



3 THE SALT LAKE 2002 EXPERIENCE

Salt Lake 2002 Olympic Broadcast

THE SALT LAKE 2002 OLYMPIC BROADCAST WAS THE MOST SUCCESSFUL IN Olympic Winter Games history, establishing records in global television coverage and consumption. The host broadcast organisation International Sports Broadcasting (ISB) provided a live feed of more than 900 hours of Olympic action, covering more than 78 competition and ceremonial events. More than 6,000 television network personnel from around the world worked with transmissions from over 400 ISB cameras, in addition to their own unilateral cameras, to transmit hundreds of hours of coverage back to 160 countries.

An estimated 2.1 billion viewers from 160 countries consumed over 13 billion viewing hours. Average global viewing in developing markets was 6 hours per viewer, rising to 18 hours in Japan and 29 hours in the U.S. When news and other coverage is taken into account, it is estimated that approximately 3 billion people were exposed to the 2002 Olympic Winter Games.



"The Olympic Games has broader broadcast appeal worldwide than television coverage of other sporting events — attracting a substantially greater audience across all demographic groups, including television viewers who ordinarily have no interest in sport."

— Gerhard Heiberg, Chairman, IOC Marketing Commission

Salt Lake 2002 marked the introduction of digital broadcast coverage by many broadcasters, leading to a dramatic increase in coverage — 500 extra hours in the United Kingdom through BBC Digital and 400 extra hours in Germany through the dedicated Olympic Channel on Premier World. Prime-time coverage in all major markets more than doubled that of 1998 Nagano.

SALT LAKE 2002 Global Broadcast Figures

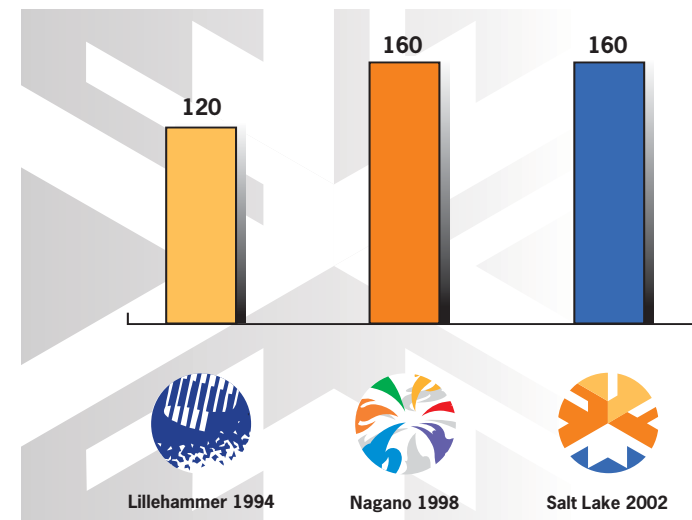
Global Viewers	2.1 billion viewers
Countries Televising	160
Total Viewer Hours	13.1 billion
Individual Viewer Consumption (Global Average)	6 hr 15 min
Host Country Average Viewing	29 hours
Total Coverage (Sum of All Broadcasters)	10,416 hours
Total Prime-time Coverage (All Broadcasters)	2,350 hours

Note: Total Viewer Hours — the most accurate measurement of the appeal of the Olympic Games broadcast — measures the number of hours of programming that have actually captured the attention of the world's viewers over the course of the Olympic Winter Games. Viewer hours per programme is measured by multiplying the duration of the programme by the number of actual viewers. Total Viewer Hours is the sum of the viewer hours per Olympic programme amassed over the course of the Games.

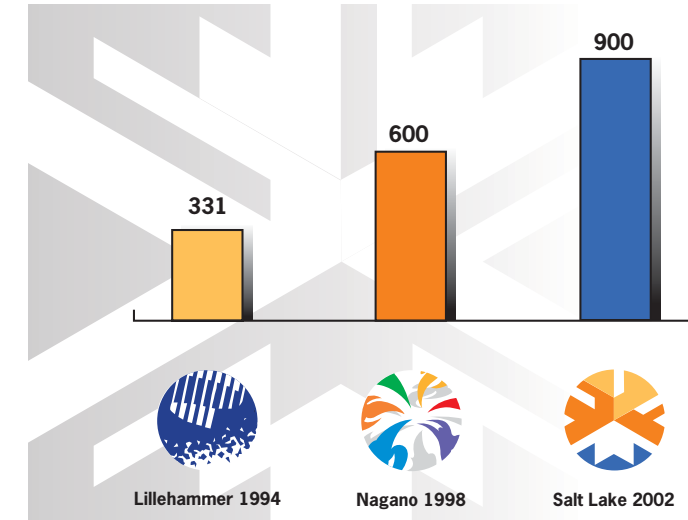


People across all demographic groups are 20% more likely to watch Olympic Games coverage than regular spectator sports, according to global surveys.

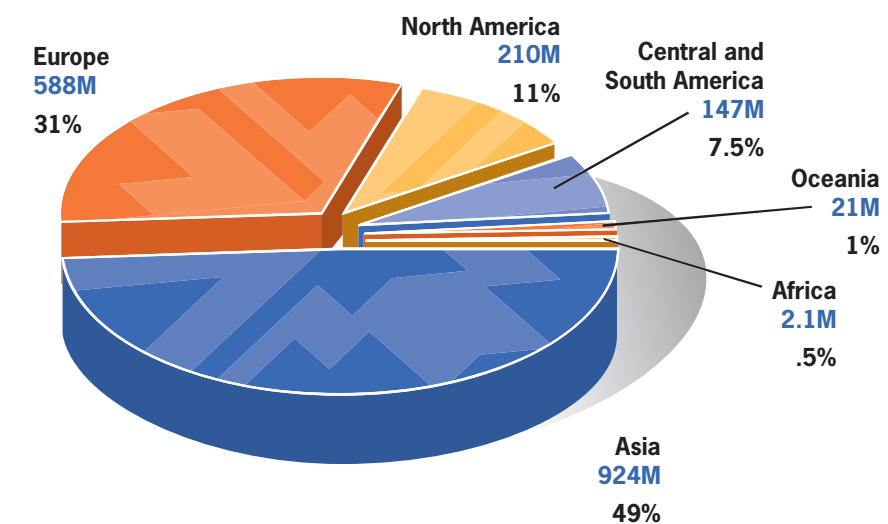
Countries Televising the Games



Hours of Host Broadcast Coverage



SALT LAKE 2002 Viewer Hours by Continent



Note: Sports Marketing Surveys conducted global Olympic Games broadcast research on behalf of the International Olympic Committee. This report is based on conservative numbers. Out-of-home viewing, non-rights holding broadcast and news coverage of the 2002 Olympic Winter Games are not included. Olympic audiences differ from other sports events, in that broadcasters provide round-the-clock coverage, allowing the viewer to tune in and out over the course of the 17 days. Overall reach therefore is greater than any other event.



NORTH AMERICA

The Salt Lake 2002 broadcast in North America was a tremendous success. Viewers in North America each consumed an average of 24 hours of Salt Lake 2002 coverage. More than 5.7 billion television viewer hours emerged from North America.



“These Games surpassed my wildest expectations. Far and away the best Games I have ever been involved in.”
— Dick Ebersol, Chairman, NBC Sports and Olympics

United States: The Country’s Most Successful Olympic Winter Broadcast Ever

Salt Lake 2002 was the most successful Olympic Winter Games broadcast ever within the United States. NBC and its two cable stations CNBC and MSNBC broadcast more than 370 hours to 187 million unique viewers.



Each U.S. viewer watched an average of nearly 29 hours of Olympic coverage — more than double that of 1998 Nagano and equal to that of the Centennial Olympic Games in Atlanta.



The U.S. television audience registered more than 5.1 billion viewer hours, nearly double 1998 Nagano.

For 19 straight days, U.S. Olympic broadcaster NBC out-performed all other major U.S. networks combined with its Olympic prime-time coverage. The Opening Ceremony attracted a rating of 27.4, an all-time high for any Olympic Ceremony — Winter or Summer. The Women’s Figure Skating Free Programme, with 68 million viewers, was the highest-rated prime-time Thursday programme on any U.S. network television since 1998.



“I think there’s a sense that people are talking about the Olympics now more than ever before. This has had the highest impact and weight of any major event that we’ve measured.”
— Randy Falco, NBC President



“For the 17 days of the Salt Lake Games, NBC’s 19.2 [prime-time] rating represented an 18 percent improvement over CBS’s in Nagano, Japan, and nearly 14 percent better than the rating it guaranteed advertisers. A total of 187 million unique, or unduplicated, viewers watched.”
— The New York Times

Canada: Unprecedented Coverage and Record Ratings

The Salt Lake 2002 broadcast was a great success across Canada, as 95% of the people in Canada with access to television watched some coverage of Salt Lake 2002. Canada’s television audience registered more than 531 million viewer hours from 691 hours of coverage from CBC and partners RDS and TSN, with an average of more than 19 hours of dedicated coverage watched per viewer.

CBC achieved record ratings and unprecedented market shares with Salt Lake 2002 programming. Average daily Olympic ratings more than tripled normal February ratings, and day-time market shares reached 70% for events such as the Men’s Ice Hockey Final (Canada v. USA).



The Men’s Ice Hockey Final achieved a rating of 36, the all-time highest rating in Canadian broadcast history, as a record 8.6 million viewers (peaking at 10.5 million) tuned in to the event live.



EUROPE

For Salt Lake 2002, several key markets throughout Europe generated extraordinary broadcast results with unprecedented reach and consumption. An 8.5% increase in Europe's dedicated coverage for Salt Lake 2002 over 1998 Nagano generated a 21.4% increase in total viewing across the continent. The extensive coverage across Europe generated 3.8 billion television viewer hours, approximately 29% of global total.

Germany: The Most Viewer Hours In Europe

Germany generated the highest number of viewer hours of any European country and the highest number of broadcast hours. In addition to the 265 hours of coverage on ARD and ZDF, over 60 million had access to the 360 hours on Eurosport, and 2 million had access to 400 hours on the satellite channel Premiere World. Salt Lake 2002 generated impressive ratings and consistently high market shares in Germany. The audience of 11.9 million viewers for the K120 Team Ski Jumping on ZDF surpassed the home win by Michael Schumacher in the 2001 Formula One German Grand Prix (10.9 million viewers).

Germany's 765.9 million viewer hours represents a threefold increase over 1998 Nagano.

Norway: The Highest Consumption in Europe

Viewers in Norway consumed the greatest amount of dedicated Olympic Winter Games coverage. High broadcast ratings and market shares clearly demonstrate that the Olympic Winter Games is the greatest sporting event for Norway. A market share of 91% tuned in to the 12.5 km Biathlon Pursuit. The Men's 4x10 km Cross Country Relay achieved a market share of 90%, as nearly all of the early evening television audience watched Norway's team win the gold medal by 0.3 seconds.

Norwegians watched an average of 29 hours.

Russia: The Most Viewers in Europe

Russia was home to the largest number of unique Olympic television viewers in Europe, and Olympic broadcast ratings and market share were consistently high. The 30.1% average prime-time market share for Salt Lake 2002 programming on ORT exceeded the average prime-time market share for February sports programming by more than 50%. The Men's Ice Hockey Semi-Final Game (Russia v. USA) recorded a 75% viewing share.

An estimated 81.4 million unique viewers in Russia tuned into the Games.

Pan Europe: Expanded Coverage and Reach

Eurosport, the Pan-European dedicated sports channel, served several markets throughout Europe, providing viewers with expanded Olympic overall coverage and prime-time coverage for Salt Lake 2002 at 364 hours. An average daily reach of 30.1 million unique viewers established Salt Lake 2002 as the most successful event ever broadcast on Eurosport, surpassing the 1998 FIFA World Cup and the Sydney 2000 Olympic Games.

Eurosport coverage of Salt Lake 2002 reached 132 million unique viewers.



"For Eurosport, the Olympic Games is the most important event in the world of sports. Eurosport's approach matches one of the key objectives of the Olympic Games: accessibility to as many people as possible, across all nations."

— Angelo Codignoni, CEO & President, Eurosport



Sweden

Sweden's prime-time coverage of Salt Lake 2002 was regularly viewed by a 40% share of the available audience. Viewers consumed an average of 16 hours 43 minutes of the Salt Lake 2002 broadcast and amassed 131.2 million viewer hours, an increase of 73.7 million viewer hours over 1998 Nagano.

Austria

Viewers in Austria consumed an average of more than 10 hours of the Salt Lake 2002 broadcast, exceeding the average for 1998 Nagano by nearly 4 hours. Nearly 51% of the Salt Lake 2002 viewer hours were generated from prime-time coverage. Coverage of the Men's Downhill and the Men's Super-G achieved market shares of 73% and 75%, respectively.

Netherlands

In the Netherlands, speed skating audiences out-performed all of the nation's 2001 sports television audiences, including that of the FIFA World Cup qualifying matches. The Netherlands' 13.9 million unique viewers each consumed 8 hours 31 minutes of dedicated Olympic programming, generating 118.4 million viewer hours for Salt Lake 2002 — almost three times that of 1998 Nagano.

France

France's 18% increase in total coverage and the expansion of prime-time coverage for Salt Lake 2002 generated a 54% increase in viewer hours over 1998 Nagano. The three top-rated 2002 Olympic Winter Games programmes in France exceeded peak audiences for the 2001 Tour de France (5.4 million viewers) and the 2001 French Open men's tennis final (4.1 million viewers).

United Kingdom

In the United Kingdom, more than 5.7 million tuned in for the Women's Curling Final at midnight, nearly equaling the viewership of the FA Cup Final, which was broadcast on a Saturday afternoon.

ASIA

Despite unfavourable time differences, the success of the 2002 broadcast is a testament to the appeal of the Games in the 1998 Olympic Winter host nation of Japan and the growing interest in the Games across China, Korea and India. Japan increased its coverage over 1998 Nagano, and millions of viewers in India received free-to-air coverage of the Olympic Winter Games for the first time.

↓ ↓ Asia was home to more than 924 million unique viewers, or 44% of the global total.

↓ ↓ More than 865 hours of coverage were aired in Asia, generating over 2.2 billion viewer hours.

Japan

Following the success of the 1998 Olympic Winter Games, 554 hours of dedicated Salt Lake 2002 coverage reached more than 102.1 million unique viewers in Japan. Viewers amassed 1.8 billion viewer hours, as each consumed an average of nearly 18 hours. The 2002 Opening Ceremony achieved an audience of 23.3 million viewers and a 19.4 rating.

South Korea

More than 32.9 million unique viewers in the Republic of Korea watched dedicated Salt Lake 2002 coverage. Korea generated 170 million viewer hours, as each viewer watched an average of 5 hours.

China

China's dedicated sports channel, CCTV5, reached nearly a quarter of China's population (1.2 billion people) as the official Olympic broadcaster. In addition, the nationally available CCTV2 also broadcast selected Games coverage. With significant news coverage across the major networks, most of the population of China was exposed to the 2002 Olympic Winter Games.

India

More than 100 million people in India received free-to-air coverage of the Olympic Winter Games for the first time in 2002.





SOUTH AMERICA

The Salt Lake 2002 broadcast exceeded all expectations in South America. Across the continent, total television viewer hours increased 65% over 1998 Nagano. The 2002 broadcast attracted 64.5 million and 16.1 million unique viewers in Brazil and Argentina, respectively. Mexico's 501.7 million viewer hours nearly doubled the 265 million viewer hours from 1998 Nagano.

OCEANIA

The Salt Lake 2002 broadcast achieved better-than-expected results in New Zealand and Australia. The Seven Network broadcast more than 5 hours per day of the 2002 Olympic Winter Games. The three top-rated Salt Lake 2002 programmes outperformed most of the highest-rated sports programmes from 2001, including the Australian Open semi-final tennis match (Agassi v. Rafter), viewed by 1.7 million in Australia.

AFRICA

South Africa's Olympic viewers were provided with Olympic broadcast coverage of more than 1,000 hours across six dedicated channels from satellite broadcaster M-Net Supersport. It has been calculated that 2.2 million unique viewers in South Africa tuned in to Salt Lake 2002 coverage. Across the rest of Africa there was limited access to dedicated Winter Olympic coverage through satellite broadcasts and news coverage. Salt Lake 2002 viewers in South Africa are estimated to have consumed an average of 16 hours 52 minutes of dedicated coverage.

The World's Press at Salt Lake 2002

Salt Lake 2002 attracted strong media interest from around the world.

- More than 2,650 accredited members of the press (including 650 photojournalists) from 59 countries covered Salt Lake 2002 on site.
- The Main Media Centre, a facility of 40,000 square metres, was a hub of activity that provided the media with information and imaging services, a steady and constant flow of information, press conference halls, office space, as well as dining and other services before and during the Games.



"I watched the Opening Ceremony with a warm feeling inside my heart. I remember thinking that even with all the fighting, corruption, terrorism and broken dreams in this world, the world will always be able to come together for such events as the Olympics."
— *The Korea Herald*



"The Olympic Games promote solidarity; they emphasize our shared humanity. They affirm the better parts of the human spirit."
— *The Japan Times*





84% of the world's media at Salt Lake 2002 described the services and facilities at the Main Media Centre as good or excellent.





Salt Lake 2002 Tickets

The 2002 Olympic Winter Games in Salt Lake City achieved unparalleled ticketing success. More tickets were available for Salt Lake 2002 than for any Olympic Winter Games in history. A greater percentage of tickets were sold for Salt Lake 2002 than for any previous Olympic Games (Winter or Summer).

-  More than 1.5 million 2002 Olympic Winter Games tickets were sold, of the available 1.6 million.
-  More than 95% of Salt Lake 2002 tickets were sold, eclipsing the previous record of 92.4% that had been set at the Sydney 2000 Olympic Games.

The Salt Lake 2002 ticketing programme established records in areas crucial for the future of the Olympic Movement — those of on-line capabilities and revenue generation:

-  More than 80% of the 925,509 tickets sold in the U.S. were purchased on-line — up from approximately 4% two years earlier for Sydney 2000.
-  The Salt Lake 2002 Olympic Winter Games ticketing programme generated \$183 million in revenue, exceeding the \$83 million bid revenue target by more than 120%.

SALT LAKE 2002 Ticket Figures

Number of Tickets Available	1,605,524
Number of Tickets Sold	1,525,118
Percentage of Tickets Sold	95%

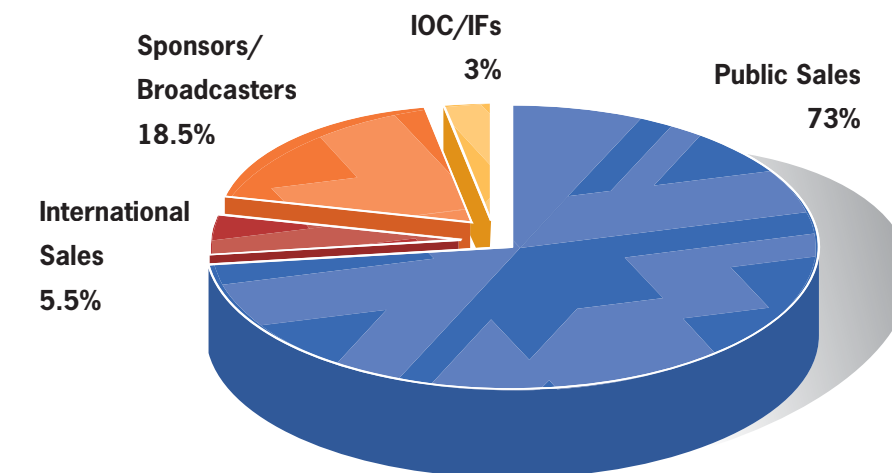
SALT LAKE 2002 Ticket Availability and Sales

Sport & Ceremony	Tickets available	Tickets sold	% of Tickets sold
Opening & Closing Ceremony	69,786	69,510	99.6%
Alpine Skiing	186,100	184,215	98.9%
Biathlon	80,107	64,160	80.1%
Bobsleigh / Skeleton	89,062	89,047	100%
Curling	41,570	40,572	97.6%
Freestyle Skiing	69,684	69,679	100%
Figure Skating	146,055	145,997	99.9%
Ice Hockey	379,403	361,724	95.3%
Luge	64,916	64,104	98.7%
Nordic Skiing	205,686	169,547	82.4%
Snowboarding	63,570	63,450	99.8%
Short Track Speed Skating	59,880	59,878	100%
Speed Skating	52,680	52,656	100%
Ski Jumping	97,025	90,579	93.4%
Total	1,605,524	1,525,118	95%

The international and domestic U.S. public maximised the opportunity to be a part of Salt Lake 2002 through the well-managed Olympic Winter Games ticketing programme:

-  Salt Lake 2002 made more tickets available to the public than any previous Olympic Winter Games.
-  The average price of a 2002 Olympic Winter Games sport competition ticket was US\$82.
-  50% of 2002 Olympic Winter Games sport competition tickets were priced at less than US\$60.
-  Over the course of 15 nights, capacity crowds totaling more than 300,000 spectators attended the ceremonies at the Olympic Medals Plaza, where all tickets were free.

SALT LAKE 2002 Overall Ticket Sales





Salt Lake 2002 On-Line

The Internet continued to develop its operational role in support of the Games and its complementary role in providing information to the sports fan. The official Salt Lake 2002 web site, www.olympics.com, was created jointly by SLOC and U.S. broadcast partner NBC, with the support of key technology partners, including SchlumbergerSema and Microsoft. The IOC encouraged each of its broadcast partners to develop complementary sites in local languages to support their national broadcasts.

- ⚡ Before the Games, more than 6,000 sites were identified as carrying approved Olympic Games information.
- ⚡ During the Games, the official Salt Lake 2002 web site, www.olympics.com, attracted 3 million unique visitors per day, peaking at 5 million unique visitors on Day 14 of the Games.
- ⚡ During the 17 days of the Games, the site amassed around 325 million page views, or an average of nearly 20 million per day.

As important as the development of engaging and informative on-line content, the role of the medium in support of the overall Games operations was crucial:

- ⚡ More than 80% of 2002 Olympic Winter Games tickets sold to the U.S. public were purchased on-line, through a partnership with Tickets.com.
- ⚡ More than 90% of Salt Lake 2002 volunteers were recruited on-line from over 67,000 initial submissions. A subsequent on-line volunteer community, developed by Monster.com, greatly facilitated communication with volunteers on training and operational issues.

Other Olympic partners worked to provide additional web content and services:

- ⚡ NBC/MSNBC, the U.S. Olympic broadcast partner, provided web content and web hosting services.
- ⚡ SchlumbergerSema developed and managed the results information and the Info2002 system.
- ⚡ Harris Interactive, an OPUS Supplier, provided market research services.
- ⚡ Several Olympic partners complemented the Salt Lake 2002 site with content. To encapsulate and commemorate special moments and images from Salt Lake 2002, Kodak provided the web site with its "Picture of the Day", McDonald's provided "Visions of Gold", and Kleenex provided the "Emotional Moment".

During Salt Lake 2002, the IOC and its partners tested new technologies to enhance the sports fan viewing and information experience. In Switzerland, Worldwide Olympic Partner SchlumbergerSema led the "Faites Vos Jeux" project, developing a closed network broadband video-on-demand test in conjunction with Swiss broadcast partner TSR, Swisscom, and their Internet portal BlueWin. The broadband video-on-demand test provided sports fans in Switzerland with multiple live video streaming feeds of Olympic action and on-line access to the commentator information systems.

A week before the Salt Lake 2002 Opening Ceremony, the IOC also launched the new www.olympic.org. Geared to the interests of Olympic fans, the site highlights the Olympic Games, athletes and sports, as well as the organisation of the IOC. More than 700,000 words, 7,000 images, and 1,200 audio and video files bring the Olympic values and experience to life.



Celebrate Humanity partner recognition advertisement

Celebrate Humanity.

The IOC extended its efforts to promote the Olympic Image by further development of the successful Celebrate Humanity global promotional campaign.

The Celebrate Humanity campaign — initially launched in the lead up to Sydney 2000 — was created to promote the ideals of Olympism and to reinforce the values of the Olympic Games, the values of the Olympic Movement and the values in which the Olympic marketing partners invest.

The Winter iteration of the Celebrate Humanity campaign was launched in July 2001. Olympic broadcaster support for the campaign was immediate, and worldwide public applause for the message of the campaign was strong. The sentiment of the Celebrate Humanity campaign, which promotes the Olympic ideals of global friendship, solidarity and fair play, struck a chord with the public worldwide after the tragedy of September 11.

The IOC's media and broadcast partners embraced the 2002 Winter Celebrate Humanity campaign. These partners utilised the television, cinema, radio and print executions to build awareness of and enthusiasm for the 2002 Olympic Winter Games in Salt Lake City and to express the determination, courage and sportsmanship that the Olympic athletes demonstrate.



"I have been extremely moved and inspired by the Celebrate Humanity campaign that I have seen on television." (Hungary)

"I very much enjoy the Celebrate Humanity campaign. It is touching and poetic, and the text is deeply in tune with the images." (Brazil)

"The Celebrate Humanity campaign is truly encouraging and inspirational." (China)

"The Celebrate Humanity campaign touches my heart." (Japan)

"The Celebrate Humanity campaign is an excellent motivational piece." (Chile)



CELEBRATE HUMANITY.

Every two years the world comes together for an extraordinary event called the Olympic Games. This celebration of more than 200 countries provides an opportunity to honour and to learn from one another. The moments we witness are priceless. Like the time the sweet smile of a 17-year-old Russian girl named Olga taught us that our differences weren't as great as they seemed. Or when a father and his injured son finished a race together and defined

determination. These moments belong to us all and are made possible, in part, with the help of our

Worldwide Corporate Partners. Not only do these companies understand the importance of the Olympic Movement, but they have provided food, shelter, training facilities and more to the world's athletes. We thank them for their dedication and ask the world to return the favour by supporting the companies that advance the spirit of the Olympics.





Opponent

You are my adversary, but you are not my enemy.
 For your resistance gives me strength.
 Your will gives me courage.
 Your spirit ennobles me.
 And though I aim to defeat you, should I succeed, I will not humiliate you.
 Instead, I will honor you.
 For without you, I am a lesser man.

The Celebrate Humanity Winter campaign, recounting true stories of Olympic winter athletes, also included for the first time two spots targeted to youth — spots that demonstrated how each Olympian, as a representative of sport and culture, is a vehicle for global unity.

The script of the “Opponent” spot was welcomed throughout the world, and the strength of the text encouraged its adoption by the Olympic Truce Foundation.



“Many of my favorite Olympic memories were not gold medal situations. They were inspiring moments of humanity that transcended borders, obstacles and languages — and unified people around the world. I feel this campaign conveys that, and I am proud to be a part of it.”
 — Robin Williams, Academy Award™ winning actor and “Celebrate Humanity” narrator



“The Olympic promotion both on TV and radio has been the most effective campaign I’ve seen or heard in the many years I have been involved in the Olympic Movement. They dramatically portray the talent, courage, and endurance of the young men and women who enter the arena in the pursuit of excellence. The campaign places the Olympics where they belong — with the athletes.”
 — Bud Greenspan, renowned Olympic filmmaker

The 2002 Winter Celebrate Humanity campaign received overwhelming and generous support from Olympic broadcast rights holders, as well as additional far-reaching support from global networks such as CNN International and BBC World. The campaign also received vital support from many airlines for in-flight programmes, hundreds of cinemas, U.S. sports radio stations and Armed Forces networks. Results show that the television spots aired in more than 40 countries, were translated into 15 languages, and were used heavily as part of the Olympic broadcasters’ promotional build up to Salt Lake 2002.

Through the IOC’s agreement with Sports Illustrated/Time Inc., a Worldwide Olympic Partner, the print campaign ran heavily before and during the Games in the company’s renowned publications. The campaign also received strong support from many other U.S. and global publications.



Olympian

I am an Olympian
 Transcending my sport, race culture and country.
 I am an agent of peace, of change.
 With my presence the world grows more understanding
 of my sport, race, culture and country.
 I am an Olympian



“We continue to see the success of the Celebrate Humanity campaign, which promotes the founding principles of the Olympic Movement. The IOC is very grateful to those who have generously donated their time, talents, music and skills to creating and producing Celebrate Humanity.”
 — Michael Payne, IOC Marketing Director



The campaign received considerable support from CNN International, the Armed Forces TV and Radio Network, Eurosport, BBC World, several satellite and cable channels, and in-flight and general programming support through TWI and TransWorld Sport.



Through the partnership with cinema advertiser Val Morgan, a 60-second spot was specially produced for cinema and ran on 806 screens in key markets in the six weeks leading up to the Games.



The U.S. Sporting News Radio network ran the radio spots on 420 stations.



The print campaign received more than 100 insertions in leading U.S. publications with a combined circulation of nearly 63 million. In addition, the print campaign featured heavily in the stable of Time Inc./Sports Illustrated publications.