub>3</sub> )             | 9              | N/A             | N/A           | N/A          | 33              |

Concentration of air pollutants in venues/zones (µg/m<sup>3</sup>)  
City of Rio – Period: 2001/2007 and the City of São Paulo

#### DRINKING WATER QUALITY ANALYSIS RESULTS

| PARAMETER       | Government legislation limits | Sample Percentage Within Standards (%) |           |          |          |                |
|-----------------|-------------------------------|----------------------------------------|-----------|----------|----------|----------------|
|                 |                               | Rio de Janeiro                         | São Paulo | Brasília | Salvador | Belo Horizonte |
| Turbidity       | 5.00                          | 98.80                                  | 95.77     | 99.70    | 98.81    | 99.70          |
| Color           | 15.00                         | 98.62                                  | 94.08     | 99.69    | 100.00   | 99.48          |
| pH              | 6.00 to 9.50                  | 98.60                                  | 96.62     | 99.03    | 98.57    | 99.85          |
| Fecal Coliforms | Absence                       | 99.98                                  | 95.88     | 98.74    | 98.03    | 96.18          |
| Fluoro          | 1.50                          | 98.12                                  | 94.44     | 77.40    | 100.00   | 92.94          |

Period of 5 years - Source of data: CEDAE - Water and Sanitation Company of the State of Rio, SABESP - Water and Sanitation Company of the State of São Paulo, CAESB - Water and Sanitation Company of Brasília, EMBASA - Water and Sanitation Company of the State of Bahia, COPASA - Water and Sanitation Company of the State of Minas Gerais

## ENVIRONMENT AND METEOROLOGY

### 6.4 STAKEHOLDER ENGAGEMENT PLAN

#### INTEGRATED ENVIRONMENTAL MANAGEMENT

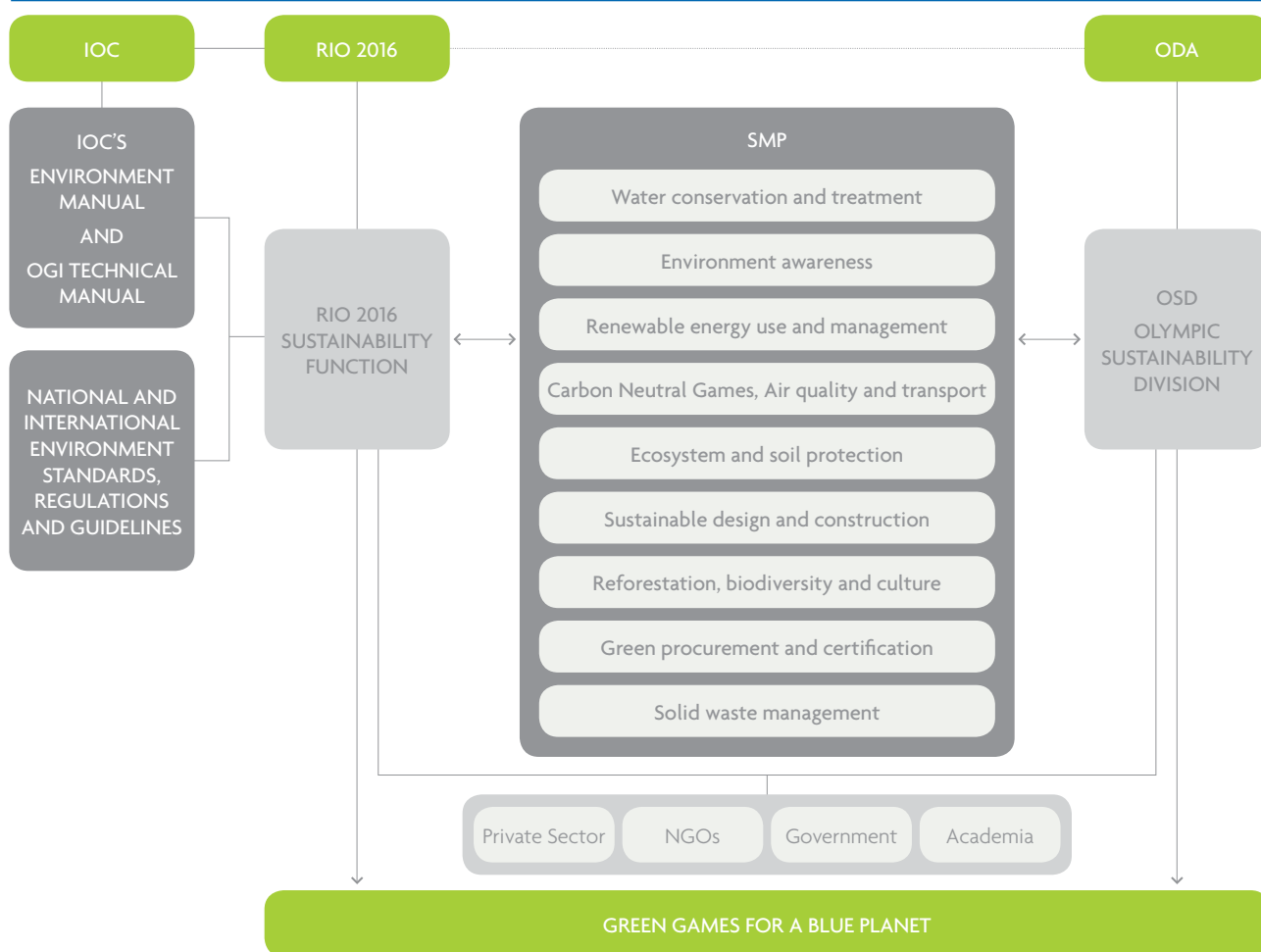
Brazilian environmental policy is noted for its excellent legal and regulatory instruments. The 1988 Federal Constitution is considered one of the most thorough in the world in its treatment of the environment. The three levels of Government together coordinate the legal measures and programs related to environmental assets and liabilities.

At the Federal level, the main legislative platform is the National Environment Policy implemented by the Ministry of the Environment. Under this institutional umbrella, the National

System for the Environment and the responsibilities of the National Councils of the Environment and Water Resources are defined. Regional policies are established by the State Environment Secretariat and, in the case of Rio, are executed by the same Secretariat which coordinates the agencies responsible for managing water, air pollution and forest policies. The city system is organized in a similar way, overseen by a Municipal Environment Commission.

The sustainability framework for the Games is presented in the diagram below.

#### RIO 2016 SUSTAINABILITY FRAMEWORK



#### New Olympic Sustainability Division

All three levels of Government have considerable environment and sustainability projects impacting Rio. Rio is the original home of the Global Agenda 21 (AG21) and the City continues with its own AG21 implementation.

During the bid, a special environment committee was established to ensure efficiency and coherency of Games-related plans across all three levels of Government. Given the complexity of

environment and sustainability projects with direct correlation to the Games venues, the Governments have agreed to create the Olympic Sustainability Division (OSD), a special purpose agency which will provide practical operational delivery capability to underpin the high level Government policy, financial and legislative support. The OSD will be an ancillary agency of the Olympic Development Authority (ODA) which is discussed fully in Theme 3.

## ENVIRONMENT AND METEOROLOGY

Simultaneously, Rio 2016's Sustainability function will lead Games environment plan delivery to meet client requirements within Games venues, not only to deliver outstanding Games but also to set new standards for sustainability in the region.

The OSD and Rio 2016, for their respective responsibilities of city and Games projects, will integrate all public authorities, NGOs, private sector and any other stakeholders involved in project delivery.

Responsibilities of the OSD and Rio 2016, within their respective projects, will include policy development, coordination, planning, delivery capability assessment, research, project accountability, stakeholder engagement coordination, definition and monitoring of project indicators and reporting. Monitoring of government programs will follow the National Institute for Geography and Statistics (IBGE) indicators which comply with nationwide public initiatives and with UN standards.

In addition to the development and coordination of the Sustainability Management Plan (SMP), the Rio 2016 Sustainability function will be the point of contact to ensure that the IOC's Technical Manual for Environment and Sustainability and Olympic Games Impact requirements are followed in the SMP and within the OSD's framework.

### Stakeholder Engagement (NGOs, Business Sector and Academia)

An integrated Stakeholder Engagement Plan has been drafted to ensure the identification, participation, capacity-building and dialogue with public authorities, NGOs and private companies in Games-related projects.

Given the importance of active involvement of society, businesses and commercial associations and academia in achieving the objectives of the SMP and in ensuring that legacy objectives are properly delivered, partnerships are already underway with well-established NGOs, companies and universities on local, national and international levels.

### 6.5 ENVIRONMENTAL PROTECTION OBJECTIVES

SUSTAINABILITY MANAGEMENT PLAN:  
PLANET, PEOPLE, PROSPERITY

In alignment with the sustainable development principles proposed by the UN's "Our Common Future Report" and ratified by Rio's World Environment Summit of 1992, the Rio 2016 Games in Rio will catalyze the environmental policies and programs of the three levels of Government via the Rio 2016's Sustainability Management Plan (SMP). The three pillars of Rio 2016's Sustainability Management Plan (SMP) - planet, people, prosperity - will integrate economic, environmental and social elements into the "Green Games for a Blue Planet" vision for the Rio Games:

- *Planet* signifies the overall environmental commitment of the Games to act locally with a global vision of sustainability
- *People* indicates the need for ample social benefits, consistent and inclusive for the entire Rio public
- *Prosperity* symbolizes well administered and transparently managed Games, and economic growth for the city.

The SMP will contribute to the implementation of the current public policies improving new green social and environmental technologies in the *Games Green Zone*, formed by the perimeter of the four venue zones, which represents more than the 50% of the built environment of the city.

#### Objectives

The SMP core objective is to support the delivery of the Games and to create, with Government engagement and integration, the means for a definitive transformation in the city. This coordinated plan will set a new standard for urban transformation and sustainability in South America, and will create a foundation for the integration of sustainable events and environment regeneration.

With the strong focus on improving the environment (Planet), quality of life (People) and the economy (Prosperity), the SMP reflects specific objectives associated with the City's priorities:



## ENVIRONMENT AND METEOROLOGY

- **Water Conservation Games**  
The Games program defines short and long-term objectives to regenerate Rio's magnificent waterways, particularly the lakes system in the Barra Zone and Guanabara Bay. This initiative, which involves river treatment units construction, sewage network expansion and education programs, will set a new standard of water quality preservation for the next generations which is the main pillar for the "Green Games for a Blue Planet" vision
- **Renewable Energy Games**  
The Games will extensively use renewable sources and contribute with new models and technologies for energy use, monitoring and consumption reduction among others, by implementing Brazilian state of the art hydrogen energy cells and generators in all venues
- **Carbon Neutral Games**  
Emissions generated by Games preparations and operations will be neutralized through the reforestation of over 3 million trees in strategic rain forest areas out of the 24 million trees to be planted in the state before 2016. This initiative will lead

to legacy Clean Development Mechanism implementation in surrounding communities. It includes the Atlantic Forest protection campaign, Zero Illegal Deforestation, to reinforce the official green recovery targets in the Pedra Branca and Tijuca buffer zones surroundings the venues and in the mangroves at the Barra lakes

- **Waste Management and Social Responsibility**  
Following successful cooperative recycling programs in Brazil, 100% of solid waste generated during the Games preparations and operations, including construction, will be processed and recycled through a sustainable chain with direct social benefits to surrounding communities. Procurement and acquisitions processes before, during and after the Games will follow the same principles.

### Rio 2016 Actions

To maximize the effectiveness and impact of the SMP, all actions have been aligned with the overall strategic environment plan for the city. Actions presented below refer to the above environment priorities:

### SUSTAINABILITY ACTION PLAN

| THEME                                                                                                                                                                    | Rio 2016 proposed actions                                                                                                                                                                                                                                                                                                                               | Government engagement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>WATER CONSERVATION GAMES</b>                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Water management and treatment                                                                                                                                           | Construction guidelines for Games venues following international water saving standards, such as dual water saving flushes, to decrease demand for drinking water and generate financial savings on collection and solid waste treatment by public agencies                                                                                             | Ensured by the Federal Government's National Sewage Program (2008) which defines clear targets of treatment at national, state and municipal levels, investment of USD4 billion is already committed for restoration programs (Guanabara Bay Sanitation Program and Barra-Jacarepaguá Sanitation Program) which will result in more than 80% of overall sewage collected and treated by 2016.                                                                                                                                                                                    |
|                                                                                                                                                                          | Extensive deployment of grey water recycling and secondary use of rainwater for irrigation as part of the Rio 2016 Green Building Program                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|                                                                                                                                                                          | Olympic Training Center (OTC) facilities, Olympic and Paralympic Village and X Park with self contained sewage treatment units                                                                                                                                                                                                                          | Lake water quality:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|                                                                                                                                                                          | Restoration of Marangá River course in Deodoro Zone by a community program                                                                                                                                                                                                                                                                              | <ul style="list-style-type: none"> <li>• USD165 million committed by the private sector and by CEDAE to complete the full regeneration of Lagoa Rodrigo de Freitas, home of Canoe/Kayak (Flatwater) and Rowing, and the Jacarepaguá lake in the Barra Zone to enhance dredging capacity and water quality improvement for bathing use.</li> <li>• The beaches water quality index, according to the National Environment Council's 274/2000 guidelines, will be elevated from 50% to 80% for primary contact (bathing) and monitoring will be significantly expanded.</li> </ul> |
| Environmental education and awareness                                                                                                                                    | Olympic Eco-Citizenship Program promoting sustainability for all Rio civil groups<br>New permanent Ecomuseum, a center for environmental education and culture within Rio Olympic Park, boosting awareness of heritage and Games measures for environmental sustainability. With the support of local NGOs, local Agenda 21 projects will be undertaken | Extensive school environmental programs will increase awareness of climate change impacts and the ways individuals and communities can fight against this global phenomenon; other programs will focus on lagoon protection.                                                                                                                                                                                                                                                                                                                                                     |
| <b>RENEWABLE ENERGY GAMES</b>                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Energy supply and conservation, renewable energy use and management                                                                                                      | Overlay construction with self-supplying renewable energy generators powered by ethanol for broadcasting and mission-critical operations                                                                                                                                                                                                                | The "National Program for Production and Use of Biofuel" launched in 2004 is ensuring a progressive and sustainable diffusion of biofuel in the local market leading to significant reduction of diesel importation and improvement in the national renewable energy matrix.                                                                                                                                                                                                                                                                                                     |
|                                                                                                                                                                          | Swimming pools with solar panels for water heating in OTC and Modern Pentathlon venues                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|                                                                                                                                                                          | Extensive photovoltaic cells in the OTC Halls to minimize energy demand for lighting                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|                                                                                                                                                                          | Brazilian state of the art hydrogen cell technology, powered by ethanol, in all overlay for lighting operational areas                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|                                                                                                                                                                          | Energy management systems in new buildings to complement the energy conservation and savings                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Within the existing State Government's Vegetable Oil Gathering Program, oil disposed from the Olympic and Paralampic Village, MPC/IBC and venues recycled into biodiesel |                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |

## ENVIRONMENT AND METEOROLOGY

## SUSTAINABILITY ACTION PLAN

CONTINUED

| THEME                                                                           | Rio 2016 proposed actions                                                                                                                                                                                                                                             | Government engagement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|---------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>RENEWABLE ENERGY GAMES</b>                                                   |                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Air quality and transport                                                       | 100% public transport for spectators and workforce                                                                                                                                                                                                                    | Although Rio's air quality is within WHO standards, in 2009 a Nationwide Air Quality Program, promoted by the Federal Government, will be undertaken. This will lead to an increased number of monitoring stations, increased control over particulates NO <sub>2</sub> , SO <sub>2</sub> and O <sub>3</sub> , engagement in the incentive State Plan of Action for the Reduction of Greenhouse Gas Emissions, enhancement of the Automotive Vehicle Air Pollution Control Program and reduction of sulfur levels in diesel.              |
|                                                                                 | Expansion of the city's cycle lane network to connect Games zones and, within each zone, Games venues                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                                                                                 | 100% of T1-T3 fleet running on ethanol                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                                                                                 | 100% of public bus fleet with high percentage use of clean fuel (biodiesel, ethanol)                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Ecosystem and soil protection                                                   | Soil contamination analysis in each new construction site                                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>• Through a series of integrated programs and laws like the National Climate Change Plan, "Mata Atlântica" Law approval, "Zero Illegal Deforestation" Program, Environment Licensing Decentralization and Environment Compensation Fund, a solid plan is being undertaken to strengthen the protection and conservation of all city forests and parks and the preservation of local biodiversity.</li> <li>• Creation of the Carbon Park with more than 24 million trees to be planted.</li> </ul> |
|                                                                                 | Increased green spaces in the city by the creation of new Games venues, for cultural events and outdoor recreation                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                                                                                 | In OTC, X Park, Marina and Lagoa Rodrigo de Freitas a preventive study undertaken to ensure the preservation of natural areas of fauna and flora                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>CARBON NEUTRAL GAMES</b>                                                     |                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Sustainable venue design / construction and noise pollution                     | Implementation of strict LEEDs guidelines and certification of 100% of new buildings with reduced consumption of natural raw materials and use of renewable natural resources                                                                                         | Government institutions, Green Building Council (GBC) of Brazil and the Brazilian Sustainable Building Council (CBCS), are developing extensive work on improving the quality of construction. For the legacy constructions, Government will implement sustainability criteria throughout concept, planning, construction, operation and maintenance phases.                                                                                                                                                                              |
|                                                                                 | Minimum distance criteria for material transport and reuse of demolition waste including relevant overlay materials                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                                                                                 | Extensive implementation of green areas and water ponds in venue designs                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                                                                                 | Full compliance with national environmental legislation and regulations for environment assessment and noiseless constructions                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Reforestation, biodiversity and protection of environment and cultural heritage | Transport corridors will be constructed with acoustic barriers through urban tree planting and landscape design                                                                                                                                                       | The Agenda 21 Education for Sustainability works at the venues, coordinated through the Ecomuseum, will focus not only on integrated sports and environment activities; it will also promote the cultural traditions of Rio's multi-ethnic society, integration of art shows (Samba and Capoeira), modern technologies, contemporary creative street art formed by reusing waste materials opening new possibilities for creativity without jeopardizing authentic traditions.                                                            |
|                                                                                 | The Games Carbon Neutral offsetting program in a 1,360 hectare "Carbon Park" in Pedra Branca Park where 3 million trees will be planted in association with the State Forest Institute out of the overall 24 million trees that will be planted in the region by 2016 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                                                                                 | The X Park fully converted into a protected public park with an extensive reforestation plan, reintroducing rain forest species. This plan will designate local residents to maintain the park's sustainability in the long term                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                                                                                 | Rio Olympic Park landscape and reforestation over 40 hectares through an effort with surrounding communities, local residents and underprivileged groups                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Green procurement and certification                                             | Catering for Olympic and Paralympic Village - 100% supplied with organic food enhancing biodiversity                                                                                                                                                                  | A strong Sustainable Procurement Program from the State Government of Rio is being implemented with support of ICLEI (International Council for Local Government for Sustainability), providing a significant change in the local market procedures.                                                                                                                                                                                                                                                                                      |
|                                                                                 | Internal procedures by Rio 2016 procurement to ensure green compliance for all tenders                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Waste Management                                                                | All Green Office principles adopted in Rio 2016 and all venues adhering to the concepts of nature-friendly equipment, furniture, supplies and waste management. ISO 14000 certification process completed in accordance with international standards                  | City and State Governments will introduce integrated waste management systems ensuring maximization of recycling and will launch a new perspective for reuse of materials in all phases of the event: by installation of methane gas pumps from landfill for energy production and carbon credit generation, deployment of construction and demolition plants, the eradication of all illegal landfill in the city by 2010 and enhancement of the Recycling Cooperative National Movement.                                                |
|                                                                                 | 100% of new buildings sending demolition waste to new recycling plants, introducing a new era for material reuse in Rio                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                                                                                 | Self-contained recycling plants for separate streams (recyclable and organic) in large venues to minimize waste forwarded to landfill and to lead to a zero waste approach.                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                                                                                 | Catering contractors will comply with packaging waste minimization including biodegradable packaging materials                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                                                                                 | Rio 2016 and NGOs together will create a program to recycle disposable Games assets such as Look which will generate additional income to the involved communities                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

## ENVIRONMENT AND METEOROLOGY

### 6.6 ENVIRONMENTAL IMPACT ASSESSMENTS

#### MINIMAL GAMES IMPACT

Maximum use of existing facilities and thorough planning of new venues according to sustainable building specifications will ensure the minimum environmental impact of Games infrastructure. An Environmental Impact Assessment (EIA) is required by the national legislative framework before the execution of any development project. For existing facilities no EIA is required however retrofitting assessments introducing sustainable building parameters will be undertaken.

The initial environment impact assessments compiled by zones, non-competition venues and interconnecting infrastructure are presented on the next page and scaled from 0 (no impact)

to 5 (very high impact). These assessments were carried out in alignment with the city's priorities and SMP's specific objectives to improve water, energy, waste and carbon conditions.

The dark and light blue areas, respectively, represent the combined impact for each dimension with and without the planned remediation actions. Hence, the reductions of the plotted areas reflect the expected improvements with SMP implementation.

The result of these assessments, presented in the following table and diagrams, shows that all sites are suitable to accommodate the Games and that the impact is reduced by the protection measures that will be undertaken by Rio 2016 and Government.

#### INITIAL IMPACT ASSESSMENT QUALITATIVE DESCRIPTION

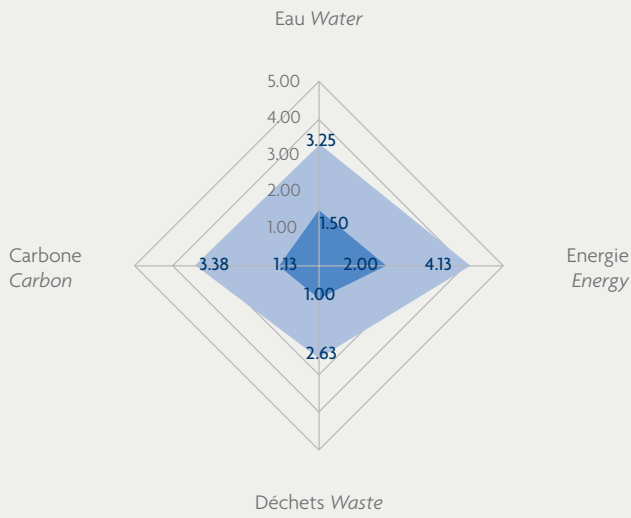
| NEW PERMANENT VENUES                | Status                                                                                                                                                                                                                                                                                                                      | Remarks                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Olympic Training Center (OTC)       | EIA completed and approved for existing venues (Maria Lenk Aquatics Stadium, Rio Olympic Arena and Rio Olympic Velodrome). Initial study assessed no major impacts in Rio Olympic Park. Detailed study to be carried out before construction tender including integration of existing venues in to Olympic Training Center. | Significant benefits are identified to the region as the Rio Olympic Park is developed. Transfer of irregular housing from the shores of the Jacarepaguá Lake to the surroundings and integration of a park will help to regenerate a protected area and open it to the public. In the Olympic Training Center, extensive self-sustainable energy facilities equipped with green landscaping elements is proposed. The waste production process will be controlled and the space will be assigned to recycling and composting. |
| IBC/MPC                             | Initial EIA carried out and assessed requirement for detailed soil analysis for IBC/MPC but no major impacts. Benefits are foreseen with the transfer of a small community to proper housing and the construction of green hotel and retail green building on the space.                                                    | In all new venues and in the Olympic and Paralympic Village, the construction process will follow Green Building criteria, with the implementation of low emission constructions, environmentally friendly materials with an emphasis on environmental comfort which is required for athletes.                                                                                                                                                                                                                                 |
| Olympic and Paralympic Village      | EIA completed in 2005 and approved. New EIA in progress incorporating all changes of new development.                                                                                                                                                                                                                       | In the Aquatics Centers and Villages water saving and consumption will be observed as well as heating through a renewable source of energy (solar panels).                                                                                                                                                                                                                                                                                                                                                                     |
| X Park Olympic Whitewater Stadium   | An initial environmental impact evaluation for each site is completed. Remediation plan will be established for soil, water and waste management in the area.                                                                                                                                                               | A special environmental recovery project will be implemented in the Deodoro region's Marangá River, including restoration and a treatment station. Implementation of energy efficiency mechanisms and material quality control methods according to ecological criteria. Structural work management control and environmental impact will allow reduction of impact in the construction.                                                                                                                                       |
| X Park Olympic BMX Center           |                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| X Park Olympic Mountain Bike Center |                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Deodoro Arena                       |                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Lagoa Rodrigo de Freitas            | At present, the Lagoa is only being considered for sporting and landscape use. A combined public-private partnership, already initiated, will promote the recovery of spill channeling, by correcting the tributary sources and the environmental and sanitary treatment of the Jockey Club's discharge.                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Marina da Glória                    | The Marina Project will be planned around the reorganization of the Marina and the process of surveying the tributary sources that pollute the water.                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

### ESTIMATIONS D'IMPACT ENVIRONNEMENTAL ENVIRONMENT IMPACT ASSESSMENTS

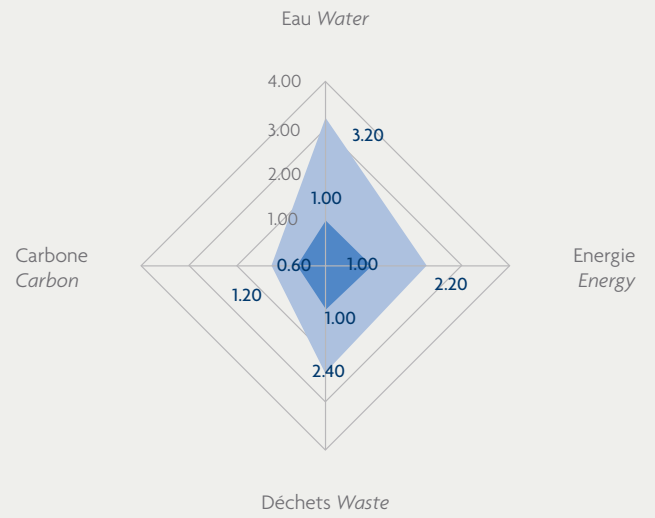
■ Impact sans Mesures de Protection *Impact without protection measures*

■ Impact avec Mesures de Protection *Impact with protection measures*

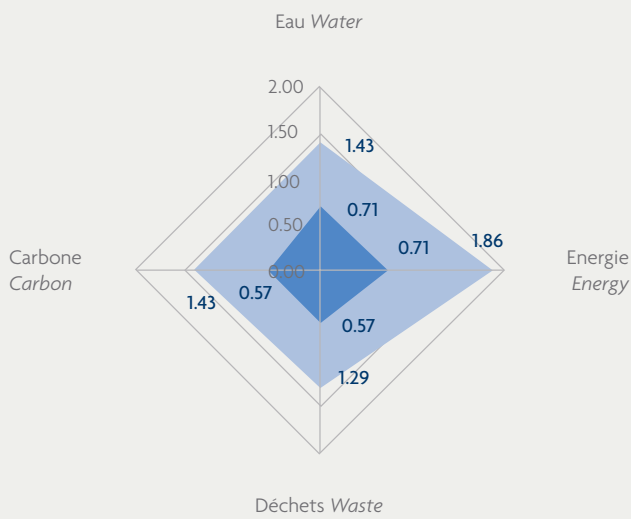
ZONE DE BARRA | BARRA ZONE



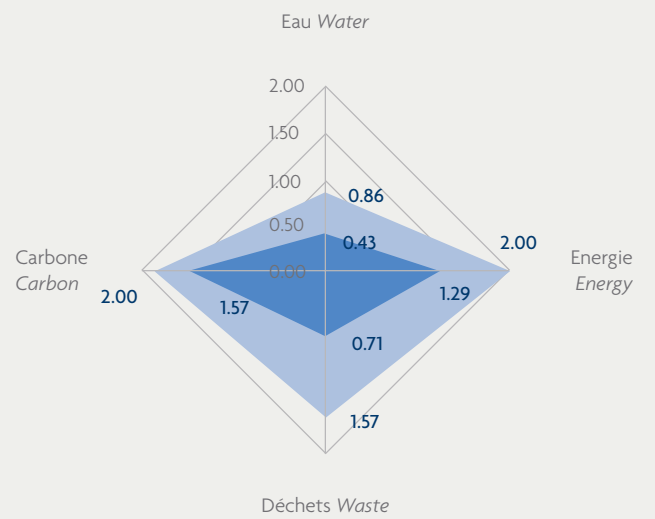
ZONE DE COPACABANA | COPACABANA ZONE



SITES DE ANNEXES | NON-COMPETITION VENUES



INFRASTRUCTURE D'INTERCONNECTION | INTERCONNECTING INFRASTRUCTURE



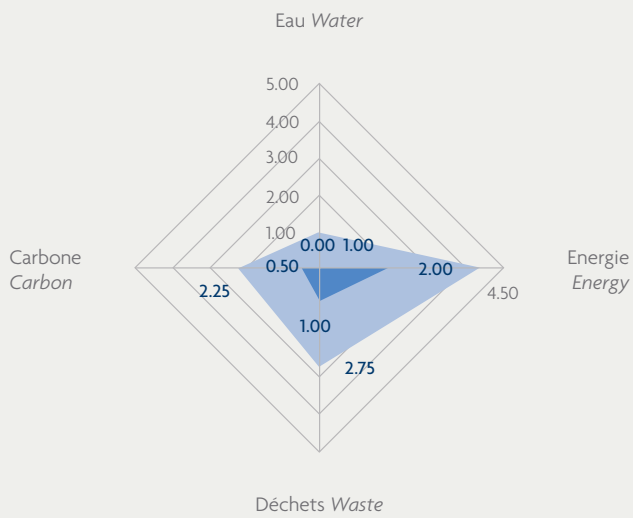
## ENVIRONMENT AND METEOROLOGY

### ESTIMATIONS D'IMPACT ENVIRONNEMENTAL ENVIRONMENT IMPACT ASSESSMENTS

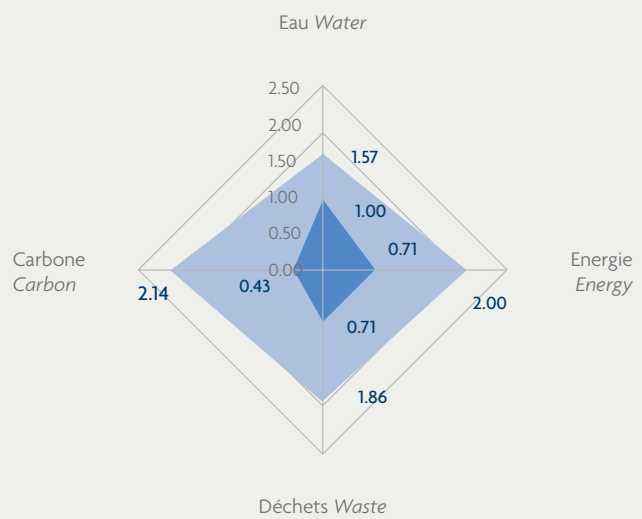
■ Impact sans Mesures de Protection *Impact without protection measures*

■ Impact avec Mesures de Protection *Impact with protection measures*

ZONE DE MARACANÃ | MARACANÃ ZONE



ZONE DE DEODORO | DEODORO ZONE





## ENVIRONMENT AND METEOROLOGY

### 6.7 LEGISLATION AND INTERNATIONAL PROTOCOLS

#### COMPLIANT CONSTRUCTION WORKS

In line with Brazilian Environment Law, guarantees have been provided by all three levels of Government and the relevant competent authorities and developers that all construction work necessary for the organization of the Games will comply with local, regional and national regulations and acts, and with international agreements and protocols regarding planning, construction and protection of the environment.

All construction will be in agreement with the Brazilian Institute of the Environment, the resolutions of the National Council of the Environment as well as with the Environmental Engineering State Foundation, responsible for the permitting of structural works in the city at a regional level.

The City Civil Structure Work Code, the Urban Zoning Law, the rules of the Brazilian Association of Technical Norms and the National Institute of Metrology will all be enforced and construction will be aligned with LEED certification criteria. The Kyoto Protocol, the Montréal Protocol, the Basel Convention, the Stockholm Convention and the Biodiversity Protection Treaty will also be respected.

Refer to Section 6 of the Guarantees File.

### 6.8 ENVIRONMENTAL MANAGEMENT TOOLS AND COMPLIANCE STANDARDS

#### COMPREHENSIVE SET OF INDICATORS

Rio 2016's SMP will comply with the National Institute for Geography and Statistics (IBGE) indicators and international standards ISO 14000 and ISO 26000. The SMP will define and monitor indicators for Games delivery, in addition to using the indicators below:

- The Global Reporting Initiative to enhance identification and monitoring of sustainability
- World Wildlife Fund's *One Planet Living* program to measure the Games' ecological grip
- United Nations indicators to assess Games sustainability: the Human Development Index establishes quality of life values (education and life expectancy) and the Sustainable Development Index evaluates and quantifies more than 60 other sustainability norms. These will be cross referenced with the other economic, environmental and social indicators issued by NGOs which monitor the population's life sustainability and socio-economic factors
- Olympic Games Impact indicators will also be monitored.

### 6.9 PILOT PROJECT

Rio 2016 and the Government have identified three Games-related pilot projects to advance the agenda for sustainable development within Brazil:

- Construction pilot project: the indoor training halls of the Olympic Training Center (OTC) will be designed using cutting edge environmental technologies and implementing established Environmentally Sustainable Design (ESD) principles. With a total footprint of 65,000m<sup>2</sup>, this venue will be an iconic structure located in the heart of Rio Olympic Park with the following environmental features: a solar skin, clean

energy, water conservation, natural ventilation, sustainable materials. This pilot project will include a series of applied research projects to advance Brazilian and global technologies around sustainable sport venues. The provision of enhanced sustainability models which can be applied to similar indoor sports facilities across the world will support the promotion of increased sport activity in an environment sensitive world

- Test of a next generation hybrid autobus operated by fuel cells and/or electrical sources
- Using carbon credit market revenues in social communities: Engage in the possibility to enhance social housing and solid waste recycling from an environmental perspective with the support of micro credit institutions and by using the global carbon credit market.

A series of other pilot projects has been identified to facilitate and enhance the environmental sustainability field related to the Games and to the long term legacy of the city.

### 6.10 IMPACT OF ENERGY CONSUMPTION AND GREENHOUSE GAS EMISSIONS

#### CLEAN ENERGY SOURCES AND REDUCTION OF EMISSIONS

Recognizing the utmost importance of preserving the Amazon and the Atlantic Forest, Brazil has paid particular attention to global environmental issues, particularly climate change through the extensive use of high efficiency green energy plants and low energy consumption design strategies in all competition and non-competition venues.



## ENVIRONMENT AND METEOROLOGY

Brazil plays a leading global role in clean energy: over 89% of its electrical energy is from renewable sources, 75% of the national light vehicle fleet (around 6 million cars) runs on ethanol with 90% less CO<sub>2</sub> emissions compared to regular fossil fuels, and almost 100% of the city's taxi fleet is powered by natural gas. Building on this base, Rio 2016 will apply Brazilian cutting-edge technology initiatives for the use of renewable energy sources during the Games.

The creation of the already-funded Carbon Park will have the capacity to offset the direct emissions of the Games, a project that will be validated by the technical mechanisms of the Kyoto Protocol as a Clean Development Mechanism project. This project will be complemented by extensive school environmental programs to increase awareness of climate change impacts. The Carbon Park project will create new jobs and fund social development projects in local communities close to the Games venues.

Other initiatives include:

- For new construction, sustainable building principles will be incorporated with passive bioclimatic architectural features as well as the expansion of renewable energy use
- The Games transport system will use 100% low emission fuels and other travel demand management measures will introduce an overall plan for reduction in energy demand
- Rio 2016 will endorse the State's incentive program of voluntary contribution of used domestic and commercial vegetable oil. The resultant biodiesel will be used by the Games transport fleet
- Power generators and back up power equipment for the Games will use fuel cells with hydrogen supplied from ethanol
- State of the art emissions measurement tools will constantly monitor Games greenhouse gas inventory. This initiative will be further extended for water management.

Rio 2016 has already calculated the carbon footprint of hosting the Games and will progress this estimation to encompass the whole Games life cycle and will progressively develop more detailed program implementation to minimize Games impact.

### 6.11 ENVIRONMENTAL APPROACH WITH SUPPLIERS AND SPONSORS

#### GREEN PURCHASING

Rio 2016 will incorporate a sustainability code into the pre-selection phase of all providers of services or goods. All providers will have to comply with this code. The criteria will be developed according to the published *Guide for Sustainable Purchasing* developed by the State Fund for the Environment, the NGO International Council for Local Governments for Sustainability and the Center for Studies of Sustainability. Specific measures will be included such as minimized packaging materials, compostable packaging, organic and ethical food, eco-efficient electronic equipment, biological cleaning products and furniture, fixtures and equipment with a secondary use post-Games.

### 6.12 SPECIAL FEATURES

#### FURTHER INITIATIVES

Rio 2016 will undertake the following further initiatives:

- Green action forum: a communication program to establish immediate engagement of the Rio population through a call



for action of civil groups, involving athletes and artists who share Rio 2016's green philosophy

- Sustainability - Climate Change Pavilion: a specific warehouse in Rio Olympic Park with the aim of assembling a technological, scientific experiential space to increase public consciousness about climate change with a link to Games operations and infrastructure
- Green eye project reinforcement: regular flights by helicopter to monitor the water bodies, conservation units and soil threatened areas
- Rio 2016 will create special lines of products as part of the Licensing Program with a portion of the revenues donated to Rain Forest Preservation Funds.

### 6.13 TEMPERATURE AND HUMIDITY

#### IDEAL CONDITIONS FOR SPORT COMPETITION

Athletes will enjoy spectacular climatic conditions in Rio, a city whose meteorological characteristics are strongly influenced by the landscape and ocean. The mild southern hemisphere winter climate provides the optimal environment for athlete performance. Pleasantly warm days, cool nights and the absence of heavy rainfall combine to produce a favorable atmosphere for spectators to watch the competition, engage in cultural activities and enjoy the delights of Rio.

The temperature and humidity assessment for the competition venues was obtained using statistical data for the proposed Games dates for the last ten years and through the measurements of 12 meteorological stations within the City of Rio.

With respect to the cities hosting Football, average data for each city was obtained for the last ten years and values do not vary significantly from Rio's.

Table 6.13 on the next page shows the tropical winter climate that athletes and Games Family will enjoy during the Games.

## ENVIRONMENT AND METEOROLOGY

TABLE 6.13 - TEMPERATURE AND HUMIDITY

|                                                                                             | Temperature in °C |         |         | Humidity in % |         |         |
|---------------------------------------------------------------------------------------------|-------------------|---------|---------|---------------|---------|---------|
|                                                                                             | Maximum           | Average | Minimum | Maximum       | Average | Minimum |
| <b>CITY OF RIO</b>                                                                          |                   |         |         |               |         |         |
| 9:00                                                                                        | 29.0              | 23.1    | 17.6    | 97            | 70      | 36      |
| 12:00                                                                                       | 34.9              | 25.5    | 17.9    | 96            | 61      | 23      |
| 15:00                                                                                       | 34.6              | 25.1    | 18.4    | 96            | 62      | 22      |
| 18:00                                                                                       | 30.7              | 22.2    | 17.0    | 96            | 74      | 34      |
| 21:00                                                                                       | 28.1              | 21.2    | 16.1    | 97            | 79      | 42      |
| <b>COMPETITION VENUES WHERE CONDITIONS ARE SIGNIFICANTLY DIFFERENT FROM THE REST OF RIO</b> |                   |         |         |               |         |         |
| <b>BARRA ZONE</b>                                                                           |                   |         |         |               |         |         |
| 9:00                                                                                        | 27.0              | 22.6    | 18.0    | 99            | 73      | 40      |
| 12:00                                                                                       | 37.0              | 25.6    | 18.0    | 98            | 64      | 25      |
| 15:00                                                                                       | 36.0              | 25.7    | 21.0    | 98            | 65      | 25      |
| 18:00                                                                                       | 30.0              | 21.6    | 17.0    | 98            | 78      | 40      |
| 21:00                                                                                       | 29.7              | 20.6    | 16.3    | 98            | 76      | 37      |
| <b>COPACABANA ZONE</b>                                                                      |                   |         |         |               |         |         |
| 9:00                                                                                        | 28.8              | 22.3    | 18.4    | 94            | 73      | 32      |
| 12:00                                                                                       | 32.4              | 23.3    | 18.9    | 94            | 71      | 26      |
| 15:00                                                                                       | 28.7              | 21.7    | 19.2    | 95            | 77      | 25      |
| 18:00                                                                                       | 28.7              | 20.9    | 18.0    | 95            | 80      | 36      |
| 21:00                                                                                       | 29.1              | 20.7    | 17.8    | 95            | 79      | 33      |
| <b>MARACANÁ ZONE</b>                                                                        |                   |         |         |               |         |         |
| 9:00                                                                                        | 31.7              | 24.0    | 16.8    | 96            | 64      | 32      |
| 12:00                                                                                       | 36.5              | 26.7    | 16.8    | 96            | 53      | 21      |
| 15:00                                                                                       | 37.7              | 26.5    | 16.8    | 95            | 53      | 18      |
| 18:00                                                                                       | 33.3              | 24.0    | 15.5    | 95            | 65      | 29      |
| 21:00                                                                                       | 30.6              | 22.9    | 15.8    | 96            | 79      | 38      |
| <b>DEODORO ZONE</b>                                                                         |                   |         |         |               |         |         |
| 9:00                                                                                        | 28.4              | 23.3    | 17.3    | 98            | 68      | 39      |
| 12:00                                                                                       | 33.8              | 26.3    | 17.7    | 95            | 54      | 18      |
| 15:00                                                                                       | 36.1              | 26.3    | 16.5    | 96            | 54      | 18      |
| 18:00                                                                                       | 30.8              | 22.2    | 17.3    | 95            | 72      | 29      |
| 21:00                                                                                       | 24.5              | 20.1    | 14.7    | 98            | 83      | 60      |
| <b>COMPETITION VENUES SITUATED MORE THAN 50KM FROM RIO</b>                                  |                   |         |         |               |         |         |
| <b>BELO HORIZONTE</b>                                                                       |                   |         |         |               |         |         |
| 9:00                                                                                        | 20.8              | 18.7    | 12.9    | 95            | 66      | 38      |
| 12:00                                                                                       | 24.7              | 19.0    | 13.4    | 94            | 65      | 32      |
| 15:00                                                                                       | 22.7              | 18.8    | 15.1    | 97            | 81      | 69      |
| 18:00                                                                                       | 21.4              | 18.8    | 16.1    | 96            | 81      | 69      |
| 21:00                                                                                       | 20.8              | 17.9    | 13.4    | 97            | 61      | 43      |
| <b>BRASÍLIA</b>                                                                             |                   |         |         |               |         |         |
| 9:00                                                                                        | 24.7              | 20.6    | 16.4    | 58            | 50      | 12      |
| 12:00                                                                                       | 29.2              | 21.2    | 16.5    | 58            | 49      | 10      |
| 15:00                                                                                       | 24.3              | 21.7    | 19.5    | 61            | 59      | 10      |
| 18:00                                                                                       | 24.9              | 21.6    | 17.1    | 62            | 58      | 9       |
| 21:00                                                                                       | 24.2              | 21.2    | 16.5    | 67            | 45      | 12      |
| <b>SALVADOR</b>                                                                             |                   |         |         |               |         |         |
| 9:00                                                                                        | 33.1              | 22.9    | 20.2    | 98            | 82      | 45      |
| 12:00                                                                                       | 35.4              | 23.7    | 19.6    | 97            | 80      | 39      |
| 15:00                                                                                       | 30.8              | 21.3    | 19.6    | 97            | 97      | 60      |
| 18:00                                                                                       | 30.8              | 21.5    | 19.6    | 98            | 97      | 70      |
| 21:00                                                                                       | 30.2              | 23.7    | 21.2    | 98            | 79      | 43      |
| <b>SÃO PAULO</b>                                                                            |                   |         |         |               |         |         |
| 9:00                                                                                        | 21.0              | 14.7    | 12.5    | 81            | 75      | 26      |
| 12:00                                                                                       | 21.1              | 16.0    | 14.2    | 83            | 79      | 35      |
| 15:00                                                                                       | 23.9              | 17.2    | 13.9    | 83            | 73      | 36      |
| 18:00                                                                                       | 23.9              | 17.8    | 14.9    | 83            | 70      | 25      |
| 21:00                                                                                       | 23.5              | 18.0    | 15.0    | 83            | 71      | 27      |

## ENVIRONMENT AND METEOROLOGY

### 6.14 PRECIPITATION

#### LIMITED RAINFALL

Table 6.14 below provides precipitation data for each Rio venue zone and cities hosting Football.

**TABLE 6.14 – PRECIPITATION**

| LOCATION                                                                                          | Number of precipitation days |                          | Average volume of precipitation (in L/m <sup>2</sup> ) |                          |
|---------------------------------------------------------------------------------------------------|------------------------------|--------------------------|--------------------------------------------------------|--------------------------|
|                                                                                                   | Per year                     | For proposed Games dates | Per year                                               | For proposed Games dates |
| City of Rio                                                                                       | 126                          | 3.7                      | 1,229.8                                                | 25.6                     |
| Competition venues where conditions are significantly different to the rest of the Candidate City |                              |                          |                                                        |                          |
| Barra Zone                                                                                        | 125                          | 4.0                      | 1,303.6                                                | 32.2                     |
| Copacabana Zone                                                                                   | 121                          | 3.5                      | 1,156.7                                                | 24.1                     |
| Flamengo Park Cluster                                                                             | 121                          | 4.0                      | 1,258.6                                                | 26.9                     |
| Maracanã Zone                                                                                     | 126                          | 3.5                      | 1,313.8                                                | 24.5                     |
| Deodoro Zone                                                                                      | 137                          | 3.5                      | 1,116.5                                                | 20.3                     |
| Competition venues situated more than 50km from Rio <sup>1</sup>                                  |                              |                          |                                                        |                          |
| Brasília                                                                                          | 133                          | 2.0                      | 1,552.1                                                | 6.4                      |
| Belo Horizonte                                                                                    | 107                          | 1.5                      | 1,491.3                                                | 6.8                      |
| Salvador                                                                                          | 201                          | 8.5                      | 2,098.7                                                | 67.9                     |
| São Paulo                                                                                         | 129                          | 4.0                      | 1,454.8                                                | 19.4                     |

<sup>1</sup> National Institute of Meteorology - INMET - Average volume of precipitation (in L/m<sup>2</sup>) (1961 - 1990) and Number of precipitation days (2008/2000)



### 6.15 WIND DIRECTION AND STRENGTH

#### MINIMAL WIND INTERFERENCE

Wind conditions are ideal for Sailing, Rowing and Canoe/ Kayak (Flatwater) which will be held in venues regularly and successfully used for international competitions and signed off by their respective IFs with respect to wind conditions. Wind impact is minimal for all other sports. Table 6.15 provides data for the proposed Olympic Games dates for the last ten years.

**TABLE 6.15 – WIND DIRECTION AND STRENGTH**

|                                                                      | Wind Data              |                              |
|----------------------------------------------------------------------|------------------------|------------------------------|
|                                                                      | Average wind direction | Average wind strength (km/h) |
| <b>RIO OLYMPIC PARK - TENNIS</b>                                     |                        |                              |
| 9:00                                                                 | N                      | 7.9                          |
| 12:00                                                                | SSE                    | 11.3                         |
| 15:00                                                                | S                      | 12.1                         |
| 18:00                                                                | SSW                    | 7.4                          |
| 21:00                                                                | SSW                    | 8.2                          |
| <b>COPACABANA STADIUM - VOLLEYBALL (BEACH)</b>                       |                        |                              |
| 9:00                                                                 | WSW                    | 13.1                         |
| 12:00                                                                | WSW                    | 15.5                         |
| 15:00                                                                | E                      | 17.6                         |
| 18:00                                                                | WSW                    | 13.6                         |
| 21:00                                                                | ENE                    | 12.3                         |
| <b>MARINA DA GLÓRIA - SAILING</b>                                    |                        |                              |
| 9:00                                                                 | SSE                    | 11.7                         |
| 12:00                                                                | S                      | 17.1                         |
| 15:00                                                                | S                      | 15.9                         |
| 18:00                                                                | S                      | 10.1                         |
| 21:00                                                                | E                      | 9.6                          |
| <b>LAGOA RODRIGO DE FREITAS - CANOE/KAYAK (FLATWATER), ROWING</b>    |                        |                              |
| 9:00                                                                 | WSW                    | 13.1                         |
| 12:00                                                                | WSW                    | 15.5                         |
| 15:00                                                                | E                      | 17.6                         |
| 18:00                                                                | WSW                    | 13.6                         |
| 21:00                                                                | ENE                    | 12.3                         |
| <b>MARACANÃ ZONE - ATHLETICS, ARCHERY</b>                            |                        |                              |
| 9:00                                                                 | NNE                    | 8.9                          |
| 12:00                                                                | SE                     | 13.9                         |
| 15:00                                                                | SSE                    | 15.3                         |
| 18:00                                                                | SE                     | 10.6                         |
| 21:00                                                                | ESE                    | 9.8                          |
| <b>VENUE DEODORO - CYCLING (BMX), CANOE/KAYAK (SLALOM), SHOOTING</b> |                        |                              |
| 9:00                                                                 | WNW                    | 3.9                          |
| 12:00                                                                | ENE                    | 8.1                          |
| 15:00                                                                | SSE                    | 12.8                         |
| 18:00                                                                | S                      | 10.4                         |
| 21:00                                                                | E                      | 7.8                          |

### 6.16 ALTITUDE

#### NO DETRIMENTAL ALTITUDE IMPACT

All competition venues in Rio and Salvador are located at altitudes of between sea level and 40 meters. Brasília and Belo Horizonte are located at around 1,200 meters while São Paulo is located at 760 meters above sea level.





## **FINANCE**

- Detailed and secured budgets
- Budgets fully guaranteed by Government
- Alignment with Brazil's long-term economic strategy
- Brazil's strong economic position assures price control
- Tax exemptions on Games-related transactions

## FINANCE

### INTRODUCTION

The Rio 2016 Games budgets have been developed by the Rio 2016 Finance team with the assistance of local and international Games-experienced specialists, and two internationally-recognized planning and financial consulting firms with extensive experience in finance and organizing major sports events.

The Organizing Committee of the Olympic Games (OCOG) budget, while reflective of the specific local environment, has been developed on the basis of a number of key inputs:

- Detailed strategic and operational planning of the Rio 2016 Bid Committee to host the Games
- Information provided by the IOC, including through the Olympic Games Knowledge Management program
- Post-Games financial data from the 2000 Sydney, 2004 Athens and 2008 Beijing Olympic and Paralympic Games
- Financial data from the Rio 2007 Pan American and Parapan American Games
- Information provided by suppliers to the Government, the Brazilian Olympic Committee, Rio 2007 Pan American Games and Rio 2016 Bid Committee
- Information from recent Olympic Games candidate cities.

These inputs, together with analysis conducted by Rio 2016 national and international consultants, have helped establish budgets which accurately reflect the strategic and operational planning presented in the dossier.

The non-OCOG budget has been prepared in collaboration with all levels of Government - Federal, State and City - consistent with the united approach between Rio 2016 and Government to ensure the important legacy opportunities of the Rio 2016 Candidature are captured. Inputs include:

- Information supporting infrastructure cost estimates provided by the Federal, State and City Governments for urban investments, taking into account considerations of affordability and long-term sustainability. This has been supplemented by information from the private sector in respect of public-private partnerships
- For those services to be provided by Federal, State or City Government agencies, the relevant agency supplied the cost estimates or has been closely involved in the development thereof with the Finance team.

Rio has developed a powerful financial model which benefits from an already secure appropriation of USD240 billion from the Federal Government Plan for Growth Acceleration (PAC). This program will underpin investments on capital and infrastructure development all over the country. Separately, the Governments will provide support for direct Games hosting costs. Complementing Federal funding will be appropriations from the State and City Governments.



### 7.1 FINANCIAL GUARANTEE

#### COMPLETE FINANCIAL SUPPORT GUARANTEED BY GOVERNMENT

Brazil has emerged as one of the fastest-growing developing economies in the world with average annual GDP growth in excess of 3.5% in the last ten years to reach USD1.3 trillion in 2007, ranking the country as the world's tenth largest economy. For Brazil, the opportunity to host the Olympic and Paralympic Games is both economically feasible and attractive, and is aligned with the country's long-term development strategies. To that end, Brazil has secured comprehensive financial guarantees from the three levels of Government, demonstrating the country's commitment to staging successful Olympic and Paralympic Games in 2016 and further developing sport in Brazil.

During the Applicant Phase, the three levels of Government presented to the IOC letters of guarantee signed by the highest authorities, including the President of Brazil, the Governor of the State of Rio de Janeiro and the Mayor of the City of Rio de Janeiro. This Government support has been reaffirmed during the Candidature Phase, with updated guarantee documentation specifically providing for the Federal, State and City Governments:

- To finance and fund the OCOG and non-OCOG budgets
- To cover any potential economic shortfall of the OCOG
- To cover any refunds to the IOC of advances in payment or other contributions made by the IOC to the OCOG, which the IOC may have to reimburse to third parties in the event of any contingency such as the full or partial cancellation of the Olympic Games.

Refer to Section 7 of the Guarantees File.

## FINANCE

### 7.2 GOVERNMENT RELATED SERVICES GUARANTEED

#### KEY GAMES SERVICES TO BE PROVIDED AT NO COST

The Federal, State and City Governments have guaranteed the provision of a range of services and support to Rio 2016 at no cost including security, medical services, customs, transport, immigration and other governmental services and support, in accordance with their jurisdictional responsibilities.

Furthermore, all three levels of Government have guaranteed that the funds allocated to the projects contained in the Rio 2016 Candidature File will be included in their respective multi-year plans, budget guideline laws and annual budget laws.

The Governments of Brazil have offered significant additional guarantees to those requested by the IOC, particularly in relation to initiatives strengthening the social and environmental fabric of Brazil and for the further development of sport nationally. These programs, aligned with Brazil's long-term economic investment strategy, ensure a tangible legacy for the Brazilian people.

Refer to Section 7 of the Guarantees File.

### 7.3 GENERAL PRICE CONTROL

#### ACTIVE APPROACH BY GOVERNMENT TO PRICE CONTROL

Brazil's Government has enacted economic policies that have enabled aggressive growth while containing inflation. According to the Federal Government's National System of Consumer Price Indices and the Central Bank of Brazil, the average annual inflation rate has been less than 7% over the last ten years, with a projected rate of 4.26% in 2008. Comparable inflation levels are projected for 2009, providing a stable future price platform.

Against this backdrop of a growing and solid economy, Rio 2016 has worked extensively with the Ministry of Tourism and the tourism industry to ensure Games clients are provided travel, accommodation and related services at fair values, avoiding speculation.

Fixed guaranteed room rates for the Olympic Family have been secured under contract by Rio 2016 with each property. The prices are calculated on the basis of current 2008 room rates, indexed for inflation to 2016 (refer Theme 14, question 14.5.2).

The Brazilian Hotel Industry Association (ABIH), the Ministry of Tourism and other Brazilian tourism bodies have entered into an agreement which establishes a cooperative framework to encourage hotel owners to maintain reasonable room rates for other Games



clients, including spectators, before and during the Games. The intention is to achieve a comparable rate regime for the balance of rooms available to spectators.

Rio 2016 will also seek to make similar agreements regarding related services to ensure the Games are accessible by a broad range of patrons.

Transport services will be provided free of charge to accredited persons and Games ticket holders for movements to and from Games venues, either through dedicated transport or mass transit services.

In recent years the Federal Government has adopted economic strategies to ensure a more competitive marketplace and reduce the opportunity for price collusion. Current legislation provides full protection for consumers and implements substantial penalties for unfair market practices.



## FINANCE

### 7.4 POST-GAMES ASSET PLAN

#### CONSIDERED PLAN FOR ASSET DISPOSAL AND LEGACY MANAGEMENT

##### Legacy infrastructure assets

Fundamental to the legacy infrastructure plan for the 2016 Games is the complete alignment of the Games venue concept to the long-term urban planning objectives for the city. This alignment will ensure urban and social legacy opportunities are optimized, taking into account associated ongoing operating

and maintenance expenses. A substantial range of feasibility and impact studies has been undertaken to support all new developments. These studies have been applied to shape all infrastructure plans, assuring long-term viability.

For each venue to be constructed, a specific legacy plan has been formulated. The post-Games use, financing and operations of all permanent competition venues are shown in the following table.

#### POST-GAMES USE, FINANCING AND OPERATIONS OF PERMANENT COMPETITION VENUES

| VENUE NAME                     | Post-Games ownership                                            | Post-Games use                   | Post-Games legacy operations/financing                                                                                                                                                                                                                                                                                                                                                               |
|--------------------------------|-----------------------------------------------------------------|----------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>FEDERAL GOVERNMENT</b>      |                                                                 |                                  |                                                                                                                                                                                                                                                                                                                                                                                                      |
| OTC - Hall 1                   | Federal Government                                              | Olympic Training Center          | The Barra and Deodoro campuses will be integrated into a single Olympic Training Center. Operational costs for the OTC will be generated from three sources: <ul style="list-style-type: none"> <li>• Concessions from the commercial mixed use development at the Barra Campus</li> <li>• Self generated OTC revenues from on site facilities</li> <li>• Funding from Federal Government</li> </ul> |
| OTC - Hall 2                   | Federal Government                                              |                                  |                                                                                                                                                                                                                                                                                                                                                                                                      |
| OTC - Hall 3                   | Federal Government                                              |                                  |                                                                                                                                                                                                                                                                                                                                                                                                      |
| OTC - Hall 4                   | Federal Government                                              |                                  |                                                                                                                                                                                                                                                                                                                                                                                                      |
| Olympic Aquatics Stadium       | Federal Government                                              |                                  |                                                                                                                                                                                                                                                                                                                                                                                                      |
| Olympic Tennis Center          | Federal Government                                              |                                  |                                                                                                                                                                                                                                                                                                                                                                                                      |
| National Shooting Center       | Federal Government                                              |                                  |                                                                                                                                                                                                                                                                                                                                                                                                      |
| National Equestrian Center     | Federal Government                                              |                                  |                                                                                                                                                                                                                                                                                                                                                                                                      |
| Deodoro Arena                  | Federal Government                                              |                                  |                                                                                                                                                                                                                                                                                                                                                                                                      |
| Olympic Whitewater Stadium     | Federal Government                                              | X Park/Olympic Training Center   | Federal Government will tender the operation of the precinct and all venues, maintaining utilization for elite                                                                                                                                                                                                                                                                                       |
| Olympic BMX Center             | Federal Government                                              |                                  |                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>CITY OF RIO DE JANEIRO</b>  |                                                                 |                                  |                                                                                                                                                                                                                                                                                                                                                                                                      |
| Riocentro - Pavilion 2         | City of Rio de Janeiro - Private Concession                     | Exhibition and Convention Center | 50 year concession to GL Events, self-financed                                                                                                                                                                                                                                                                                                                                                       |
| Riocentro - Pavilion 3         | City of Rio de Janeiro - Private Concession                     |                                  |                                                                                                                                                                                                                                                                                                                                                                                                      |
| Riocentro - Pavilion 4         | City of Rio de Janeiro - Private Concession                     |                                  |                                                                                                                                                                                                                                                                                                                                                                                                      |
| Rio Olympic Arena              | City of Rio de Janeiro - Private Concession                     | Multi-Purpose Arena              | 30 year concession to GL Events, self-financed                                                                                                                                                                                                                                                                                                                                                       |
| Rio Olympic Velodrome          | City of Rio de Janeiro / Brazilian Olympic Committee Concession | Olympic Training Center          | Will be integrated into the Olympic Training Center. Operational costs for the OTC will be generated from 3 sources: <ul style="list-style-type: none"> <li>• Concessions from the commercial mixed use development at the Barra Campus</li> <li>• Self generated OTC revenues from on site facilities</li> <li>• Funding from Federal Government</li> </ul>                                         |
| Maria Lenk Aquatic Center      |                                                                 |                                  |                                                                                                                                                                                                                                                                                                                                                                                                      |
| Marina da Glória               | City of Rio de Janeiro - Private Concession                     | Marina                           | 20 year concession to Private Marina Operator, self financed                                                                                                                                                                                                                                                                                                                                         |
| Sambodromo                     | City of Rio de Janeiro                                          | Multi-Purpose Venue              | Funding from City Government                                                                                                                                                                                                                                                                                                                                                                         |
| João Havelange Stadium         | City of Rio de Janeiro - Private Concession                     | Football/ Athletics Stadium      | 30 year lease to Botafogo Football Club, self financed                                                                                                                                                                                                                                                                                                                                               |
| <b>STATE OF RIO DE JANEIRO</b> |                                                                 |                                  |                                                                                                                                                                                                                                                                                                                                                                                                      |
| Maracanã Stadium               | State Government of Rio de Janeiro                              | Football Stadium                 | State Government concession to private operator                                                                                                                                                                                                                                                                                                                                                      |
| Maracanãzinho Arena            | State Government of Rio de Janeiro                              | Multi Sport Arena                | State Government concession to private operator                                                                                                                                                                                                                                                                                                                                                      |
| Lagoa Rodrigo de Freitas       | State Government of Rio de Janeiro - Private Concession         | Rowing venue / leisure center    | Concession to Glen, self financed                                                                                                                                                                                                                                                                                                                                                                    |
| <b>OTHER GOV. ENTITIES</b>     |                                                                 |                                  |                                                                                                                                                                                                                                                                                                                                                                                                      |
| Mané Garrincha Stadium         | Federal District (Brasilia)                                     | Football Stadium                 | State Government                                                                                                                                                                                                                                                                                                                                                                                     |
| Mineirão Stadium               | State Government of Minas Gerais                                | Football Stadium                 | State Government                                                                                                                                                                                                                                                                                                                                                                                     |
| Fonte Nova Stadium             | State Government of Bahia                                       | Football Stadium                 | State Government                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>PRIVATE</b>                 |                                                                 |                                  |                                                                                                                                                                                                                                                                                                                                                                                                      |
| Morumbi Stadium                | Private Owner                                                   | Football Stadium                 | Private, self-financed                                                                                                                                                                                                                                                                                                                                                                               |

## FINANCE

### Non-infrastructure assets

The three levels of Government and private sector partners are also committed to a sound legacy and sustainability plan for other Games assets. The Rio 2016 procurement and dissolution strategies will be developed concurrently, shortly after the Organizing Committee is formed, ensuring that asset disposal is a specific consideration prior to acquisition. Extensive consultation will be conducted with key stakeholders including Government, marketing partners, suppliers, liquidators and auction houses.

Two main categories of assets for post-Games disposal are planned:

- Assets owned by one or more levels of Government or by partners, suppliers or third parties, whereby title is retained by those parties:
  - If in the possession of Rio 2016, they will be returned to the asset owner for orderly disposal
  - If not in the possession of Rio 2016, responsibility for collection and disposal will rest with the relevant asset owner
- Assets owned by Rio 2016 or by third parties with title passing to Rio 2016:
  - These assets will be protected and collected by Rio 2016 for orderly disposal in accordance with the defined disposal strategy, as presented in the budget data annex to the Candidature File.

Rio 2016 will divest its assets responsibly and transparently, ensuring maximum benefit to the people of Rio and Brazil. The asset disposal strategy takes into consideration the value of the assets, equity and transparency in the disposal process, environmental concerns and the logistics of collection, maintenance and distribution.

## 7.5 TAX SYSTEM

### NO NEGATIVE TAX IMPLICATIONS FOR THE GAMES

The Federal, State and City Governments have undertaken to adopt the necessary legal measures to deliver the most beneficial tax arrangements for the Games, using a combination of exemptions, concessions and zero ratings as appropriate.

#### 7.5.1 CURRENT TAX FRAMEWORK

The Brazilian tax system comprises Federal, State and City taxes. The taxes currently levied in Brazil include:

- Income taxes (Federal)
  - Corporate income taxes (IRPJ and CSLL) are levied on the net income of corporations
  - Individual income taxes (IR) and labor taxes (FGTS and INSS) are collected by corporations on the basis of company payroll.
- Sales and value added taxes (Federal, State, City)
  - Federal sales taxes (PIS and COFINS) are levied on the gross income of corporations, excluding exports
  - Federal excise tax (IPI) is levied on the production of industrialized goods and on the importation of goods
  - Certain Federal importation taxes (CIDE) are levied on royalties and some technical and administrative services
  - Certain Federal importation taxes (II) are levied only on imports of goods
  - Federal financial operations tax (IOF) is levied on financial transactions including loans, credit operations, securities and foreign exchange transactions
  - State value added tax (ICMS) is levied on sales of goods and limited types of services



- City service tax (ISS) is levied on importation services.
- Withholding taxes (Federal)
  - Withholding tax (IRRF) is levied on income remitted to beneficiaries domiciled outside Brazil
  - There are no capital taxes in Brazil.

#### 7.5.2 INCOME TAX EXEMPTION FOR ORGANIZING COMMITTEE

Rio 2016 will be legally incorporated as a non-profit civil association. To the extent that all requirements prescribed in the tax legislation are met, this type of entity is exempt from the following taxes:

- Total exemption from corporate income taxes (IRPJ and CSLL)
- Total exemption from primary sales tax (COFINS)
- A tax on the payroll (PIS) will be incurred at a favorable rate (1%).

In addition to the exemptions applicable to Rio 2016 due to its non-profit status, additional special rulings apply, enabling:

- Total exemption from withholding taxes (IRRF)
- Relaxation of conditions attached to temporary importation rules in respect of excise (IPI) and importation taxes
- Relaxation of conditions attached to importation rules in respect of ICMS and ISS taxes.

Rio 2016 will be subject to labor taxes (FGTS and INSS) in respect of its employees.

#### 7.5.3 CLEAR ORGANIZING COMMITTEE TAX STATUS

The proposed structure for Rio 2016 allows for the most favorable tax treatment of Games revenues and expenditure.

In general terms, the application of each tax to third parties in Brazil and abroad is described in the following table. As the circumstances of individual transactions need to be taken into account, this information is indicative only.

## FINANCE

|                    | Third parties resident in Brazil                                                            | Third parties resident abroad                                                               |
|--------------------|---------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|
| Capital taxes      | Not applicable                                                                              | Not applicable                                                                              |
| Income taxes       | Company income taxes - applicable                                                           | Company income taxes - not applicable                                                       |
|                    | Individual income taxes - applicable                                                        | Individual income taxes - not applicable                                                    |
| Value added taxes  | Applicable depending on the transaction                                                     | Applicable depending on the transaction                                                     |
| Sales taxes        | Applicable depending on the transaction                                                     | Applicable depending on the transaction                                                     |
| With holding taxes | Applicable to transactions originating in Brazil for beneficiaries domiciled outside Brazil | Applicable to transactions originating in Brazil for beneficiaries domiciled outside Brazil |

While as a general rule, payments related to television rights or marketing rights are subject to taxation, the following will apply to the Rio 2016 Games, depending on the source of the payment and the domicile of the beneficiary:

- Payments made by third parties resident in Brazil in relation to 2016 Games television or marketing rights to:
  - Rio 2016 Organizing Committee  
Payments made by third parties resident in Brazil to Rio 2016 in connection with its activities related to the organization of the Olympic and Paralympic Games (as described in its articles of association) will not be subject to taxes of any nature
  - The IOC  
The payment of royalties and television rights to the IOC will be exempt from withholding and service importation taxes.
- Payments made by third parties resident abroad in relation to 2016 Games television or marketing rights to:
  - Rio 2016 Organizing Committee  
The payments made by third parties resident abroad to Rio 2016, in Brazil, will be exempt from income tax or sales tax
  - The IOC  
The payments made by third parties resident outside Brazil to the IOC, also located abroad, will not be subject to taxes in Brazil as long as they are not related to capital gains (profits derived) on the disposal of assets located in Brazil.

### 7.5.4 NO TAXES LEVIED ON IOC PAYMENTS

The payment of royalties by Rio 2016 to the IOC will be exempt from withholding taxes and service importation taxes.

## 7.6 BUDGET FRAMEWORK

### REALISTIC AND ADEQUATE BUDGETS

The OCOG and non-OCOG budgets have been prepared on the basis of prevailing economic conditions in 2008, taking into account the effects of inflation and projected foreign currency movements through to 2016.

A number of guiding principles underpin the budget forecasts:

- All budget line items are based on market pricing, realistic quotations and sustainable budget assumptions
- Conservative revenue assumptions have been used, delivering considerable upside potential
- Working closely with the three levels of Government, OCOG and non-OCOG responsibilities have been clearly differentiated, minimizing the risk of omission or duplication of data
- The Rio 2016 Finance team has a complete understanding of value-in-kind (VIK) valuation and accounting and its critical role in achieving and managing a balanced budget for both revenue and expense targets. Accordingly IOC advice on TOP sponsorship VIK income has been applied to the relevant expense categories
- Similarly, local sponsorship VIK income opportunities have been aligned with the corresponding expenditure budget. Rio 2016 local sponsorship revenues are conservative and there is a potential upside in this item
- An overall contingency of 10% of total expenditure has been provided, with the exception of the Games overlay budget for which a specific additional contingency of 5% is allowed, in addition to the 10%. This will cover inevitable market fluctuations and fluid planning assumptions as the budget evolves towards Games-time
- Finally, the budget is reflective of the Rio 2016 vision to establish and enhance the Olympic and Paralympic spirit for athletes, the Games Family, the media and the general public by presenting a spectacle of harmony, victory and world class athletic competition.

All financial data presented in the budget is based on Rio 2016 operational assumptions. These assumptions have been tested by conducting comparative analysis with information from recent Olympic and Paralympic Games, the Rio 2007 Pan American Games and the Rio 2016 Applicant Phase budget.

A forward-looking approach has enabled Rio 2016 to create an accurate and solid base budget for the 2016 Olympic and Paralympic Games, recognizing that the budget will be a dynamic forecasting tool that will evolve as detailed planning is undertaken.

For Rio 2016, the focus has been on achieving a balanced budget, inclusive of an appropriate contingency reserve. The non-OCOG budget reflects the overall scope of facilities, Government services and support, as provided in the guarantees.

## FINANCE

## 7.6.1 ORGANIZING COMMITTEE BUDGET

The base currency of the 2016 Games budget is the Brazilian Real (BRL). Revenue and expenditure items have been indexed from 2008 through to 2018 using estimated inflation rates provided by the National System of Consumer Price Indices and the Central Bank of Brazil, and take into account forecast movements based on historical inflation data and international parameters.

The Central Bank of Brazil has an inflation target of 4.5% for 2009 and 2010, and 3.5% for the years 2011 to 2016 and these rates have been applied to reach the 2016 budget. This inflation figure has also been used for the dissolution period from 2017 to 2018, as determined by the National Monetary Committee.

Items quoted in 2008 US dollars (USD) have been converted to the Brazilian Real (BRL) at the exchange rate of 1 USD = 2 BRL, based on FGV studies; FGV is a renowned Brazilian economic research institute which distils studies by the Brazilian Central Bank and Brazil's official statistics agency (IBGE). The historic USD/BRL exchange rates over the last ten years and forecasts for Brazilian inflation for the period 2010 to 2016 are provided in Theme 3.

Rio 2016 will adopt a protective policy against the financial risks of exchange rate variations through a strategy that combines hedging practices and the adoption of controls to counter exposures of financial resources in periods of high exchange rate volatility. The strategy will be developed in close consultation with the Federal Government and Rio 2016 bankers. As far as possible all opportunities to employ natural hedges will be pursued, by matching USD revenues and USD expenditure.

TABLE 7.6.1 - OCOG BUDGET (IN THOUSANDS)

| A – REVENUES            | BRL 2008  | USD 2008  | BRL 2016  | USD 2016  | %    | B – EXPENDITURE                             | BRL 2008  | USD 2008  | BRL 2016  | USD 2016  | %    |
|-------------------------|-----------|-----------|-----------|-----------|------|---------------------------------------------|-----------|-----------|-----------|-----------|------|
| 1. IOC Contribution     | 1,164,000 | 582,000   | 1,562,527 | 675,000   | 21%  | <b>B1. Capital Investments</b>              |           |           |           |           |      |
|                         |           |           |           |           |      | 13. Sports facilities                       | -         | -         | -         | -         | 0%   |
| 2. TOP sponsorship      | 577,689   | 288,844   | 775,476   | 335,000   | 10%  | - Olympic Village and other villages        | -         | -         | -         | -         | 0%   |
|                         |           |           |           |           |      | - MPC                                       | -         | -         | -         | -         | 0%   |
|                         |           |           |           |           |      | - IBC                                       | -         | -         | -         | -         | 0%   |
|                         |           |           |           |           |      | - Other (specify)                           | -         | -         | -         | -         | 0%   |
| 3. Local sponsorship    | 540,000   | 270,000   | 724,884   | 313,144   | 10%  |                                             |           |           |           |           |      |
| 3. Official suppliers   | 486,000   | 243,000   | 652,395   | 281,830   | 9%   | <b>B2. Operations</b>                       |           |           |           |           |      |
| 4. Ticket sales         | 721,642   | 360,821   | 968,716   | 418,478   | 13%  | 14. Sports venues                           | 635,030   | 317,515   | 852,450   | 368,252   | 11%  |
| 5. Licensing            | 90,000    | 45,000    | 120,814   | 52,191    | 2%   | 14. Olympic Village & other villages        | 565,002   | 282,501   | 758,447   | 327,643   | 10%  |
| - Licensing merchandise | 90,000    | 45,000    | 120,814   | 52,191    | 2%   | 14. MPC                                     | 42,508    | 21,254    | 57,062    | 24,650    | 1%   |
| - Coin program          | -         | -         | -         | -         | 0%   | 14. IBC                                     | 45,116    | 22,558    | 60,562    | 26,162    | 1%   |
| - Philately             | -         | -         | -         | -         | 0%   | 14. Other non-competition venues            | 82,321    | 41,161    | 110,506   | 47,738    | 1%   |
|                         |           |           |           |           |      | 15. Workforce                               | 683,914   | 341,957   | 918,071   | 396,600   | 12%  |
| 6. Lotteries            | -         | -         | -         | -         | 0%   | 16. Information systems                     | 569,766   | 284,883   | 764,842   | 330,406   | 10%  |
| 7. Donations            | 60,000    | 30,000    | 80,543    | 34,794    | 1%   | 16. Telecommunications & other technologies | 356,011   | 178,005   | 477,901   | 206,450   | 6%   |
|                         |           |           |           |           |      | 16. Internet                                | 50,825    | 25,412    | 68,226    | 29,473    | 1%   |
|                         |           |           |           |           |      | 17. Ceremonies and culture                  | 250,000   | 125,000   | 335,594   | 144,974   | 4%   |
|                         |           |           |           |           |      | - Opening Ceremony                          | 110,000   | 55,000    | 147,662   | 63,789    | 2%   |
|                         |           |           |           |           |      | - Closing Ceremony                          | 40,000    | 20,000    | 53,695    | 23,196    | 1%   |
| 8. Disposal of assets   | 65,567    | 32,784    | 88,016    | 38,022    | 1%   | - Medal Ceremonies                          | 10,000    | 5,000     | 13,424    | 5,799     | 0%   |
|                         |           |           |           |           |      | - Cultural Program                          | 40,000    | 20,000    | 53,695    | 23,196    | 1%   |
|                         |           |           |           |           |      | - Torch Relay                               | 40,000    | 20,000    | 53,695    | 23,196    | 1%   |
|                         |           |           |           |           |      | - Other programs                            | 10,000    | 5,000     | 13,424    | 5,799     | 0%   |
| 9. Subsidies            | 1,384,132 | 692,066   | 1,858,028 | 802,654   | 25%  | 18. Medical services                        | 40,172    | 20,086    | 53,926    | 23,296    | 1%   |
| - Federal Government    | 461,377   | 230,689   | 619,343   | 267,551   | 8%   | 19. Catering                                | 152,174   | 76,087    | 204,275   | 88,245    | 3%   |
| - State Government      | 461,377   | 230,689   | 619,343   | 267,551   | 8%   | 20. Transport                               | 329,614   | 164,807   | 442,467   | 191,142   | 6%   |
| - City Government       | 461,377   | 230,689   | 619,343   | 267,551   | 8%   | 21. Security                                | 46,691    | 23,345    | 62,676    | 27,076    | 1%   |
|                         |           |           |           |           |      | 22. Paralympic Games                        | 340,127   | 170,063   | 456,578   | 197,238   | 6%   |
| 10. Other               | 541,273   | 270,636   | 726,592   | 313,882   | 10%  | 23. Advertising and promotion               | 282,972   | 141,486   | 379,855   | 164,095   | 5%   |
|                         |           |           |           |           |      | 24. Administration                          | 338,867   | 169,434   | 454,888   | 196,508   | 6%   |
|                         |           |           |           |           |      | 25. Pre-Olympic events & coordination       | 89,105    | 44,553    | 119,613   | 51,672    | 2%   |
|                         |           |           |           |           |      | 26. Other                                   | 730,088   | 365,044   | 980,053   | 423,376   | 13%  |
| 11. SHORTFALL           | -         | -         | -         | -         | 0%   | <b>27. SURPLUS</b>                          | -         | -         | -         | -         | 0%   |
| 12. TOTAL               | 5,630,303 | 2,815,151 | 7,557,992 | 3,264,996 | 100% | <b>TOTAL</b>                                | 5,630,303 | 2,815,151 | 7,557,992 | 3,264,996 | 100% |

## FINANCE

### 7.6.2 NON-OCOG BUDGET

The non-OCOG budget has been prepared with assistance from all levels of Government and takes into consideration the extensive scope of facilities, services and support to be provided either directly by Government, or jointly by the private sector with Government assistance and finance. It is important to note that the substantial investments made for the 2007 Pan American Games and additional investments guaranteed for the 2011 CISM World Military Games and the 2014 FIFA World Cup will have a positive impact on the financing of the Games, guaranteeing the early execution of key infrastructure projects.

All Games related capital expenditure on infrastructure by Government or the private sector, and all associated costs, are reflected in the non-OCOG budget as shown in the total costs column of table 7.6.2.A below. These include already committed and ongoing investments of USD3.9 billion on projects such as airport and subway expansions and construction of the metropolitan road arc. The OCOG budget does not assume any capital contributions to the construction of permanent or legacy venues, other than for Games overlay, including the construction of temporary venues.

For all temporary venues and temporary adaptations of permanent venues, Rio 2016 will be responsible for the procurement and delivery of infrastructure. Where possible and

feasible, this infrastructure will be sourced from the local and global rental market to ensure legacy feasibility. The OCOG budget calculated for infrastructure development reflects the availability within the local market of some elements based on the experience of the 2007 Pan American Games, with a strong reliance on the global rental market for elements where the quantitative or qualitative requirements can not be fully supported within Brazil.

Any assets which are purchased by Rio 2016 will either be retained for legacy use in the respective venues or disposed of post-Games.

Funding for each of the major elements of the construction program is secured by guarantees:

- The relevant level of Government (City, State or Federal, depending on the ownership), has provided financing guarantees for:
  - Permanent venues and facilities
  - The IBC/MPC
  - Training venues
  - Transport and related infrastructure
- Caixa Econômica Federal (CEF), Federal Government owned Federal Savings Bank of Brazil, is providing financing guarantees for:
  - The Olympic and Paralympic Village
  - The Barra Media Village.

**TABLE 7.6.2.A - NON-OCOG BUDGET (IN THOUSANDS)**

|                                                            | BRL 2008                |                   | USD 2008                |                   | BRL 2016                |                   | USD 2016                |                   |
|------------------------------------------------------------|-------------------------|-------------------|-------------------------|-------------------|-------------------------|-------------------|-------------------------|-------------------|
|                                                            | Games Incremental Costs | Total Costs       | Games Incremental Costs | Total Costs       | Games Incremental Costs | Total Costs       | Games Incremental Costs | Total Costs       |
| <b>C – CAPITAL INVESTMENTS</b>                             |                         |                   |                         |                   |                         |                   |                         |                   |
| Airport, ports                                             | -                       | 2,002,500         | -                       | 1,001,250         | -                       | 2,688,111         | -                       | 1,161,244         |
| Roads and railways                                         | 2,141,285               | 8,902,974         | 1,070,643               | 4,451,487         | 2,874,413               | 11,951,152        | 1,241,725               | 5,162,808         |
| Accommodation                                              | 111,625                 | 111,625           | 55,813                  | 55,813            | 149,843                 | 149,843           | 64,731                  | 64,731            |
| Sports venues                                              |                         |                   |                         |                   |                         |                   |                         |                   |
| - Competition venues                                       | 485,900                 | 958,600           | 242,950                 | 479,300           | 652,261                 | 1,286,803         | 281,772                 | 555,889           |
| - Training venues                                          | 21,900                  | 21,900            | 10,950                  | 10,950            | 29,398                  | 29,398            | 12,700                  | 12,700            |
| Olympic Village                                            | -                       | 854,115           | -                       | 427,058           | -                       | 1,146,545         | -                       | 495,299           |
| Barra Media Village                                        | -                       | 1,624,752         | -                       | 812,376           | -                       | 2,181,031         | -                       | 942,189           |
| Power/Electricity Infrastructure                           | -                       | 1,540,000         | -                       | 770,000           | -                       | 2,067,261         | -                       | 893,041           |
| Environmental Management Systems                           | 890,028                 | 2,409,593         | 445,014                 | 1,204,797         | 1,194,754               | 3,234,584         | 516,125                 | 1,397,316         |
| Medical                                                    | 20,000                  | 20,000            | 10,000                  | 10,000            | 26,848                  | 26,848            | 11,598                  | 11,598            |
| Security                                                   | 731,662                 | 1,625,915         | 365,831                 | 812,958           | 982,166                 | 2,182,592         | 424,288                 | 942,863           |
| Telecommunications Network and Infrastructure <sup>1</sup> | -                       | -                 | -                       | -                 | -                       | -                 | -                       | -                 |
| IBC/MPC                                                    | 405,864                 | 405,864           | 202,932                 | 202,932           | 544,823                 | 544,823           | 235,359                 | 235,359           |
| Urban Legacy                                               | 1,454,712               | 1,640,411         | 727,356                 | 820,206           | 1,952,773               | 2,202,051         | 843,583                 | 951,269           |
| <b>Subtotal C – Capital Investments:</b>                   | <b>6,262,976</b>        | <b>22,118,249</b> | <b>3,131,488</b>        | <b>11,059,125</b> | <b>8,407,278</b>        | <b>29,691,041</b> | <b>3,631,881</b>        | <b>12,826,306</b> |
| <b>D – OPERATIONS</b>                                      |                         |                   |                         |                   |                         |                   |                         |                   |
| Security                                                   | 874,693                 | 874,693           | 437,347                 | 437,347           | 1,174,168               | 1,174,168         | 507,232                 | 507,232           |
| Transport <sup>2</sup>                                     | -                       | -                 | -                       | -                 | -                       | -                 | -                       | -                 |
| Medical <sup>2</sup>                                       | -                       | -                 | -                       | -                 | -                       | -                 | -                       | -                 |
| Environmental Management Systems <sup>2</sup>              | -                       | -                 | -                       | -                 | -                       | -                 | -                       | -                 |
| Cultural Programme                                         | 45,212                  | 45,212            | 22,606                  | 22,606            | 60,692                  | 60,692            | 26,218                  | 26,218            |
| Decoration of the City                                     | 24,000                  | 24,000            | 12,000                  | 12,000            | 32,217                  | 32,217            | 13,918                  | 13,918            |
| Special Projects                                           | 173,200                 | 173,200           | 86,600                  | 86,600            | 232,500                 | 232,500           | 100,438                 | 100,438           |
| <b>Subtotal D – Operations:</b>                            | <b>1,117,105</b>        | <b>1,117,105</b>  | <b>558,553</b>          | <b>558,553</b>    | <b>1,499,577</b>        | <b>1,499,577</b>  | <b>647,806</b>          | <b>647,806</b>    |
| <b>Total Non-OCOG Budget (C+D):</b>                        | <b>7,380,081</b>        | <b>23,235,354</b> | <b>3,690,040</b>        | <b>11,617,677</b> | <b>9,906,855</b>        | <b>31,190,617</b> | <b>4,279,687</b>        | <b>13,474,112</b> |

<sup>1</sup> The telecom operators will be responsible for delivering the necessary infrastructure  
<sup>2</sup> Government services provided at no cost

TABLEAU 7.6.2.B - 1 ET 2 - TOTAL DES DÉPENSES EN CAPITAL (BUDGET DU COJO ET HORS BUDGET COJO) EN MONNAIE LOCALE ET USD VALEUR 2008

| SITE                                                 | SPORT                                     | Dépenses en capital hors budget COJO<br><i>Non-OCOG capital investments budget</i> |                                                                                       |                                         | Dépenses en capital budget du COJO<br><i>OCOG capital investments budget</i> |                                                                                       |                                         | Total COJO &<br>Hors COJO<br><i>Total capital investments<br/>OCOG &amp;<br/>Non-OCOG</i> |
|------------------------------------------------------|-------------------------------------------|------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|-----------------------------------------|------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|-----------------------------------------|-------------------------------------------------------------------------------------------|
|                                                      |                                           | C                                                                                  |                                                                                       |                                         | B1 – ligne budgétaire 13<br><i>B1 – budget line 13</i>                       |                                                                                       |                                         |                                                                                           |
|                                                      |                                           | Nouvelles installations<br><i>New installations</i>                                | Rénovation des installations existantes<br><i>Upgrading of existing installations</i> | Total intermédiaire<br><i>Sub-total</i> | Nouvelles installations<br><i>New installations</i>                          | Rénovation des installations existantes<br><i>Upgrading of existing installations</i> | Total intermédiaire<br><i>Sub-total</i> |                                                                                           |
| BRL 2008                                             | BRL 2008                                  | BRL 2008                                                                           | BRL 2008                                                                              | BRL 2008                                | BRL 2008                                                                     | BRL 2008                                                                              |                                         |                                                                                           |
| CEO - Salle 1                                        | Basketball                                |                                                                                    |                                                                                       |                                         |                                                                              |                                                                                       |                                         |                                                                                           |
| CEO - Salle 2                                        | Judo                                      |                                                                                    |                                                                                       |                                         |                                                                              |                                                                                       |                                         |                                                                                           |
|                                                      | Taekwondo                                 | 390,480                                                                            | -                                                                                     | 390,480                                 | -                                                                            | -                                                                                     | -                                       | 390,480                                                                                   |
| CEO - Salle 3                                        | Lutte                                     |                                                                                    |                                                                                       |                                         |                                                                              |                                                                                       |                                         |                                                                                           |
| CEO - Salle 4                                        | Handball                                  |                                                                                    |                                                                                       |                                         |                                                                              |                                                                                       |                                         |                                                                                           |
| Centre Olympique de Hockey <sup>1</sup>              | Hockey                                    | 1,500                                                                              | -                                                                                     | 1,500                                   | -                                                                            | -                                                                                     | -                                       | 1,500                                                                                     |
| Centre Olympique de Tennis                           | Tennis                                    | 92,230                                                                             | -                                                                                     | 92,230                                  | -                                                                            | -                                                                                     | -                                       | 92,230                                                                                    |
| Vélodrome Olympique de Rio                           | Cyclisme (Piste)                          | -                                                                                  | 70,134                                                                                | 70,134                                  | -                                                                            | -                                                                                     | -                                       | 70,134                                                                                    |
| Centre Aquatique Maria Lenk                          | Sports Aquatiques (Plongeon)              | -                                                                                  | 17,290                                                                                | 17,290                                  | -                                                                            | -                                                                                     | -                                       | 17,290                                                                                    |
|                                                      | Sports Aquatiques (Water-Polo)            |                                                                                    |                                                                                       |                                         |                                                                              |                                                                                       |                                         |                                                                                           |
| Stade Aquatique Olympique                            | Sports Aquatiques (Natation)              | 75,754                                                                             | -                                                                                     | 75,754                                  | -                                                                            | -                                                                                     | -                                       | 75,754                                                                                    |
|                                                      | Sports Aquatiques (Natation Synchronisée) |                                                                                    |                                                                                       |                                         |                                                                              |                                                                                       |                                         |                                                                                           |
| Lagoa Rodrigo de Freitas                             | Aviron                                    | -                                                                                  | 4,520                                                                                 | 4,520                                   | -                                                                            | -                                                                                     | -                                       | 4,520                                                                                     |
|                                                      | Canoë/kayak (Course en ligne)             |                                                                                    |                                                                                       |                                         |                                                                              |                                                                                       |                                         |                                                                                           |
| Marina da Glória                                     | Voile                                     | -                                                                                  | 18,960                                                                                | 18,960                                  | -                                                                            | -                                                                                     | -                                       | 18,960                                                                                    |
| Sambódromo                                           | Athlétisme (Marathon)                     | -                                                                                  | 26,910                                                                                | 26,910                                  | -                                                                            | -                                                                                     | -                                       | 26,910                                                                                    |
|                                                      | Tir à l'arc                               |                                                                                    |                                                                                       |                                         |                                                                              |                                                                                       |                                         |                                                                                           |
| Stade João Havelange                                 | Athlétisme                                | -                                                                                  | 82,541                                                                                | 82,541                                  | -                                                                            | -                                                                                     | -                                       | 82,541                                                                                    |
| Centre National Équestre                             | Sports Équestres                          | -                                                                                  | 21,480                                                                                | 21,480                                  | -                                                                            | -                                                                                     | -                                       | 21,480                                                                                    |
| Centre National de Tir                               | Tir                                       | -                                                                                  | 5,290                                                                                 | 5,290                                   | -                                                                            | -                                                                                     | -                                       | 5,290                                                                                     |
| Stade Olympique des Eaux Vives                       | Canoë/kayak (Slalom)                      | 52,320                                                                             | -                                                                                     | 52,320                                  | -                                                                            | -                                                                                     | -                                       | 52,320                                                                                    |
| Centre Olympique de BMX                              | Cyclisme (BMX)                            | 13,170                                                                             | -                                                                                     | 13,170                                  | -                                                                            | -                                                                                     | -                                       | 13,170                                                                                    |
| Arène de Deodoro                                     | Escrime                                   | 82,220                                                                             | -                                                                                     | 82,220                                  | -                                                                            | -                                                                                     | -                                       | 82,220                                                                                    |
| Parc de Pentathlon Moderne de Deodoro <sup>1</sup>   | Pentathlon Moderne                        | 3,800                                                                              | -                                                                                     | 3,800                                   | -                                                                            | -                                                                                     | -                                       | 3,800                                                                                     |
| Sites d'entraînement                                 |                                           | 21,900                                                                             | -                                                                                     | 21,900                                  | -                                                                            | -                                                                                     | -                                       | 21,900                                                                                    |
| <b>Total intermédiaire - Installations sportives</b> |                                           | <b>733,374</b>                                                                     | <b>247,125</b>                                                                        | <b>980,499</b>                          | <b>-</b>                                                                     | <b>-</b>                                                                              | <b>-</b>                                | <b>980,499</b>                                                                            |
| Village Olympique et Paralympique                    |                                           | 854,115                                                                            | -                                                                                     | 854,115                                 | -                                                                            | -                                                                                     | -                                       | 854,115                                                                                   |
| Village des Médias de Barra                          |                                           | 1,624,752                                                                          | -                                                                                     | 1,624,752                               | -                                                                            | -                                                                                     | -                                       | 1,624,752                                                                                 |
| Autres Villages                                      |                                           | 111,625                                                                            | -                                                                                     | 111,625                                 | -                                                                            | -                                                                                     | -                                       | 111,625                                                                                   |
| CIRTV/CPP                                            |                                           | 405,864                                                                            | -                                                                                     | 405,864                                 | -                                                                            | -                                                                                     | -                                       | 405,864                                                                                   |
| <b>TOTAL</b>                                         |                                           | <b>3,729,730</b>                                                                   | <b>247,125</b>                                                                        | <b>3,976,855</b>                        | <b>-</b>                                                                     | <b>-</b>                                                                              | <b>-</b>                                | <b>3,976,855</b>                                                                          |

<sup>1</sup> Sites temporaires qui ont besoin d'investissements en capital pour l'usage d'héritage

TABLE 7.6.2.B - 1 AND 2 - TOTAL (OCOG AND NON OCOG) CAPITAL INVESTMENTS BUDGET IN 2008 LOCAL CURRENCY AND USD

| Dépenses en capital hors budget COJO<br>Non-OCOG capital investments budget |                                                                                               |                                     | Dépenses en capital budget du COJO<br>OCOG capital investments budget |                                                                                               |                                     | Total COJO &<br>Hors COJO<br>Total capital<br>investments<br>OCOG &<br>Non-OCOG | SPORT                               | VENUE                                       |
|-----------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|-------------------------------------|-----------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|-------------------------------------|---------------------------------------------------------------------------------|-------------------------------------|---------------------------------------------|
| C                                                                           |                                                                                               |                                     | B1 – ligne budgétaire 13<br>B1 – budget line 13                       |                                                                                               |                                     |                                                                                 |                                     |                                             |
| Nouvelles<br>installations<br>New<br>installations                          | Rénovation<br>des<br>installations<br>existantes<br>Upgrading of<br>existing<br>installations | Total<br>intermédiaire<br>Sub-total | Nouvelles<br>installations<br>New<br>installations                    | Rénovation<br>des<br>installations<br>existantes<br>Upgrading of<br>existing<br>installations | Total<br>intermédiaire<br>Sub-total |                                                                                 |                                     |                                             |
| USD 2008                                                                    | USD 2008                                                                                      | USD 2008                            | USD 2008                                                              | USD 2008                                                                                      | USD 2008                            | USD 2008                                                                        |                                     |                                             |
| 195,240                                                                     | -                                                                                             | 195,240                             | -                                                                     | -                                                                                             | -                                   | 195,240                                                                         | Basketball                          | OTC - Hall 1                                |
|                                                                             |                                                                                               |                                     |                                                                       |                                                                                               |                                     |                                                                                 | Judo                                | OTC - Hall 2                                |
|                                                                             |                                                                                               |                                     |                                                                       |                                                                                               |                                     |                                                                                 | Taekwondo                           | OTC - Hall 3                                |
|                                                                             |                                                                                               |                                     |                                                                       |                                                                                               |                                     |                                                                                 | Wrestling                           | OTC - Hall 4                                |
|                                                                             |                                                                                               |                                     |                                                                       |                                                                                               |                                     |                                                                                 | Handball                            | Olympic Hockey Center <sup>1</sup>          |
| 750                                                                         | -                                                                                             | 750                                 | -                                                                     | -                                                                                             | -                                   | 750                                                                             | Hockey                              | Olympic Tennis Center                       |
| 46,115                                                                      | -                                                                                             | 46,115                              | -                                                                     | -                                                                                             | -                                   | 46,115                                                                          | Tennis                              | Rio Olympic Velodrome                       |
|                                                                             | 35,067                                                                                        | 35,067                              | -                                                                     | -                                                                                             | -                                   | 35,067                                                                          | Cycling (Track)                     | Maria Lenk Aquatic Center                   |
| -                                                                           | 8,645                                                                                         | 8,645                               | -                                                                     | -                                                                                             | -                                   | 8,645                                                                           | Aquatics (Diving)                   | -                                           |
|                                                                             |                                                                                               |                                     |                                                                       |                                                                                               |                                     |                                                                                 | Aquatics (Swimming)                 | Olympic Aquatics Stadium                    |
| 37,877                                                                      | -                                                                                             | 37,877                              | -                                                                     | -                                                                                             | -                                   | 37,877                                                                          | -                                   | -                                           |
| -                                                                           | 2,260                                                                                         | 2,260                               | -                                                                     | -                                                                                             | -                                   | 2,260                                                                           | Rowing                              | Lagoa Rodrigo de Freitas                    |
| -                                                                           | 9,480                                                                                         | 9,480                               | -                                                                     | -                                                                                             | -                                   | 9,480                                                                           | Sailing                             | Marina da Glória                            |
| -                                                                           | 13,455                                                                                        | 13,455                              | -                                                                     | -                                                                                             | -                                   | 13,455                                                                          | Athletics (Marathon)                | Sambódromo                                  |
| -                                                                           | 41,271                                                                                        | 41,271                              | -                                                                     | -                                                                                             | -                                   | 41,271                                                                          | Athletics (Track and Field)         | João Havelange Stadium                      |
| -                                                                           | 10,740                                                                                        | 10,740                              | -                                                                     | -                                                                                             | -                                   | 10,740                                                                          | Equestrian                          | National Equestrian Center                  |
| -                                                                           | 2,645                                                                                         | 2,645                               | -                                                                     | -                                                                                             | -                                   | 2,645                                                                           | Shooting                            | National Shooting Center                    |
| 26,160                                                                      | -                                                                                             | 26,160                              | -                                                                     | -                                                                                             | -                                   | 26,160                                                                          | Canoe/Kayak (Slalom)                | Olympic Whitewater Stadium                  |
| 6,585                                                                       | -                                                                                             | 6,585                               | -                                                                     | -                                                                                             | -                                   | 6,585                                                                           | Cycling (BMX)                       | Olympic BMX Center                          |
| 41,110                                                                      | -                                                                                             | 41,110                              | -                                                                     | -                                                                                             | -                                   | 41,110                                                                          | Fencing                             | Deodoro Arena                               |
| 1,900                                                                       | -                                                                                             | 1,900                               | -                                                                     | -                                                                                             | -                                   | 1,900                                                                           | Modern Pentathlon                   | Deodoro Modern Pentathlon Park <sup>1</sup> |
| 10,950                                                                      | -                                                                                             | 10,950                              | -                                                                     | -                                                                                             | -                                   | 10,950                                                                          | -                                   | Training Venues                             |
| <b>366,687</b>                                                              | <b>123,563</b>                                                                                | <b>490,250</b>                      | -                                                                     | -                                                                                             | -                                   | <b>490,250</b>                                                                  | <b>Subtotal - Sports facilities</b> |                                             |
| 427,058                                                                     | -                                                                                             | 427,058                             | -                                                                     | -                                                                                             | -                                   | 427,058                                                                         | Olympic and Paralympic Village      |                                             |
| 812,376                                                                     | -                                                                                             | 812,376                             | -                                                                     | -                                                                                             | -                                   | 812,376                                                                         | Barra Media Village                 |                                             |
| 55,813                                                                      | -                                                                                             | 55,813                              | -                                                                     | -                                                                                             | -                                   | 55,813                                                                          | Other Villages                      |                                             |
| 202,932                                                                     | -                                                                                             | 202,932                             | -                                                                     | -                                                                                             | -                                   | 202,932                                                                         | IBC/MPC                             |                                             |
| <b>1,864,865</b>                                                            | <b>123,563</b>                                                                                | <b>1,988,428</b>                    | -                                                                     | -                                                                                             | -                                   | <b>1,988,428</b>                                                                | <b>TOTAL</b>                        |                                             |

<sup>1</sup> Temporary venues that require capital investments for legacy mode

TABLEAU 7.6.2.B - 3 ET 4 - TOTAL DES DÉPENSES EN CAPITAL (BUDGET DU COJO ET HORS BUDGET COJO) EN MONNAIE LOCALE ET USD VALEUR 2016

| SITE                                                 | SPORT                                     | Dépenses en capital hors budget COJO<br>Non-OCOG capital investments budget |                                                                                                           |                                                 | Dépenses en capital budget du COJO<br>OCOG capital investments budget |                                                                                                           |                                                 | Total COJO &<br>Hors COJO<br>Total capital<br>investments<br>OCOG &<br>Non-OCOG<br>BRL 2016 |
|------------------------------------------------------|-------------------------------------------|-----------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|-------------------------------------------------|-----------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|-------------------------------------------------|---------------------------------------------------------------------------------------------|
|                                                      |                                           | C                                                                           |                                                                                                           |                                                 | B1 – ligne budgétaire 13<br>B1 – budget line 13                       |                                                                                                           |                                                 |                                                                                             |
|                                                      |                                           | Nouvelles<br>installations<br>New<br>installations<br>BRL 2016              | Rénovation<br>des<br>installations<br>existantes<br>Upgrading<br>of existing<br>installations<br>BRL 2016 | Total<br>intermédiaire<br>Sub-total<br>BRL 2016 | Nouvelles<br>installations<br>New<br>installations<br>BRL 2016        | Rénovation<br>des<br>installations<br>existantes<br>Upgrading of<br>existing<br>installations<br>BRL 2016 | Total<br>intermédiaire<br>Sub-total<br>BRL 2016 |                                                                                             |
| CEO - Salle 1                                        | Basketball                                |                                                                             |                                                                                                           |                                                 |                                                                       |                                                                                                           |                                                 |                                                                                             |
| CEO - Salle 2                                        | Judo                                      |                                                                             |                                                                                                           |                                                 |                                                                       |                                                                                                           |                                                 |                                                                                             |
|                                                      | Taekwondo                                 | 524,172                                                                     | -                                                                                                         | 524,172                                         | -                                                                     | -                                                                                                         | -                                               | 524,172                                                                                     |
| CEO - Salle 3                                        | Lutte                                     |                                                                             |                                                                                                           |                                                 |                                                                       |                                                                                                           |                                                 |                                                                                             |
| CEO - Salle 4                                        | Handball                                  |                                                                             |                                                                                                           |                                                 |                                                                       |                                                                                                           |                                                 |                                                                                             |
| Centre Olympique de Hockey <sup>1</sup>              | Hockey                                    | 2,014                                                                       | -                                                                                                         | 2,014                                           | -                                                                     | -                                                                                                         | -                                               | 2,014                                                                                       |
| Centre Olympique de Tennis                           | Tennis                                    | 123,807                                                                     | -                                                                                                         | 123,807                                         | -                                                                     | -                                                                                                         | -                                               | 123,807                                                                                     |
| Vélodrome Olympique de Rio                           | Cyclisme (Piste)                          | -                                                                           | 94,146                                                                                                    | 94,146                                          | -                                                                     | -                                                                                                         | -                                               | 94,146                                                                                      |
| Centre Aquatique Maria Lenk                          | Sports Aquatiques (Plongeon)              | -                                                                           | 23,210                                                                                                    | 23,210                                          | -                                                                     | -                                                                                                         | -                                               | 23,210                                                                                      |
|                                                      | Sports Aquatiques (Water-Polo)            |                                                                             |                                                                                                           |                                                 |                                                                       |                                                                                                           |                                                 |                                                                                             |
| Stade Aquatique Olympique                            | Sports Aquatiques (Natation)              |                                                                             |                                                                                                           |                                                 |                                                                       |                                                                                                           |                                                 |                                                                                             |
|                                                      | Sports Aquatiques (Natation Synchronisée) | 101,690                                                                     | -                                                                                                         | 101,690                                         | -                                                                     | -                                                                                                         | -                                               | 101,690                                                                                     |
| Lagoa Rodrigo de Freitas                             | Aviron                                    | -                                                                           | 6,068                                                                                                     | 6,068                                           | -                                                                     | -                                                                                                         | -                                               | 6,068                                                                                       |
|                                                      | Canoë/kayak (Course en ligne)             |                                                                             |                                                                                                           |                                                 |                                                                       |                                                                                                           |                                                 |                                                                                             |
| Marina da Glória                                     | Voile                                     | -                                                                           | 25,451                                                                                                    | 25,451                                          | -                                                                     | -                                                                                                         | -                                               | 25,451                                                                                      |
| Sambódromo                                           | Athlétisme (Marathon)                     | -                                                                           | 36,123                                                                                                    | 36,123                                          | -                                                                     | -                                                                                                         | -                                               | 36,123                                                                                      |
|                                                      | Tir à l'arc                               |                                                                             |                                                                                                           |                                                 |                                                                       |                                                                                                           |                                                 |                                                                                             |
| Stade João Havelange                                 | Athlétisme                                | -                                                                           | 110,801                                                                                                   | 110,801                                         | -                                                                     | -                                                                                                         | -                                               | 110,801                                                                                     |
| Centre National Équestre                             | Sports Équestres                          | -                                                                           | 28,834                                                                                                    | 28,834                                          | -                                                                     | -                                                                                                         | -                                               | 28,834                                                                                      |
| Centre National de Tir                               | Tir                                       | -                                                                           | 7,101                                                                                                     | 7,101                                           | -                                                                     | -                                                                                                         | -                                               | 7,101                                                                                       |
| Stade Olympique des Eaux Vives                       | Canoë/kayak (Slalom)                      | 70,233                                                                      | -                                                                                                         | 70,233                                          | -                                                                     | -                                                                                                         | -                                               | 70,233                                                                                      |
| Centre Olympique de BMX                              | Cyclisme (BMX)                            | 17,679                                                                      | -                                                                                                         | 17,679                                          | -                                                                     | -                                                                                                         | -                                               | 17,679                                                                                      |
| Arène de Deodoro                                     | Escrime                                   | 110,370                                                                     | -                                                                                                         | 110,370                                         | -                                                                     | -                                                                                                         | -                                               | 110,370                                                                                     |
| Parc de Pentathlon Moderne de Deodoro <sup>1</sup>   | Pentathlon Moderne                        | 5,101                                                                       | -                                                                                                         | 5,101                                           | -                                                                     | -                                                                                                         | -                                               | 5,101                                                                                       |
| Sites d'entraînement                                 |                                           | 29,398                                                                      | -                                                                                                         | 29,398                                          | -                                                                     | -                                                                                                         | -                                               | 29,398                                                                                      |
| <b>Total intermédiaire - Installations sportives</b> |                                           | <b>984,465</b>                                                              | <b>331,735</b>                                                                                            | <b>1,316,200</b>                                | <b>-</b>                                                              | <b>-</b>                                                                                                  | <b>-</b>                                        | <b>1,316,200</b>                                                                            |
| Village Olympique et Paralympique                    |                                           | 1,146,545                                                                   | -                                                                                                         | 1,146,545                                       | -                                                                     | -                                                                                                         | -                                               | 1,146,545                                                                                   |
| Village des Médias de Barra                          |                                           | 2,181,031                                                                   | -                                                                                                         | 2,181,031                                       | -                                                                     | -                                                                                                         | -                                               | 2,181,031                                                                                   |
| Autres Villages                                      |                                           | 149,843                                                                     | -                                                                                                         | 149,843                                         | -                                                                     | -                                                                                                         | -                                               | 149,843                                                                                     |
| CIRTV/CPP                                            |                                           | 544,823                                                                     | -                                                                                                         | 544,823                                         | -                                                                     | -                                                                                                         | -                                               | 544,823                                                                                     |
| <b>TOTAL</b>                                         |                                           | <b>5,006,706</b>                                                            | <b>331,735</b>                                                                                            | <b>5,338,441</b>                                | <b>-</b>                                                              | <b>-</b>                                                                                                  | <b>-</b>                                        | <b>5,338,441</b>                                                                            |

<sup>1</sup> Sites temporaires qui ont besoin d'investissements en capital pour l'usage d'héritage



TABLE 7.6.2.B - 3 AND 4 - TOTAL (OCO AND NON OCO) CAPITAL INVESTMENTS BUDGET IN 2016 LOCAL CURRENCY AND USD

| Dépenses en capital hors budget COJO<br>Non-OCOG capital investments budget |                                                                                               |                                     | Dépenses en capital budget du COJO<br>OCOG capital investments budget |                                                                                               |                                     | Total COJO &<br>Hors COJO<br>Total capital<br>investments<br>OCOG &<br>Non-OCOG | SPORT                       | VENUE                                       |
|-----------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|-------------------------------------|-----------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|-------------------------------------|---------------------------------------------------------------------------------|-----------------------------|---------------------------------------------|
| C                                                                           |                                                                                               |                                     | B1 – ligne budgétaire 13<br>B1 – budget line 13                       |                                                                                               |                                     |                                                                                 |                             |                                             |
| Nouvelles<br>installations<br>New<br>installations                          | Rénovation<br>des<br>installations<br>existantes<br>Upgrading of<br>existing<br>installations | Total<br>intermédiaire<br>Sub-total | Nouvelles<br>installations<br>New<br>installations                    | Rénovation<br>des<br>installations<br>existantes<br>Upgrading of<br>existing<br>installations | Total<br>intermédiaire<br>Sub-total |                                                                                 |                             |                                             |
| USD 2016                                                                    | USD 2016                                                                                      | USD 2016                            | USD 2016                                                              | USD 2016                                                                                      | USD 2016                            | USD 2016                                                                        |                             |                                             |
| 226,438                                                                     | -                                                                                             | 226,438                             | -                                                                     | -                                                                                             | -                                   | 226,438                                                                         | Basketball                  | OTC - Hall 1                                |
|                                                                             |                                                                                               |                                     |                                                                       |                                                                                               |                                     |                                                                                 | Judo                        | OTC - Hall 2                                |
|                                                                             |                                                                                               |                                     |                                                                       |                                                                                               |                                     |                                                                                 | Taekwondo                   | OTC - Hall 3                                |
|                                                                             |                                                                                               |                                     |                                                                       |                                                                                               |                                     |                                                                                 | Wrestling                   | OTC - Hall 4                                |
|                                                                             |                                                                                               |                                     |                                                                       |                                                                                               |                                     |                                                                                 | Handball                    | OTC - Hall 4                                |
| 870                                                                         | -                                                                                             | 870                                 | -                                                                     | -                                                                                             | -                                   | 870                                                                             | Hockey                      | Olympic Hockey Center <sup>1</sup>          |
| 53,484                                                                      | -                                                                                             | 53,484                              | -                                                                     | -                                                                                             | -                                   | 53,484                                                                          | Tennis                      | Olympic Tennis Center                       |
| -                                                                           | 40,670                                                                                        | 40,670                              | -                                                                     | -                                                                                             | -                                   | 40,670                                                                          | Cycling (Track)             | Rio Olympic Velodrome                       |
| -                                                                           | 10,026                                                                                        | 10,026                              | -                                                                     | -                                                                                             | -                                   | 10,026                                                                          | Aquatics (Diving)           | Maria Lenk Aquatic Center                   |
|                                                                             |                                                                                               |                                     |                                                                       |                                                                                               |                                     |                                                                                 | -                           |                                             |
| 43,930                                                                      | -                                                                                             | 43,930                              | -                                                                     | -                                                                                             | -                                   | 43,930                                                                          | Aquatics (Swimming)         | Olympic Aquatics Stadium                    |
|                                                                             |                                                                                               |                                     |                                                                       |                                                                                               |                                     |                                                                                 | -                           |                                             |
| -                                                                           | 2,621                                                                                         | 2,621                               | -                                                                     | -                                                                                             | -                                   | 2,621                                                                           | Rowing                      | Lagoa Rodrigo de Freitas                    |
|                                                                             |                                                                                               |                                     |                                                                       |                                                                                               |                                     |                                                                                 | -                           |                                             |
| -                                                                           | 10,995                                                                                        | 10,995                              | -                                                                     | -                                                                                             | -                                   | 10,995                                                                          | Sailing                     | Marina da Glória                            |
| -                                                                           | 15,605                                                                                        | 15,605                              | -                                                                     | -                                                                                             | -                                   | 15,605                                                                          | Athletics (Marathon)        | Sambódromo                                  |
|                                                                             |                                                                                               |                                     |                                                                       |                                                                                               |                                     |                                                                                 | -                           |                                             |
| -                                                                           | 47,865                                                                                        | 47,865                              | -                                                                     | -                                                                                             | -                                   | 47,865                                                                          | Athletics (Track and Field) | João Havelange Stadium                      |
| -                                                                           | 12,456                                                                                        | 12,456                              | -                                                                     | -                                                                                             | -                                   | 12,456                                                                          | Equestrian                  | National Equestrian Center                  |
| -                                                                           | 3,068                                                                                         | 3,068                               | -                                                                     | -                                                                                             | -                                   | 3,068                                                                           | Shooting                    | National Shooting Center                    |
| 30,340                                                                      | -                                                                                             | 30,340                              | -                                                                     | -                                                                                             | -                                   | 30,340                                                                          | Canoe/Kayak (Slalom)        | Olympic Whitewater Stadium                  |
| 7,637                                                                       | -                                                                                             | 7,637                               | -                                                                     | -                                                                                             | -                                   | 7,637                                                                           | Cycling (BMX)               | Olympic BMX Center                          |
| 47,679                                                                      | -                                                                                             | 47,679                              | -                                                                     | -                                                                                             | -                                   | 47,679                                                                          | Fencing                     | Deodoro Arena                               |
| 2,204                                                                       | -                                                                                             | 2,204                               | -                                                                     | -                                                                                             | -                                   | 2,204                                                                           | Modern Pentathlon           | Deodoro Modern Pentathlon Park <sup>1</sup> |
| 12,700                                                                      | -                                                                                             | 12,700                              | -                                                                     | -                                                                                             | -                                   | 12,700                                                                          |                             | Training Venues                             |
| <b>425,281</b>                                                              | <b>143,307</b>                                                                                | <b>568,588</b>                      | -                                                                     | -                                                                                             | -                                   | <b>568,588</b>                                                                  |                             | <b>Subtotal - Sports facilities</b>         |
| 495,299                                                                     | -                                                                                             | 495,299                             | -                                                                     | -                                                                                             | -                                   | 495,299                                                                         |                             | Olympic and Paralympic Village              |
| 942,189                                                                     | -                                                                                             | 942,189                             | -                                                                     | -                                                                                             | -                                   | 942,189                                                                         |                             | Barra Media Village                         |
| 64,731                                                                      | -                                                                                             | 64,731                              | -                                                                     | -                                                                                             | -                                   | 64,731                                                                          |                             | Other Villages                              |
| 235,359                                                                     | -                                                                                             | 235,359                             | -                                                                     | -                                                                                             | -                                   | 235,359                                                                         |                             | IBC/MPC                                     |
| <b>2,162,859</b>                                                            | <b>143,307</b>                                                                                | <b>2,306,166</b>                    | -                                                                     | -                                                                                             | -                                   | <b>2,306,166</b>                                                                |                             | <b>TOTAL</b>                                |

<sup>1</sup> Temporary venues that require capital investments for legacy mode

## FINANCE

### 7.6.3 CASH FLOW

The cash flow forecast has been prepared for the years 2010 to 2018. There is a clear differentiation between cash and VIK arrangements with TOP and local marketing partners. Cash requirements have been escalated through to 2018 using estimated inflation rates provided by IBGE and taking into account forecast movements in interest rates and currency rates over the same period. The Government subsidies to the OCOG budget provide absolute certainty for all OCOG operations.

**TABLE 7.6.3 - OCOG CASH FLOW FORECAST IN BRL – PROJECTED TO 2016 VALUES (IN THOUSANDS)**

|                                        | Games year<br>- 7 | Games year<br>- 6 | Games year<br>- 5 | Games year<br>- 4 | Games year<br>- 3 | Games year<br>- 2 | Games year<br>- 1 | Games year<br>+ 1 | Games year<br>+ 2 |              |
|----------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------|
| Cash position<br>Beginning of year     |                   | -                 | 24,539            | 21,710            | 26,370            | 37,411            | 28,158            | 30,689            | 39,678            | 8,918        |
| <b>Cash inflows</b>                    |                   |                   |                   |                   |                   |                   |                   |                   |                   |              |
| - Bank financing                       | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -            |
| - IOC contribution                     | -                 | -                 | -                 | 70,314            | 132,815           | 148,440           | 546,885           | 664,074           | -                 | -            |
| - TOP sponsorship                      | -                 | -                 | -                 | -                 | 45,945            | 45,945            | 45,945            | 45,945            | -                 | -            |
| - Country, State and City              | -                 | 59,253            | 92,624            | 116,518           | 6,712             | 148,333           | 221,492           | 1,213,096         | -                 | -            |
| - Other income                         | -                 | 959               | 893               | 966               | 149,229           | 152,537           | 476,975           | 1,701,321         | 785               | -            |
| <b>Total inflows</b>                   | -                 | <b>60,212</b>     | <b>93,517</b>     | <b>187,798</b>    | <b>334,701</b>    | <b>495,255</b>    | <b>1,291,297</b>  | <b>3,624,436</b>  | <b>785</b>        | -            |
| <b>Cash outflows</b>                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |              |
| - Capital investments                  | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -            |
| - Operations                           | -                 | 35,673            | 96,345            | 183,138           | 323,660           | 504,508           | 1,288,766         | 3,615,448         | 31,545            | 8,918        |
| <b>Total outflows</b>                  | -                 | <b>35,673</b>     | <b>96,345</b>     | <b>183,138</b>    | <b>323,660</b>    | <b>504,508</b>    | <b>1,288,766</b>  | <b>3,615,448</b>  | <b>31,545</b>     | <b>8,918</b> |
| Cash position<br>End of year           | -                 | 24,539            | 21,710            | 26,370            | 37,411            | 28,158            | 30,689            | 39,678            | 8,918             | -            |
| Bank credit line<br>less cash utilized | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -            |
| <b>Cash available</b>                  | -                 | <b>24,539</b>     | <b>21,710</b>     | <b>26,370</b>     | <b>37,411</b>     | <b>28,158</b>     | <b>30,689</b>     | <b>39,678</b>     | <b>8,918</b>      | -            |

### 7.6.4 COMPREHENSIVE SUPPORTING DATA

A detailed budget model has been prepared as part of the 2016 Games budget development process. The model contains all assumptions, calculations and source references.

The comprehensive file of all financial data supporting the build-up of the Games budget is included with the Rio 2016 Candidature File, including a list of the individuals and organizations responsible for its preparation.







# 8

## **MARKETING**

- Collaborative approach to marketing program development
- Intellectual property rights fully protected
- Advertising rates guaranteed, supported by legislation
- Determination to deliver maximum value for TOP partners
- Innovative ticketing strategy to guarantee full stadiums

## MARKETING

### INTRODUCTION

Rio 2016 presents an exciting new and vibrant Olympic Games destination which will complement substantial global sponsor investment and will support the growth of the Olympic brand across the globe. The combination of a stunning and charismatic city with an outstanding Games plan will provide commercial partners, broadcast audiences and spectators with an unparalleled celebration of Olympic and Paralympic sport.

Rio 2016 is determined to maximize the opportunity and deliver for Games partners. Working with the full support of the Federal, State and City Governments, the Brazilian Olympic (BOC) and Paralympic Committees (BPC) and their member federations, innovative opportunities and solutions have been devised across the entire Games marketing program.

All guarantees and related requirements have been met, with full legislative support where required including measures to prevent ambush marketing.

Rio 2016 offers innovative ticketing and Games experience solutions. The ticketing program will ensure full stadiums, with passionate local fans both adding to and enjoying the spectacle.

Sponsor hospitality and showcasing will be developed in consultation with TOP and local partners and will be responsive to market evolution and the individual needs of different companies. Within this general framework, Rio 2016 has established its initial concepts and will continue to evolve these, in conjunction with the IOC and IPC, to meet the marketing objectives.

### 8.1 JOINT MARKETING PROGRAM

#### FULL PROTECTION OF REVENUES

The Rio 2016 marketing program will be driven by a value creation and fair value strategy underpinned by an intensive and collaborative approach to building marketing partnerships.

Rio 2016 will deliver a single marketing program to enhance the value of the Olympic brand and safeguard and protect the exclusivity of sponsors in the marketplace. Rio 2016 is committed to the full implementation of the Joint Marketing Program Agreement (JMPA), and to adopt any other measures deemed necessary by the IOC to enhance the longer term development of Olympic marketing. Rio 2016 will work with the IOC to engage and grow the Olympic brand and to establish a new level of integration across all marketing activities, covering different media, sports and other platforms.

The Brazilian market enjoys an existing high awareness of the Olympic and Paralympic Games with a solid and growing appreciation by the corporate sector of the benefits of investing in the Games. The BOC has an active and well-regarded marketing program, successfully developed over the last 12 years, which yields a range of strong commercial partnerships.

The JMPA between Rio 2016 and the BOC has been executed in accordance with the IOC's requirements and provided to the IOC. Rio 2016 has established a comprehensive foundation for the Olympic marketing program by National Federations (NF) which includes the following commitments, among others:

- A coordinated commercial program that will deliver substantial marketing assets in addition to the rights transferred by the BOC and BPC to Rio 2016
- Coordinated long-term marketing strategies and programs



- The City of Rio committing to a mutually beneficial marketing cooperation program with Rio 2016 leveraging many of the substantial city assets.

The BOC provides substantial funding to the NFs and, through this strong relationship, will deliver a sound and cohesive marketing environment to support Rio 2016 and the long term commercial objectives of the Olympic Movement. Rio 2016 benefits from the successful 2007 Pan American and Parapan American Games marketing program, which has informed the development of some of the strategies now proposed for the 2016 Olympic and Paralympic Games.

Refer to Section 8 of the Guarantees File.

### 8.2 PARALYMPIC JOINT MARKETING PROGRAM

#### FULL INTEGRATION WITH OLYMPIC PROTECTION

The BPC and the city of Rio de Janeiro have concluded an agreement in relation to Paralympic marketing which ensures the rights of the NPC and any future OCOGs will be included in the single joint marketing program across both Games.

Refer to Section 8 of the Guarantees File.

### 8.3 AMBUSH MARKETING PREVENTION

#### COMPREHENSIVE AND PROVEN LEGISLATION

Rio 2016 is committed to the protection of the Olympic image, the Olympic brand and all associated intellectual property, in close partnership with the IOC and, for the Paralympic brand, the IPC.

Rio 2016 will develop the strongest possible program, including all legal and other related measures, to prevent any form of ambush marketing and thereby guarantee the exclusive rights of sponsors and the integrity of the Olympic brand. This program is already underpinned by existing City legislation

The BOC gained valuable experience in developing a comprehensive anti-ambush program for the 2007 Pan American and Parapan American Games. The integrated activation by Rio 2007, public authorities and the agency and media sectors ensured there were no serious incidents of ambush marketing.

Refer to Section 8 of the Guarantees File.

## MARKETING

### 8.3.1 GOVERNMENT GUARANTEE

#### TOTAL AND UNIFIED GOVERNMENT COMMITMENT

While the existing legislative and regulatory framework provides a broad range of protection against ambush marketing, street vending, airspace advertising and advertising in public spaces, Rio 2016 will work closely with the three levels of Government to pass any additional legislation and modify or introduce new regulations, as necessary. In particular, Rio 2016 will focus on the speed of decision and response to support anti-ambush measures.

The anti-ambush initiatives will also engage local agency and media groups to maximize public relations deterrence. Rio 2016 and the Government will embark on a major communications program to educate business leaders on the rules and benefits of Olympic marketing and to reinforce the value of the Olympic brand and an association with the Olympic and Paralympic Games through the official marketing program.

### 8.3.2 OUTDOOR ADVERTISING RATES

#### A GUARANTEED PLATFORM AT GAMES TIME

All outdoor advertising in Rio is licensed by the City of Rio. Most licenses expire before 2016 and the City has undertaken to reserve all outdoor advertising for the period of the Games, as specified by the IOC and IPC. Any licenses which do not expire will have specific 'carve out' periods established for the Olympic and Paralympic Games.

Binding options have been secured with the owners of other advertising spaces in key parts of the city, major thoroughfares and around competition venues and other key Olympic sites. Together with any additional legislation required, these binding options will ensure Games sponsors have an appropriate opportunity to leverage their rights and at the same time will support anti-ambush measures.

For the period prior to and during the Olympic Games, 10% of all street furniture advertising space will be provided free of charge to the IOC to promote the Olympic brand and an additional 10% will be reserved for generic promotion of the 2016 Olympic Games. The same will apply to the IPC and the Paralympic Games. The remaining 80% of street furniture advertising space will be provided to Rio 2016 to package and offer to Olympic sponsors as part of the Olympic inventory. In any case it will not be offered to competitors of Games sponsors. Specific price controls have been established based on the average price of all advertising space in 2008, adjusted for inflation in accordance with IOC requirements.

**TABLE 8.3.2 – ADVERTISING CONTROLS (OUTDOOR ADVERTISING)**

| RIO DE JANEIRO                      |                                               |                                    |                                    |                                  |                          |                        |             |                      |
|-------------------------------------|-----------------------------------------------|------------------------------------|------------------------------------|----------------------------------|--------------------------|------------------------|-------------|----------------------|
| CITY-WIDE BILLBOARD SIGNAGE         | Owned by                                      | Owner will grant OCOG full control | Applicable legislation             | 2008 best commercial price (USD) | 2016 indexed price (USD) | Period of OCOG control |             | Incumbencies         |
|                                     |                                               |                                    |                                    |                                  |                          | Start date             | Finish date |                      |
| <b>BILLBOARDS</b>                   |                                               |                                    |                                    |                                  |                          |                        |             |                      |
| Metropolitan area of Rio de Janeiro | Adver                                         | Yes <sup>1</sup>                   | Municipal Organic Law <sup>2</sup> | 4,993 - 13,794                   | 6,994 - 19,332           | 5 Jul 2016             | 29 Sep 2016 | Not Applicable (N/A) |
|                                     | Sign                                          | Yes <sup>1</sup>                   | MOL <sup>2</sup>                   | 3,440 - 9,460                    | 4,816 - 13,255           | 5 Jul 2016             | 29 Sep 2016 | N/A                  |
|                                     | Proview                                       | Yes <sup>1</sup>                   | MOL <sup>2</sup>                   | 3,010 - 10,320                   | 4,214 - 14,459           | 5 Jul 2016             | 29 Sep 2016 | N/A                  |
|                                     | Rio Mídia                                     | Yes <sup>1</sup>                   | MOL <sup>2</sup>                   | 3,582 - 11,180                   | 5,016 - 15,663           | 5 Jul 2016             | 29 Sep 2016 | N/A                  |
|                                     | Oficina do Outdoor                            | Yes <sup>1</sup>                   | MOL <sup>2</sup>                   | 4,012 - 13,416                   | 5,624 - 18,790           | 5 Jul 2016             | 29 Sep 2016 | N/A                  |
|                                     | Sup Tolite                                    | Yes <sup>1</sup>                   | MOL <sup>2</sup>                   | 5,629 - 14,023                   | 7,888 - 19,653           | 5 Jul 2016             | 29 Sep 2016 | N/A                  |
|                                     | Goiás Publicidade                             | Yes <sup>1</sup>                   | MOL <sup>2</sup>                   | 2,894 - 8,342                    | 4,053 - 11,689           | 5 Jul 2016             | 29 Sep 2016 | N/A                  |
|                                     | Pan Painéis (JOB)                             | Yes <sup>1</sup>                   | MOL <sup>2</sup>                   | 3,152 - 18,320                   | 4,414 - 14,459           | 5 Jul 2016             | 29 Sep 2016 | N/A                  |
| <b>PANELS/FACADE ADVERTISING</b>    |                                               |                                    |                                    |                                  |                          |                        |             |                      |
| Metropolitan area of Rio de Janeiro | EFN                                           | Yes <sup>1</sup>                   | MOL <sup>2</sup>                   | 21,500 - 43,000                  | 30,128 - 60,260          | 5 Jul 2016             | 29 Sep 2016 | N/A                  |
|                                     | Cândido Ortiz Comunicação Ponte Rio - Niterói | Yes <sup>1</sup>                   | MOL <sup>2</sup>                   | 8,600 - 154,800                  | 12,051 - 216,940         | 5 Jul 2016             | 29 Sep 2016 | N/A                  |
|                                     | All Marketing                                 | Yes <sup>1</sup>                   | MOL <sup>2</sup>                   | 2,292 - 3,440                    | 3,212 - 4,818            | 5 Jul 2016             | 29 Sep 2016 | N/A                  |
|                                     | Pronews                                       | Yes <sup>1</sup>                   | MOL <sup>2</sup>                   | 4,334 - 98,541                   | 6,074 - 138,098          | 5 Jul 2016             | 29 Sep 2016 | N/A                  |
|                                     | Rima                                          | Yes <sup>1</sup>                   | MOL <sup>2</sup>                   | 9,043 - 203,532                  | 12,672 - 285,176         | 5 Jul 2016             | 29 Sep 2016 | N/A                  |
|                                     | R2+M                                          | Yes <sup>1</sup>                   | MOL <sup>2</sup>                   | 3,582 - 64,500                   | 5,018 - 90,386           | 5 Jul 2016             | 29 Sep 2016 | N/A                  |
|                                     | Grupo Kallas/Ponto Ka                         | Yes <sup>1</sup>                   | MOL <sup>2</sup>                   | 13,435 - 32,250                  | 18,830 - 45,150          | 5 Jul 2016             | 29 Sep 2016 | N/A                  |
|                                     | Grupo Kallas/Codemep                          | Yes <sup>1</sup>                   | MOL <sup>2</sup>                   | 46,582 - 64,500                  | 65,282 - 90,386          | 5 Jul 2016             | 29 Sep 2016 | N/A                  |
|                                     | Grupo Kallas/Plamarc                          | Yes <sup>1</sup>                   | MOL <sup>2</sup>                   | 37,500 - 67,500                  | 52,553 - 94,597          | 5 Jul 2016             | 29 Sep 2016 | N/A                  |
|                                     | RPR                                           | Yes <sup>1</sup>                   | MOL <sup>2</sup>                   | 35,834 - 64,500                  | 50,219 - 90,395          | 5 Jul 2016             | 29 Sep 2016 | N/A                  |

## MARKETING

TABLE 8.3.2 – ADVERTISING CONTROLS (OUTDOOR ADVERTISING)

CONTINUED

| RIO DE JANEIRO                      |               |                                    |                        |                                  |                          |                        |             |              |
|-------------------------------------|---------------|------------------------------------|------------------------|----------------------------------|--------------------------|------------------------|-------------|--------------|
| CITY-WIDE BILLBOARD SIGNAGE         | Owned by      | Owner will grant OCOG full control | Applicable legislation | 2008 best commercial price (USD) | 2016 indexed price (USD) | Period of OCOG control |             | Incumbencies |
|                                     |               |                                    |                        |                                  |                          | Start date             | Finish date |              |
| NEWSSTANDS                          |               |                                    |                        |                                  |                          |                        |             |              |
| Metropolitan area of Rio de Janeiro | R2+M          | Yes <sup>1</sup>                   | MOL <sup>3</sup>       | 5,732 - 7,882                    | 8,032 - 11,044           | 5 Jul 2016             | 29 Sep 2016 | N/A          |
|                                     | Clear Channel | Yes <sup>1</sup>                   | MOL <sup>3</sup>       | 10,750                           | 15,063                   | 5 Jul 2016             | 29 Sep 2016 | N/A          |
| STREET FURNITURE                    |               |                                    |                        |                                  |                          |                        |             |              |
| Metropolitan area of Rio de Janeiro | Clear Channel | Yes <sup>1</sup>                   | MOL <sup>2</sup>       | 1,025,857                        | 1,457,674                | 5 Jul 2016             | 29 Sep 2016 | N/A          |
|                                     | Cemusa        | Yes <sup>1</sup>                   | MOL <sup>2</sup>       | 1,102,400                        | 2,710,030                | 5 Jul 2016             | 29 Sep 2016 | N/A          |
| SCROLLING SIGNS                     |               |                                    |                        |                                  |                          |                        |             |              |
| Metropolitan area of Rio de Janeiro | Clear Channel | Yes <sup>1</sup>                   | MOL <sup>2</sup>       | 1,827,500                        | 2,561,116                | 5 Jul 2016             | 29 Sep 2016 | N/A          |
| STREET CLOCKS                       |               |                                    |                        |                                  |                          |                        |             |              |
| Metropolitan area of Rio de Janeiro | Clear Channel | Yes <sup>1</sup>                   | MOL <sup>2</sup>       | 27,704                           | 38,822                   | 5 Jul 2016             | 29 Sep 2016 | N/A          |
|                                     | Clear Channel | Yes <sup>1</sup>                   | MOL <sup>2</sup>       | 1,781,404                        | 2,496,555                | 5 Jul 2016             | 29 Sep 2016 | N/A          |
|                                     | Clear Channel | Yes <sup>1</sup>                   | MOL <sup>2</sup>       | 608,142                          | 852,272                  | 5 Jul 2016             | 29 Sep 2016 | N/A          |

The amounts above are based on the period of OCOG control and are in USD at an exchange rate of BRL2=USD1 for 2008

2016 price was projected according to the IGP-M (General Price Index - Mean) of 5.738% per annum

1 In accordance with the binding options n. 728143 of October 2008, registered at the 5th Register of Titles and Documents, subscribed to by all companies

2 Municipal Organic Law - Clause 463 (Regulation n.3) of April 1990/Law n.758/85 of the November 1985/Decree 5725 of March 1986/Law n.1921 of November 1992

3 Municipal Organic Law - Clause 463 (Regulation n.3) of April 1990/Law n. 758/85 of the November 1985/Decree 5725 of March 1986/Law n.1921 of November 1992/Law n.3425 of July 2002/Law n.3245 of July 2002



## MARKETING

### 8.3.3 PUBLIC TRANSPORT ADVERTISING SPACE

Binding options have been entered into with the companies controlling advertising spaces on various forms of public transport. These advertising spaces will be integrated into sponsor inventory.

**TABLE 8.3.3 – ADVERTISING CONTROLS (ADVERTISING ON PUBLIC TRANSPORT)**

| LOCAL TRANSPORT ADVERTISING SPACE   | Owned by      | Owner will grant OCOG full control | Applicable legislation             | 2008 best commercial price (USD) | 2016 indexed price (USD) | Period of OCOG control |             | Incumbencies         |
|-------------------------------------|---------------|------------------------------------|------------------------------------|----------------------------------|--------------------------|------------------------|-------------|----------------------|
|                                     |               |                                    |                                    |                                  |                          | Start date             | Finish date |                      |
| <b>BUS</b>                          |               |                                    |                                    |                                  |                          |                        |             |                      |
| Rio de Janeiro (Including stations) | Propaganda    | Yes <sup>1</sup>                   | Municipal Organic Law <sup>2</sup> | 1,425 - 2,227                    | 1,997 - 3,121            | 5 Jul 2016             | 29 Sep 2016 | Not Applicable (N/A) |
|                                     | Plurex        | Yes <sup>1</sup>                   | MOL <sup>2</sup>                   | 345 - 7,500                      | 484 - 10,511             | 5 Jul 2016             | 29 Sep 2016 | N/A                  |
|                                     | DMC           | Yes <sup>1</sup>                   | MOL <sup>2</sup>                   | 1,425 - 8,700                    | 1,997 - 12,193           | 5 Jul 2016             | 29 Sep 2016 | N/A                  |
|                                     | Idéia Busdoor | Yes <sup>1</sup>                   | MOL <sup>2</sup>                   | 1,380 - 6,300                    | 1,934 - 8,829            | 5 Jul 2016             | 29 Sep 2016 | N/A                  |
| <b>METRO</b>                        |               |                                    |                                    |                                  |                          |                        |             |                      |
| Rio de Janeiro                      |               |                                    |                                    |                                  |                          |                        |             |                      |
| Mobile                              | Metrô R.J.    | Yes <sup>1</sup>                   | MOL <sup>2</sup>                   | 7,984 - 9,374                    | 11,187 - 13,135          | 5 Jul 2016             | 29 Sep 2016 | N/A                  |
| Sampling                            |               |                                    |                                    | 172 - 745                        | 241 - 1,043              |                        |             |                      |
| Take One                            |               |                                    |                                    | 335 - 966                        | 470 - 1,353              |                        |             |                      |
| Facade                              |               |                                    |                                    | 7,984 - 14,050                   | 11,188 - 19,690          |                        |             |                      |
| Fix Escalator                       |               |                                    |                                    | 1,350 - 3,420                    | 1,886 - 4,793            |                        |             |                      |
| Floor/Wall                          |               |                                    |                                    | 1,519 - 5,280                    | 2,127 - 7,402            |                        |             |                      |
| Fix Escalator                       |               |                                    |                                    | 8,950                            | 12,593                   |                        |             |                      |
| Tunnel                              |               |                                    |                                    | 7,023                            | 9,841                    |                        |             |                      |
| Security Line                       |               |                                    |                                    | 1,118 - 2,930                    | 1,563 - 4,830            |                        |             |                      |
| Turnstile                           |               |                                    |                                    | 3,962                            | 5,553                    |                        |             |                      |
| Panels                              |               |                                    |                                    | 2,078 - 65,776                   | 2,912 - 92,178           |                        |             |                      |
| Wagon                               |               |                                    |                                    | 35,762 - 97,005                  | 50,116 - 136,029         |                        |             |                      |
| <b>RAIL</b>                         |               |                                    |                                    |                                  |                          |                        |             |                      |
| Rio de Janeiro                      |               |                                    |                                    |                                  |                          |                        |             |                      |
| Wagon                               | SUPERVIA      | Yes <sup>1</sup>                   | MOL <sup>2</sup>                   | 22,933 - 745,333                 | 35,977 - 1,169,270       | 5 Jul 2016             | 29 Sep 2016 | N/A                  |
| Furniture                           |               |                                    |                                    | 24,080 - 458,667                 | 37,774 - 719,556         |                        |             |                      |
| Stations                            |               |                                    |                                    | 2,867 - 206,400                  | 4,495 - 323,798          |                        |             |                      |
| <b>TAXI</b>                         |               |                                    |                                    |                                  |                          |                        |             |                      |
| Rio de Janeiro                      | Plurex        | Yes <sup>1</sup>                   | Municipal Organic Law <sup>3</sup> | 205                              | 287                      | 5 Jul 2016             | 29 Sep 2016 | N/A                  |
|                                     | Farol         | Yes <sup>1</sup>                   | MOL <sup>3</sup>                   | 1,125                            | 1,577                    | 5 Jul 2016             | 29 Sep 2016 | N/A                  |
|                                     | DMC           | Yes <sup>1</sup>                   | MOL <sup>3</sup>                   | 111                              | 175                      | 5 Jul 2016             | 29 Sep 2016 | N/A                  |
| <b>BOAT/FERRY</b>                   |               |                                    |                                    |                                  |                          |                        |             |                      |
| Rio de Janeiro                      | Barcas S/A    | Yes <sup>1</sup>                   | MOL <sup>2</sup>                   | 5,045 - 236,492                  | 7,070 - 331,428          | 5 Jul 2016             | 29 Sep 2016 | N/A                  |

The amounts above are based on period of OCOG control and are in USD at an exchange rate of BRL2=USD1 for 2008

2016 prices were projected according to the IGP-M (General Price Index - Mean) of 5.738% per annum

1 In accordance with binding options n. 728143 of October 2008, registered in the 5<sup>th</sup> Register of Titles and Documents, subscribed by all the companies

2 Municipal Organic Law - Clause 463 (Regulation n.3) of the April 1990/Law n.758/85 of November 1985/Decree 5725 of March 1986/Law n.1.921 of November 1992/Resolution n.69 of March 1999

3 Municipal Organic Law - Clause 463 (Regulation n.3) of April 1990/Law n.758/85 of November 1985/Decree 12.894 of March 1994/Decree n. 16.975 of September 1998/Resolution n. 859 of December 1998

Note: Football cities advertising agreements are included in the Guarantees File

### 8.3.4 AIRPORT ADVERTISING SPACE

An agreement with INFRAERO, the Government agency responsible for the management of Rio's International and Domestic Airports, ensures Rio 2016 has control of all indoor and outdoor advertising spaces at the airport and in its immediate surroundings. INFRAERO has similar control over the advertising space in all eight airports in Brazil that will be used

for Games-related travel. A price control mechanism for airport advertising will be established with INFRAERO and supported by the Federal Government. This pricing regime will protect Rio 2016 and its commercial partners.

As with other advertising space, airport advertising will be integrated into sponsor inventory.



## MARKETING

TABLE 8.3.4 – ADVERTISING CONTROLS (AT THE AIRPORTS/AIRSPACE)

| KEY AREAS                                         | Owned by  | Owner will grant OCOG full control | Applicable legislation | 2008 best commercial price <sup>1</sup> (USD) | 2016 indexed price (USD) | Period of OCOG control |             | Incumbencies |
|---------------------------------------------------|-----------|------------------------------------|------------------------|-----------------------------------------------|--------------------------|------------------------|-------------|--------------|
|                                                   |           |                                    |                        |                                               |                          | Start date             | Finish date |              |
| <b>RIO DE JANEIRO</b>                             |           |                                    |                        |                                               |                          |                        |             |              |
| At airports (indoors)                             |           |                                    |                        |                                               |                          |                        |             |              |
| Rio International Airport (GIG)                   | INFRAERO  | Yes <sup>2</sup>                   | Law 5.862 dez.1972     |                                               |                          | 5 Jul 2016             | 29 Sep 2016 | N/A          |
| Panel                                             | J. Chelby | Yes <sup>2</sup>                   |                        | 9,890 - 38,700                                | 13,856 - 54,238          |                        |             |              |
| Display                                           |           |                                    |                        | 7,167                                         | 10,045                   |                        |             |              |
| Sticker Standard                                  |           |                                    |                        | 7,884 - 35,834                                | 11,049 - 50,219          |                        |             |              |
| Totens                                            |           |                                    |                        | 11,324                                        | 15,870                   |                        |             |              |
| Panel Standard                                    | Codemp    | Yes <sup>2</sup>                   |                        | 8,600 - 16,054                                | 12,052 - 22,500          |                        |             |              |
| Panel Premium                                     |           |                                    |                        | 25,084 - 107,500                              | 35,154 - 150,654         |                        |             |              |
| Panel Standard                                    | MarkPlan  | Yes <sup>2</sup>                   |                        | 8,600 - 21,357                                | 12,052 - 29,928          |                        |             |              |
| Panel Premium                                     |           |                                    |                        | 25,084 - 34,400                               | 35,154 - 48,212          |                        |             |              |
| Sticker Premium                                   |           |                                    |                        | 35,834 - 107,500                              | 50,219 - 150,654         |                        |             |              |
| Rio Domestic Airport (SDU)                        | INFRAERO  | Yes <sup>2</sup>                   | 25,084 - 107,500       | 35,154 - 150,654                              |                          |                        |             |              |
| At airports (outdoors)                            |           |                                    |                        |                                               |                          |                        |             |              |
| Rio International Airport (GIG)                   | J. Chelby | Yes <sup>2</sup>                   | Law 5.862 dez.1972     | 35,834 - 64,500                               | 50,219 - 90,392          | 5 Jul 2016             | 29 Sep 2016 | N/A          |
| Rio Domestic Airport (SDU)                        | INFRAERO  | Yes <sup>2</sup>                   |                        | 25,084 - 107,500                              | 35,154 - 150,654         |                        |             |              |
| <b>SÃO PAULO</b>                                  |           |                                    |                        |                                               |                          |                        |             |              |
| At airports (indoors)                             |           |                                    |                        |                                               |                          |                        |             |              |
| São Paulo International Airport - Guarulhos (GRU) | INFRAERO  | Yes <sup>2</sup>                   | Law 5.862 dez.1972     | 15,050 - 107,500                              | 21,093 - 150,655         | 5 Jul 2016             | 29 Sep 2016 | N/A          |
| São Paulo Airport - Congonhas (CGH)               | J. Chelby | Yes <sup>2</sup>                   | Law 5.862 dez.1972     | 1,147 - 12,184                                | 1,608 - 17,077           |                        |             |              |
| Panel Standard                                    |           |                                    |                        | 15,050 - 107,500                              | 21,093 - 150,655         |                        |             |              |
| Panel Premium                                     |           |                                    |                        |                                               |                          |                        |             |              |
| São Paulo Cargo Airport (CPQ)                     | J. Chelby | Yes <sup>2</sup>                   | Law 5.862 dez.1972     | 11,467 - 21,500                               | 16,070 - 30,130          |                        |             |              |
| At airports (outdoors)                            |           |                                    |                        |                                               |                          |                        |             |              |
| São Paulo Airport - Guarulhos (GRU)               | INFRAERO  | Yes <sup>2</sup>                   | Law 5.862 dez.1972     | 15,050 - 107,500                              | 21,093 - 150,655         | 5 Jul 2016             | 29 Sep 2016 | N/A          |
| São Paulo Airport - Congonhas (CGH)               | J. Chelby |                                    |                        | 80,267 - 114,667                              | 112,488 - 160,699        |                        |             |              |
| São Paulo Cargo Airport (CPQ)                     | J. Chelby |                                    |                        | 28,667 - 43,000                               | 40,174 - 60,264          |                        |             |              |
| <b>SALVADOR</b>                                   |           |                                    |                        |                                               |                          |                        |             |              |
| At airports (indoors)                             |           |                                    |                        |                                               |                          |                        |             |              |
| Salvador International Airport (SSA)              | J. Chelby | Yes <sup>2</sup>                   | Law 5.862 dez.1972     | 9,317 - 25,800                                | 13,058 - 36,154          | 5 Jul 2016             | 29 Sep 2016 | N/A          |
| At airports (outdoors)                            |           |                                    |                        |                                               |                          |                        |             |              |
| Salvador International Airport (SSA)              | J. Chelby | Yes <sup>2</sup>                   | Law 5.862 dez.1972     | 9,317 - 25,800                                | 13,058 - 36,154          | 5 Jul 2016             | 29 Sep 2016 | N/A          |
| <b>BELO HORIZONTE</b>                             |           |                                    |                        |                                               |                          |                        |             |              |
| At airports (indoors)                             |           |                                    |                        |                                               |                          |                        |             |              |
| Belo Horizonte International Airport (CNF)        | J. Chelby | Yes <sup>2</sup>                   | Law 5.862 dez.1972     | 15,050 - 107,500                              | 21,093 - 150,655         | 5 Jul 2016             | 29 Sep 2016 | N/A          |
| Belo Horizonte Domestic Airport (PLU)             | INFRAERO  |                                    |                        | 9,317 - 25,800                                | 13,058 - 36,154          |                        |             |              |
| At airports (outdoors)                            |           |                                    |                        |                                               |                          |                        |             |              |
| Belo Horizonte International Airport (CNF)        | J. Chelby | Yes <sup>2</sup>                   | Law 5.862 dez.1972     | 15,050 - 107,500                              | 21,093 - 150,655         | 5 Jul 2016             | 29 Sep 2016 | N/A          |
| Belo Horizonte Domestic Airport (PLU)             | INFRAERO  |                                    |                        | 25,084 - 107,500                              | 35,154 - 150,655         |                        |             |              |
| <b>BRASÍLIA</b>                                   |           |                                    |                        |                                               |                          |                        |             |              |
| At airports (indoors)                             |           |                                    |                        |                                               |                          |                        |             |              |
| Brasília International Airport (BSB)              | INFRAERO  | Yes <sup>2</sup>                   | Law 5.862 dez.1972     | 6,450 - 25,800                                | 9,045 - 36,158           | 5 Jul 2016             | 29 Sep 2016 | N/A          |
| Panel Standard                                    | J. Chelby |                                    |                        |                                               |                          |                        |             |              |
| Panel Premium                                     |           |                                    |                        |                                               |                          |                        |             |              |
| At airports (outdoors)                            |           |                                    |                        |                                               |                          |                        |             |              |
| Brasília International Airport (BSB)              | INFRAERO  | Yes <sup>2</sup>                   | Law 5.862 dez.1972     | 25,084 - 107,500                              | 35,154 - 150,654         | 5 Jul 2016             | 29 Sep 2016 | N/A          |
| Airspace control <sup>3</sup>                     |           |                                    |                        |                                               |                          |                        |             |              |
| Rio de Janeiro and Football cities                | INFRAERO  | Yes <sup>2</sup>                   | Law 5.862 dez.1972     | No charge                                     |                          | 5 Jul 2016             | 29 Sep 2016 | N/A          |
| Sky Banner                                        | Rio Ar    | Yes (S.A n.728143/09 /10/2008)     | MOL <sup>1</sup>       | 1,920/m <sup>2</sup>                          | 2,688/m <sup>2</sup>     | 5 Jul 2016             | 29 Sep 2016 | N/A          |

The amounts above are based on 2008 market prices and on period of OCOG control. Projections for 2016 are made according to the IGP-M (General Price Index - Mean) of 5.738% per annum. Prices are in USD at an exchange rate of BRL2=USD1 for 2008

<sup>1</sup> Municipal Organic Law - Clause 463 (Regulation n.3) of April 1990 / Law n.758/85 of November 1985 / Decree 5725 of March 1986 / Law n.1921 of November 1992. Resolution n.69 of March 1999

<sup>2</sup> According to official document signed by the Commercial Relations Senior Director official memo number 023/2008, airports and the airspace will be controlled 3 Airspace is already strictly controlled under Brazil Legislation, measures will also be taken throughout the Games and before the Games to ensure that airspace controls are rigidly enforced

<sup>4</sup> Prices conditions are established in an official commitment signed by INFRAERO, which represents all the airports to redeveloped Concessions and owners will change as contracts are renewed. Effective prices and owners will only be known in 2016

## MARKETING

### 8.4 TOP AND OTHER MARKETING PROGRAMS

#### A COLLABORATIVE, PARTNERSHIP APPROACH

Rio 2016 guarantees unconditional participation in the TOP program and any other IOC international sponsorship and licensing programs.

Rio respects the experience and expertise of the IOC and other Olympic marketing stakeholders and will engage and collaborate with those partners. Rio 2016 will be an active value-driven commercial partner which will, at all times, place enhancement of the Olympic brand as the paramount guide to the commercial program.

Rio 2016 will work closely with TOP partners to assist them in achieving their objectives, including the design, creation and implementation of sponsor hospitality facilities, sponsor showcasing and other activation sites.

Refer to Section 8 of the Guarantees File.

### 8.5 DOMESTIC SPONSORSHIP

#### A HEALTHY AND FAST-GROWING MARKET

As the sixth largest advertising market in the world, growing at a rate of 9% per year, Brazil will deliver a strong and vibrant local Olympic marketing program.

While Rio 2016 is confident of the Brazilian market's ability to activate around a strong Olympic marketing program, Rio 2016, in collaboration with the BOC, BPC and Government, has adopted a conservative approach to valuation and revenue expectations to reduce Games funding risk. The impact of the 2014 FIFA World Cup has also been considered and while its marketing program is unlikely to materially detract from the domestic Olympic program, the conservative approach adopted will mitigate any unanticipated impact.

The level of direct financial support from the three levels of Government allows Rio 2016 to focus on the business of staging excellent Games and being a value driven partner, responsibly pursuing revenue opportunities.

Following detailed industry and category analysis and market testing, the Rio 2016 budget currently allows for total revenue from domestic sponsors, providers, suppliers and donations to be approximately USD 618 million.

### 8.6 TICKETING

#### INNOVATIVE STRATEGY FOR GENUINE FULL STADIUMS

Television has brought billions of viewers to the Olympic and Paralympic Games, but the magic of Games attendance is unique and Rio will share its celebration through an innovative approach to the ticketing program, in partnership with the IOC and IPC.

Recognizing the challenge of achieving full stadiums, Rio 2016 will give absolute priority to this objective and has developed the ticketing program to achieve this, with a ticketing policy driven by attendance and inclusion, supported by careful budget engineering. Rio 2016 will implement a pricing and promotions policy that will ensure not only full stadiums, but access for all sectors of society and all Games clients including NOCs/NPCs and International Federations.

The Rio 2016 program will prioritize client and spectator experience, customer service and flexibility, and is based on transparency, credibility and accessibility.

#### 8.6.1 TICKETING STRATEGIES AND INCOME

##### AFFORDABLE TICKETS DELIVER REVENUE AND ATMOSPHERE

A fundamental pillar of Rio 2016's ticketing strategy is affordability. For the Olympic Games, the average competition ticket price across seven million tickets will be USD36. More than two million tickets are priced under USD20 (representing 31% of the total inventory) and 3.8 million tickets will be priced at USD30 or less (55%), including prime events such as Athletics, Basketball, Gymnastics, Swimming and Volleyball. This model will deliver substantial revenue, USD 360.8 million, based on an 81% average sell rate. This estimate has been adopted as a conservative approach for fiscal reasons but does not negate the Rio 2016 commitment to full stadiums.

For the Paralympic Games, there will be 1.8 million competition tickets at an average price of USD 7, including a day pass at USD 10. A Rio Olympic Park common domain ticket costing USD 1 will provide access for people to experience the Paralympic atmosphere and enjoy the cultural and social activities of the park. Total Paralympic revenue is projected at USD 19 million, with a 74% average sell rate.

**TABLE 8.5 – PROJECTED INCOME FROM DOMESTIC SPONSORSHIP**

| FIRST LEVEL                   | SECOND LEVEL                  | THIRD LEVEL                     |                        |
|-------------------------------|-------------------------------|---------------------------------|------------------------|
| National Sponsors             | Providers                     | Suppliers                       |                        |
| 10 x USD 30 million           | 10 x USD 14 million           | 20 x various amounts            |                        |
| Mining                        | Automobile industry           | Personal care                   | Language services      |
| Oil                           | Airlines                      | Hotel                           | Furniture              |
| Telecommunications            | Natural and industrial gas    | Painting                        | Office suppliers       |
| Packaged food                 | Public transport              | Electric and plumbing material  | Printing services      |
| Banking                       | Pharmaceutical                | Confectionery                   | Digital data equipment |
| Beer                          | Paper                         | Clothing manufacture            | Legal consultancy      |
| Mobile telecom                | Textile                       | Gym equipment                   | Media suppliers        |
| Insurance                     | Medical services              | Cleaning services               | Golf carts             |
| Power energy                  | Car rental                    | Logistics                       | Maintenance services   |
| Postal services               | Construction companies        | Volunteer recruiting & training | Security               |
| <b>Total: USD 300 million</b> | <b>Total: USD 140 million</b> | <b>Total: USD 130 million</b>   |                        |

## MARKETING

### Communications plan

A global communications plan will emphasize the uniqueness of the Olympic and Paralympic Games as a lifetime festival experience, regardless of the sport. This message, along with an innovative and revised ticketing policy (subject to IOC/IPC agreement) and the pricing and distribution strategy, will deliver Rio's full stadiums commitment.

### Event experience

Through collaborative partnerships with the IOC/IPC and International Federations (IF), the Rio 2016 event experience with engaging sports presentation will deliver a vibrant and supportive audience. While appeal to the broadest cross section of the community will be the goal, specific focus on youth will support the IOC's youth strategy.

Games ticket holders can access complementary public transport providing easier and faster venue access in a celebratory atmosphere regularly experienced during major events in Rio.

### Distribution channels

A range of ticketing distribution channels and service hours will make Games tickets more accessible to all, in an organized, fair, fun and credible manner. There will be an extensive network of selling points, including the internet and convenience stores with 24/7 service commencing three months before the Games. Ticketing kiosks will be open at every venue and precinct from at least three weeks prior to the Games and continuing throughout the Games, maximizing service and enabling last minute sales.

### No ticket bundling

In support of the full stadiums program, Rio 2016 will not bundle prime events with less attractive events, helping to ensure that clients such as NOCs, sponsors and international ticket agents do not purchase tickets they do not plan to use in order to obtain additional prime event tickets.

### Session length

The Rio 2016 sport program will have shorter session lengths than recent Games which, combined with affordable tickets, will enable more spectators to experience the Games and reduce the likelihood of empty seats at end of sessions.

### Seats for athletes and other clients

The ticketing allocation will ensure enough seats for accredited clients, managed in collaboration with the IOC/IPC and clients, based on the competition schedule, with adjustments for preliminary rounds. Venue Management and Spectator Services will be flexible and swift, turning camera view empty accredited areas into full spectator areas, while still respecting any necessary separation between groups. These practices were successfully employed at the 2007 Pan American and Parapan American Games.

### Innovation

With IOC and IPC agreement, Rio 2016 will deploy technologies and ticket policies that support the refilling of seats where patrons leave prior to session-end or otherwise return their ticket. The ticketing system will have a check-out feature that will enable refilling seats from early departing spectators for any particular session, thus supporting the full stadiums commitment.

Rio 2016 will work closely with NOCs, NPCs, IFs and TOP partners to address the operational needs of these key clients including hand backs, refunds and a process of exchange. Rio 2016 recognizes the invaluable role that NOCs and NPCs play in ensuring the



distribution of tickets in the international market, and will develop a system to complement their specific requirements.

Supported by the three levels of Government and providing the opportunity for Games sponsors to activate their corporate social responsibility budgets, Rio 2016 will creatively liquidate tickets which are likely to be unsold and potentially unused. Within the Rio 2016 ticketing function there will be a dedicated unit to support the full stadiums program that will arrange to bring school and underprivileged children ranging from 7 to 16 years old from all over Rio to experience the Games. This unit will work with sponsors and the Governments to reuse tickets, rewarding them with a social equity leveraging asset that can be added to sponsors' marketing messages and which supports the Government social agenda. During the Paralympic Games, the full stadiums program will reach out to special needs organizations.

Rio 2016, in close collaboration with the IOC/IPC, will employ every possible measure to maximize attendance for the Olympic and Paralympic Games. Brazilian spectators are arguably the most passionate and entertaining supporters in the world and will bring this energy to all venues, creating a Games experience to be remembered forever.

### 8.6.2 SELL-OUT RATE PERCENTAGES

While the objective of Rio 2016 is to fill all stadiums, following its fiscally conservative policy risk, Rio 2016 has projected sell-out rates of 81% for the Olympic Games and 74% for the Paralympic Games. These have been derived through experience of the 2007 Pan American Games sell rates and extensive analysis and modeling on the total number of seats available across both Games, the number of sessions conducted for the various sports and disciplines and the likely seat kills for each venue.

### 8.6.3 PRICE RANGES

The price range of tickets to various events in both the Olympic and Paralympic Games is presented in the following table.

## MARKETING

**TABLE 8.6.3 - SUGGESTED TICKET PRICES FOR SESSIONS IN THE OLYMPIC AND PARALYMPIC GAMES (IN USD)**

|                                 | Olympic Games |       |         | Paralympic Games |      |         |
|---------------------------------|---------------|-------|---------|------------------|------|---------|
|                                 | Low           | High  | Average | Low              | High | Average |
| Opening Ceremony                | 200           | 1,000 | 578     | 20               | 200  | 76      |
| Closing Ceremony                | 100           | 500   | 289     | 10               | 100  | 38      |
| Top Events - Preliminaries      | 16            | 80    | 46      | 8                | 15   | 6       |
| Top Events - Semis and Finals   | 30            | 150   | 87      | 3                | 30   | 11      |
| Other Events - Preliminaries    | 6             | 68    | 21      | 2                | 8    | 4       |
| Other Events - Semis and Finals | 12            | 128   | 40      | 5                | 15   | 9       |

### 8.6.4 COMPARATIVE PRICING

Rio 2016 has extensive knowledge of ticket prices for major sporting events in the region and the ticket prices proposed for the 2016 Olympic Games take into account typical prices to which the Brazilian community is accustomed, local per capita incomes and of course the prestige of the Games as the world's largest and most popular event. Rio 2016 will work with the IOC and IPC to confirm ticket prices.

**TABLE 8.6.4 - PROPOSED TICKET PRICES COMPARED TO OTHER MAJOR EVENTS**

| EVENT                                  | Sport            | Ticket Prices (USD) | Comparative Rio 2016 Prices (USD) |
|----------------------------------------|------------------|---------------------|-----------------------------------|
| 2004 Athens Olympic Games              | Opening Ceremony | 120-1,150           | 200-1,000                         |
| 2004 Athens Olympic Games              | Closing Ceremony | 60-900              | 100-500                           |
| 2008 Beijing Olympic Games             | Opening Ceremony | 28-715              | 200-1,000                         |
| 2008 Beijing Olympic Games             | Closing Ceremony | 21-428              | 100-500                           |
| 2008 Judo World Championship           | Judo             | 10-50               | 14-128                            |
| 2008 <i>Carnaval</i>                   | -                | 72-466              | -                                 |
| 2008 Libertadores Cup Final            | Football         | 30-150              | 9-128                             |
| 2008 FIVB World League Finals          | Volleyball       | 15-75               | 16-150                            |
| 2008 FIFA Futsal World Cup             | Futsal           | 10-40               | -                                 |
| 2008 Formula 1 Grand Prix Brazilian    | Motor Racing     | 130-770             | -                                 |
| 2010 FIFA World Cup Qualifying Matches | Football         | 15-150              | 9-128                             |

## 8.7 LICENSING

### CHAMPIONING THE OLYMPIC BRAND

The Rio 2016 licensing program will first and foremost be designed to champion the Olympic brand and Brazilian design, recognizing that revenue generation is secondary to the image created in the market via licensed products.

Brazil is the ninth largest market in the world in terms of retail sales, with total annual licensing sales of more than USD1.1 billion across more than 900 licensees. While licensing revenues are relatively small compared to some northern hemisphere markets, Brazil is experiencing a current annual growth rate of over 15% per annum.

### 8.7.1 MERCHANDISE SALES

The projected income from the Rio 2016 licensing program is USD 50 million including USD 45 million through regular licensing including USD 5 million from dedicated official Olympic retail stores.

**TABLE 8.7.1 - PROJECTED INCOME FROM LICENSED MERCHANDISE SALES**

| CATEGORY TYPE                | Projected income (USD 2008)             |
|------------------------------|-----------------------------------------|
| Bath clothes                 | TOTAL projected income of USD50 million |
| Chocolate and candies        |                                         |
| Clothing                     |                                         |
| Coins                        |                                         |
| Collectibles                 |                                         |
| Fan / Supporter accessories  |                                         |
| Games                        |                                         |
| Gifts and housewares         |                                         |
| Handcraft items              |                                         |
| Luggage                      |                                         |
| Magnets                      |                                         |
| Mugs                         |                                         |
| Music and video              |                                         |
| Office supplies              |                                         |
| Perfume                      |                                         |
| Pet products                 |                                         |
| Post cards                   |                                         |
| Posters                      |                                         |
| Publishing industry          |                                         |
| Sport accessories            |                                         |
| Sport clothing and shoes     |                                         |
| Stamps                       |                                         |
| Stuffed animal / mascot      |                                         |
| Sunglasses                   |                                         |
| Toys and children's articles |                                         |
| Wine                         |                                         |
| Jewelry                      |                                         |
| Key rings                    |                                         |

### 8.7.2 COIN PROGRAM

Rio 2016 will work with the Federal Government of Brazil and the Brazilian Mint to implement an Olympic coin program. Rio 2016 will benefit from a licensing and royalty fee from the packaging of these limited edition coins. Conservative revenues are included in the general merchandise sales projections.

## MARKETING

### 8.8 SOURCING OF LICENSED PRODUCTS

#### DELIVERING HIGH QUALITY - FROM LOCAL SUPPLIERS

Rio 2016 will only engage those licensees that fully comply with criteria of the highest quality products and services, environmental certification, fair and legal labor practices and the capability to promote the 2016 Olympic and Paralympic Games.

The Rio 2016 licensing program will include a social entrepreneurship program designed to integrate and promote products from less privileged communities that produce handcrafts out of local and recycled materials. Selected programs will receive authorization to use the Games logo, and the majority of the proceeds will return to these communities through lower commission rates and royalty fees to provide growth and business reinvestment opportunities. Rio 2016 will work with local Government backed social banks to support micro-financing to enable scale production to meet Games requirements and grow local businesses.

Rio 2016 will incorporate a sustainability code into the pre-selection phase of all licensees. The criteria will be developed according to the published Guide for Sustainable Purchasing developed by the State Fund for the Environment, the NGO International Commission of Local Governments for Sustainability and the Center for Studies of Sustainability. Measures will include specifications regarding waste generating provisions, associated with the need for minimized packaging materials, recyclable and, in certain cases, compostable packaging. The Rio 2016 Sustainability function will be responsible for working with Rio 2016 Marketing function to monitor adherence to this code.

### 8.9 LOTTERY

There are a number of existing Government endorsed lotteries in Brazil, some of which provide significant levels of funding to both the Brazilian Olympic and Paralympic Committees for sports development, promotion of the Olympic and Paralympic Movements in the region and for the preparation of the Brazilian Olympic and Paralympic teams. Rio 2016 and Government will determine if an Olympic Lottery is appropriate following Host City election. The OCOG and non-OCOG budgets are not lottery dependent.

### 8.10 SPONSOR HOSPITALITY

Rio has a wealth of experience in hosting major events and creating unique and magical hospitality experiences. Simply put, Rio is one of the world's most attractive visitor destinations and will provide a spectacular backdrop to the Games sponsor hospitality program.

In development of the program, Rio 2016 is committed to transparent collaboration with all Games partners, the IOC and IPC, ensuring an understanding of partner objectives. Rio has identified that location, ease of access and proximity to venues and events are all important considerations and define the foundations of the sponsor hospitality offering.

#### Rio Olympic Park Sponsor Village

The primary Sponsor Hospitality Center, including the Olympic Club, will be located in Rio Olympic Park Precinct on the shores of the lake, comfortable walking or short bus shuttle distance to all Rio Olympic Park and Riocentro venues. The location provides a stunning natural setting in an architecturally designed temporary venue developed to specifically meet sponsor hospitality requirements.

#### João Havelenge Stadium and Maracanã Stadium

Sponsor hospitality suites in João Havelenge Stadium and Maracanã Stadium will provide a comfortable environment to enjoy Athletics, Football finals and Ceremonies. At João Havelenge Stadium, suites will be complemented by a shared sponsor facility which will cater for pre-event entertainment and fine dining.

#### Deodoro Olympic Youth Experience

A second Sponsor Hospitality Center will be located in the Deodoro Cluster, which hosts the X Park Precinct and is a strategic growth area for the city with a high concentration of young people. Partners will be able to activate their sponsorship in a dedicated youth environment, The Olympic Youth Experience. Young prize-winners and guests will experience Games-related activities provided by sponsors.

#### Iconic beachside locations and outdoor settings

On Copacabana Beach, one of the world's most iconic city beaches, unique and exciting hospitality concepts will be developed immediately adjacent to the Beach Volleyball venue and at Fort Copacabana, on the same site to be used for the IOC Session.

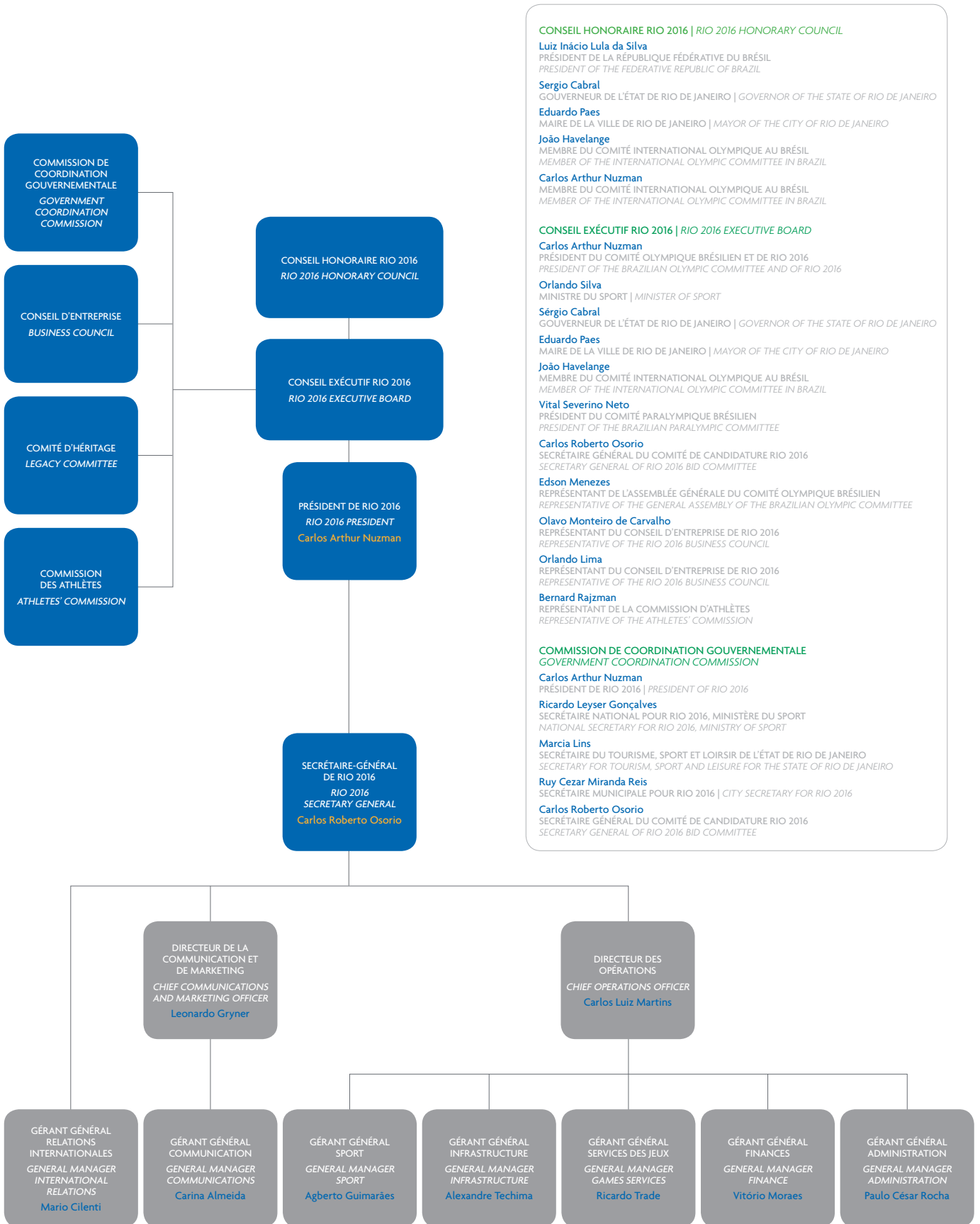
For outdoor venues, such as Rowing and Canoe/Kayak (Lagoa Rodrigo de Freitas) and Sailing (Marina da Glória), with close proximity to sponsor accommodation, Rio 2016 will design purpose-built hospitality facilities.

#### Other competition venues

Where a competition venue can accommodate sponsor hospitality in existing or readily adapted facilities within the venue, Olympic Lounges will be offered to the TOP and local partners. In addition to high quality seating, the Olympic Lounges will offer differentiated and personalized services such as buffets and exclusive transport arrangements. These opportunities will be developed progressively in collaboration with the IOC, IPC and, where relevant, the IFs and sponsors.

# ORGANIGRAMME DU COMITÉ DE CANDIDATURE RIO 2016

## RIO 2016 BID COMMITTEE ORGANIZATIONAL CHART



## RIO 2016 TERMINOLOGY

This glossary is provided for Rio 2016 specific terms. For information regarding general Olympic and Paralympic terms, refer to the Olympic core terminology provided by the IOC.

|                                     |                                                                                                                                                                                                                                                                                                                                                                                   |
|-------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ABA                                 | Brazil's Agency for Doping Control                                                                                                                                                                                                                                                                                                                                                |
| ANVISA                              | Brazil's National Public Health and Hygiene Surveillance Agency                                                                                                                                                                                                                                                                                                                   |
| BOC                                 | Brazilian Olympic Committee                                                                                                                                                                                                                                                                                                                                                       |
| BPC                                 | Brazilian Paralympic Committee                                                                                                                                                                                                                                                                                                                                                    |
| BRASÍLIA                            | The federal capital of Brazil, and a city hosting Olympic Football                                                                                                                                                                                                                                                                                                                |
| BRL / REAL                          | Brazilian Real – the currency of Brazil designated by BRL                                                                                                                                                                                                                                                                                                                         |
| BRT                                 | Bus Rapid Transit – an innovative, environmentally-friendly, high capacity mass transit system operating on exclusive right-of-way lanes that transfers the strengths of a rail system to road transport. The system, originally conceived in Brazil, is now used in cities around the world including Beijing, and has proven very efficient for high demand corridors worldwide |
| CARIOCA                             | A person from or living in Rio de Janeiro                                                                                                                                                                                                                                                                                                                                         |
| CARNAVAL                            | The Portuguese word for Carnival, the annual festival in Brazil held over the 4 days prior to Ash Wednesday. Rio hosts one of the world's largest <i>Carnaval</i> celebrations.                                                                                                                                                                                                   |
| CCO                                 | A new Traffic and Transport Control Center to be constructed                                                                                                                                                                                                                                                                                                                      |
| CLEAN-TO-CLEAN                      | A transport policy that will be employed for various transport systems. This will enable security-cleared vehicles to enter venues without the requirement for further clearances. Clients need only show their credentials at the entrances of facilities, minimizing transit times                                                                                              |
| CORCOVADO                           | The Portuguese name for the mountain in Tijuca Forest on which the famous Christ the Redeemer statue is located                                                                                                                                                                                                                                                                   |
| CTA                                 | Rio's existing integrated Traffic Control Management Center (CTA) covering critical areas of the city                                                                                                                                                                                                                                                                             |
| FEDERAL INTER-MINISTERIAL COMMITTEE | A Committee established by the President of Brazil, and under the patronage of the Minister of Sport, to oversee all Federal Government Games Candidature responsibilities                                                                                                                                                                                                        |
| FGV                                 | Getúlio Vargas Foundation – a Brazilian academic institution engaged by the Federal Government to research such subjects as macro and micro economics, finance, welfare and so on. For the Bid, FGV were heavily involved in the development of the Games budget                                                                                                                  |
| GTOC                                | Rio 2016's Games Transport Operation Center which will assume full responsibility for managing Games Family transport                                                                                                                                                                                                                                                             |
| HIGH PERFORMANCE TRANSPORT RING     | The suburban rail network that provides access to the Deodoro and Maracanã Zones, the metro system that provides access to the Maracanã and Copacabana Zones and the BRT systems that serve as extensions of the metro and suburban rail closing the ring and providing access to the Barra, Deodoro and Copacabana Zones                                                         |
| INFRAERO                            | The public company responsible for the management of Brazil's international and domestic airport terminals                                                                                                                                                                                                                                                                        |
| MAIS EDUCACAO                       | Literally translated, 'More Education'. A Federal Government program that funds sports infrastructure for public schools                                                                                                                                                                                                                                                          |
| ODA                                 | Olympic Development Authority – the Federal Government authority that will be established to coordinate all Government support including the development of all Games-related infrastructure and the delivery of all Government services for the Games                                                                                                                            |
| OLYMPIC BEACH                       | A secured, private beach open to the residents of the Olympic and Paralympic Village; operating day and night, including a live site with full Games coverage and staging facilities for concerts throughout the Games                                                                                                                                                            |
| OLYMPIC LANES                       | Traffic lanes reserved for the movement of Games-permitted vehicles which facilitate all inter- as well as intra-zone journeys and travel for the Games Family                                                                                                                                                                                                                    |
| OSD                                 | Olympic Sustainability Division – a government authority that will lead and manage all environment and sustainability projects                                                                                                                                                                                                                                                    |
| OTC                                 | Olympic Training Center – a collection of sports facilities that will combine under a coordinated national program to offer a high performance training and services for athletes of Brazil, South America and surrounding regions                                                                                                                                                |
| OTTD                                | Olympic Traffic and Transport Division – a State Government authority, integrated with the City and supported by the Federal Government, to operate and manage Games time traffic and transport                                                                                                                                                                                   |
| PAC                                 | Plan for Growth Acceleration – a USD240 billion Federal Government sponsored special initiative for infrastructure improvements                                                                                                                                                                                                                                                   |
| PORT AREA                           | The Port of Rio de Janeiro where cruise liners berth – the port and surrounding facilities will undergo substantial renovation in the lead up to the Games                                                                                                                                                                                                                        |
| RIOCENTRO                           | An exhibition and conference center in Rio de Janeiro (Barra Zone) famous for hosting the UN's Earth Summit in 1992                                                                                                                                                                                                                                                               |
| RUA CARIOCA                         | A street running through the central axis of the Olympic and Paralympic Village where a range of cafes and restaurants will offer a casual dining experience, reflecting the vibrant street culture of Rio                                                                                                                                                                        |
| SAMBÓDROMO                          | The home of Rio's <i>Carnaval</i> Parade, during the 2016 Games the Sambódromo will be the venue for Archery and Athletics (Marathon)                                                                                                                                                                                                                                             |
| SENASP                              | SENASP is Brazil's National Public Security Secretariat. During the 2016 Games, SENASP will lead the coordination of the Games security operations                                                                                                                                                                                                                                |
| TTCC                                | OTTD's Traffic and Transport Coordination Center (TTCC) which will provide coordination and communications for spectator and workforce transport, and traffic operations during Games-time                                                                                                                                                                                        |
| X PARK                              | The X Park is a complex of venues in Deodoro that will host Cycling (BMX and Mountain Bike) and Canoe/Kayak (Slalom) events                                                                                                                                                                                                                                                       |

RIO 2016 REMERCIE LES GOUVERNEMENTS FÉDÉRAL, D'ÉTAT ET DE LA VILLE  
POUR LEUR SOUTIEN À LA CANDIDATURE POUR LES JEUX OLYMPIQUES ET PARALYMPIQUES DE 2016

*RIO 2016 THANKS THE FEDERAL, STATE AND CITY GOVERNMENTS  
FOR THEIR SUPPORT OF THE 2016 OLYMPIC AND PARALYMPIC GAMES CANDIDATURE*

