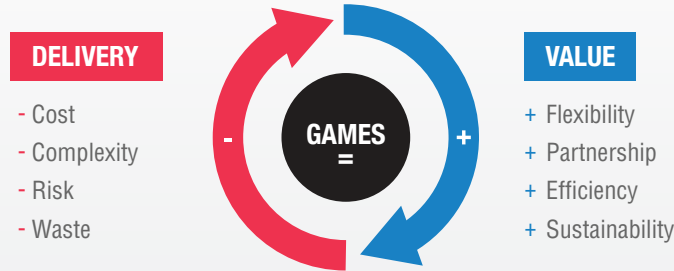


THE NEW NORM: CANDIDATURE → DELIVERY → LEGACY

The New Norm reimagines how the Olympic Games are organised. It provides more **flexibility** in designing the Games to meet long-term development plans and ensures that cities seeking to host the Games receive **more support and assistance** from the Olympic Movement before, during and after the athletes hit the Field of Play.

The plan presents more than **100 measures of revised services and requirements** that could lead to maximum savings of hundreds of millions of dollars in the organisation of Olympic and Paralympic Games.

We have reshaped the candidature process, are transforming how the Games are delivered and are focused on long-term development plans well before host cities are even announced. Through it all, the IOC, together with International Federations, National Olympic Committees, TOP partners, and broadcasters, will work with cities every step of the way to ensure the Games are **affordable, beneficial and sustainable**.



COLLABORATE & STREAMLINE

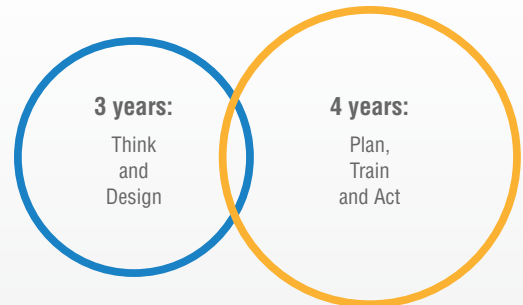
More than ever, the IOC and Olympic Movement will work with Organising Committees and cities to guide them through the process of delivering the Games. Joint Steering Forums and a revised "3+4 year" approach to organising the Games are just two of 10 examples where we can improve related to enhanced governance.

JOINT STEERING FORUM



This joint coordination process has already assisted Tokyo 2020 in reducing its revised venue budget by \$2.2bn.

3+4 YEAR PLANNING FRAMEWORK



A "3 year + 4 year" planning framework will focus on thinking about and designing the Games, followed by four years of planning, training and acting to deliver the Olympics.

REVISED REQUIREMENTS

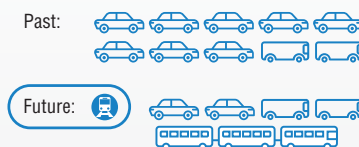
Throughout the 7-year journey together, we have identified where cost efficiencies can be made without compromising the Olympic experience. From venue sizes, to transportation, to technological solutions, we believe hundreds of millions of dollars could be saved through more than 80 measures. Here are three of them.

OLYMPIC VILLAGE



We will re-examine village models, including size and layout

TRANSPORTATION



We propose to further combine & optimize existing public transportation opportunities and new mobility solutions.

VENUE SHARING



Venues will be shared across multiple sports and federations, decreasing the number of facilities needed.

SUPPORT FOR ORGANISING COMMITTEES AND CITIES

In addition to enhanced flexibility, efficiency and sustainability of Games delivery, focus is also placed on improving support to future hosts.

TRANSFER OF ACTIVITIES

International Federations, National Olympic Committees, TOPs Expertise



Utilizing the expertise of the IFs, NOCs, and TOPs ensures OCOGs are equipped with the best resources for the best fields of play.

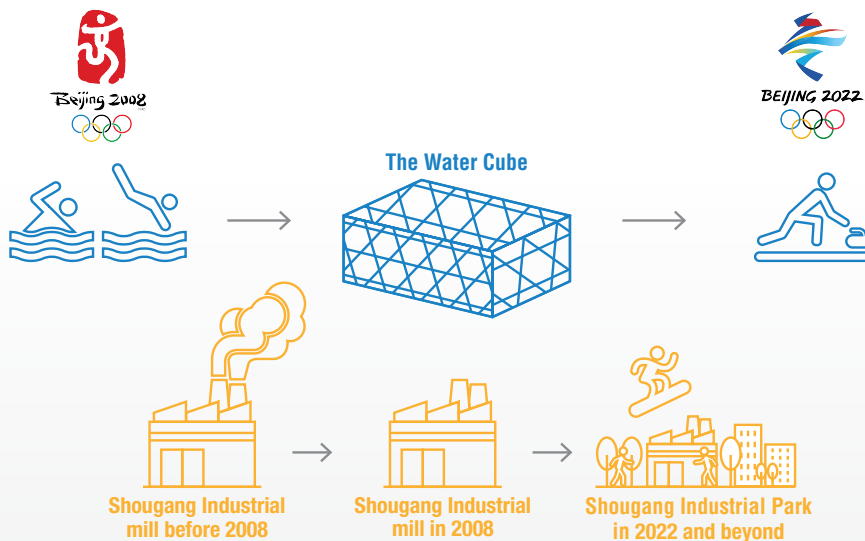
REUSABLE SOLUTIONS



Rather than each OCOG building unique systems of operation, several services can be transferred from Games to Games, resulting in significant savings.

MEASURES IMPLEMENTED

We have already begun implementing measures from New Norm with several host cities. Take a look at how we are moving forward.



Not only will Beijing 2022 re-purpose numerous venues from the Olympic Games 2008 for the Winter Games in 2022, a focus on legacy has also been incorporated since bidding for the Olympic Winter Games. The site was a steel plant that was closed for environmental reasons before the Olympic Games Beijing 2008. It is now being redeveloped as an ambitious mixed development, which will include housing, leisure facilities, sports facilities and office space. It will also serve as the site for the Big Air competition in 2022.

OLYMPIC GAMES PARIS 2024



Paris 2024 plans to utilize its world renowned transit system at their Olympic Games, drastically reducing costs.

OLYMPIC GAMES LA 2028



No new construction is needed for venues at LA 2028, which will also significantly reduce the budget.

MAXIMUM SAVINGS

Considering all measures proposed throughout the 7-year journey together of Olympic Games delivery, the current maximum savings can be summarised as follows:

Foucs Areas with potential cost savings (in million USD 2017)	Olympic Winter Games	Olympic Games	Reference to Measures
Games Governance	85	134	#19 - #28
Games Requirements	389	731	#29 - #108
Competition and Training Venues	121	228	#29 - #36
Test Events	20	40	#37 - #41
Olympic Village(s)	21	26	#42 - #47
International Broadcast Centre/ Main Press Centre/ Media Services	17	22	#48 - #54
Technology/ Energy	128	207	#55 - #63
Brand, Identity and Look of the Games	6	11	#64 - #68
Ceremonies, Culture and Education	14	25	#69 - #74
Hospitality and Ticketing	0	0	#75 - #78
Games Services	45	101	#79 - #103
Paralympics	17	71	#104 - #109
Support to Organisers	53	94	#110 - #118
Total	527	959	