



ANNUAL REPORT 2019



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MESSAGE FROM THE PRESIDENT



The year of 2019 was especially gratifying for the Brazil Olympic Committee. On the sports missions, with special emphasis on the Pan-American Games of Lima, in which we achieve the biggest campaign in history, with the achievement of 169 medals – 54 golden, another new record. In the South-American Games on the Rosario Beach, a new and historical mission led exclusively by women and, in the World Beach Games, in Doha, we sent the largest event delegation (77 athletes). We must emphasize that, besides the great sports results, we face the multisports competitions as part of the preparation for the Tokyo 2020 Olympic Games, which will be, exceptionally, held in 2021.

The Olympic Games, in fact, began way before these events for us from the Brazil Olympic Committee (BOC). In 2019, we visited various times our eight head training bases in Japan, covering about 150 athletes of nine sports, who were in the host country for the Games throughout the year to get to know the structure offer to the Team Brazil. Despite the budget adjustments and a higher control of expenses, the services provided to the athletes are still in the level of excellence, for this is a BOC commitment.

Beyond the performance of the athletes, the BOC promoted events and took important actions in 2019. In the beginning of the year, in São Paulo, we hosted the Brazilian Olympic Congress, reuniting the main stakeholders of the sports environment to share knowledge and capacitate professionals. We also stroke a partnership with the UN Women for the elaboration of a Policy for the Prevention and Fighting the Sexual Harassment and Abuse. And, As preservation of the Brazil Olympic memory, in recognition of the path of great names in the national sports, we created our own Hall of Fame.

All that I mentioned up to now, among other things – are presented in this Annual Report. As for how they work in our internal areas and how important they are in a gear favoring the Olympic sports. They are daily activities performed by our collaborators with the same dedication of an athlete when practices or competes. It is only possible due to the joint work with the Brazilian Olympic Federations, the primary support of the Federal Government and our sponsors. Together, we are all very proud of the Brazil's team.

Olympic Greetings,

Paulo Wanderley
President of the Brazil Olympic Committee

TABLE OF CONTENTS

Message of the President	5	International Operations and Games	37
Introduction	9	Sports Development	44
About the BOC	11	Sports Infrastructure	53
BOC Strategic Map	12	Brazilian Olympic Institute	57
Administration Council	14	Culture and Olympic Values	64
Inspection Council	16	Olympic Solidarity	73
Ethics Council	17	Education and Doping Prevention	76
Athletes Commission	18	Communication	81
BOC Affiliated Federations	20	Marketing and Events	87
Sports Planning and Performance	23	Human Resources	95
Team Brazil Training Centre	29	GET Program	99
Olympic Laboratory	33	Financial Planning and Control	106

INTRODUCTION

The Brazil Olympic Committee presents its 2019 Annual Report. The document aims at disclosing the BOC actions throughout the year, emphasizing the work performed by various departments at the institution, either internal or externally. The report is also a way to render account to the Olympic Sports Brazilian Federations, to the International Olympic Committee, to the athletes and coaches, and to the society – either sportsmen or women or not – about the BOC functioning and its various spheres. Which can be further explaining in the following pages, through texts, graphics, photos, and videos.

The Brazil Olympic Committee is a specially sports entity, therefore it is natural for this report to cover, initially, the areas involved in the most direct form with the sports preparation of the Brazilian athlete. Behind great results received in 2019, the demonstration of the work in key-areas, such as Sports Planning and Performance, International Operations and Games, and Olympic Laboratory, or the planning and organization of the Youth School Games, a barn for future talents.

An institution as large and important as the BOC, however, is not only defined by its sports activities. There are various sectors involved until the efforts of an athlete are materialized into the conquest of a medal, even though they are not so close to the daily routine of the training sessions or competitions. The Brazilian Olympic Institute, educational department of the BOC, the Marketing and Communication areas, the GET, Education and Doping Prevention, Culture and Olympic Values, Financial Planning and Control, were all fundamental in 2019. The activities of these and other areas, as well as the compositions and functions of Councils and Commissions, are all demonstrated in this report.

ABOUT THE BOC

The **Brazil Olympic Committee** is a non-governmental organization, affiliated to the **International Olympic Committee (IOC)**, which works on the technical, administrative and political management of the national sports.

The BOC's mission is to develop and represent with excellence the high-performance sports in Brazil, working on the enhancement of sports results for Team Brazil, elevating the maturity of the management of BOC and National Federations, and strengthening the image of the Brazilian Olympic sports. The BOC must, also, protect and promote the Olympic Values in the national territory.

Throughout its more than 100 years of existence (founded on June 8, 1914), BOC has taken Brazil to the achievement of 129 medals (30 gold, 36 silver and 63 bronze) in Olympic Games and 37 medals in Youth Olympic Games (11 gold, 15 silver and 11 bronze).

The BOC's main source of incomes to fulfill its strategic goals comes from the Federal Law 13.756 / 2018, which provides a percentage of the revenue of Federal Lotteries to sports. The resources are managed to comply with the precepts of public administration and transparency, and its usage is audited by the Federal Accounting Court (TCU) and the Federal Controller General (CGU).



BOC STRATEGIC MAP | 2017-2020

4. RESULTS

<p>4.1 To consolidate the level of the sports results achieved by Brazil in the Olympic scenario</p>	<p>4.2 To elevate the maturity in the management of BOC and the Sports Federations</p>	<p>4.3 To strengthen the image of the Brazilian Olympic sports</p>
<ul style="list-style-type: none"> • Brazil's position in the general medals table • Amount of final participations • Amount of medallist sports 	<ul style="list-style-type: none"> • Austerity • Transparency • Meritocracy 	<ul style="list-style-type: none"> • BOC image • Team Brazil athletes • Olympic Federations

3. CLIENTS

<p><i>Athletes and coaches</i></p>	<p><i>Sports Entities</i></p>	<p><i>Sponsors</i></p>	<p><i>Society</i></p>
<p>3.1 To improve the sports infrastructure and offered services</p>	<p>3.2 Direct and aid the Federations in the management improvement</p>	<p>3.3 Maximize the investment return of Olympic counterparts to Olympic values</p>	<p>3.4 Lead the Olympic sports efficiently and transparently</p>

2. INTERNAL PROCESSES

<p><i>Sports</i></p>		<p><i>Management and Governance</i></p>	<p><i>Social</i></p>
<p>2.1 To support high-performance athletes and coaches</p>	<p>2.2 To develop the infrastructure and the management services of the BOC Training Center</p>	<p>2.5 Applying good management practices with ethics and transparency</p>	<p>2.8 To promote the Olympism</p>
<p>2.3 To encourage the use of Science services and sports health</p>	<p>2.4 To support the National Federations in the development of bases categories and formation</p>	<p>2.6 Enhancing the collection and usage of resources to optimize costs</p>	<p>2.9 To communicate the main actions and results in an efficient way</p>
		<p>2.7 To manage in a meritocratic manner the institution resources</p>	<p>2.10 To encourage the sports practice at the students level</p>

1. PEOPLE AND LEARNING

<p>1.1 To develop leadership</p>	<p>1.2 To promote integration and collaboration</p>	<p>1.3 To develop the knowledge management</p>
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ADMINISTRATION COUNCIL

The Administration Council (AC) is the body of the BOC higher executive direction, responsible for the setting of strategies and for the practices of good governance.

COMPOSITION

Currently, 17 members:

- President and Vice-president of the BOC
- President and Vice-president of the Athletes Commission
- IOC Brazilian members (2)
- Independent Councils(2)
- National Federations Presidents

AC MAIN STATUTORY COMPETENCES

- To guide the BOC administration
- To present the budget, the balance statements and the annual report to the Assembly
- To elaborate and approve the codes and rules, and propose changes in the BOC Statute
- Elaboration of the Strategic Plan
- To grant association and recognition to sports administration entities, as well as propose the partnership of entities to the BOC Assembly
- To authorize the signature of contracts that surpass the amount of R\$1 million

MEMBERS OF THE ADMINISTRATION COUNCIL

Paulo Wanderley
BOC President

Marco La Porta
BOC Vice-president

Bernard Rajzman
IOC Member

Andrew Parsons
IOC Member

Matheus Figueiredo
Ice Sports

Marco Aurélio Ribeiro
Sailing

Mauro José Silva
Boxing

Sílvio Acácio Borges
Judo

Ricardo Pacheco Machado
Fencing

Luiz Carlos Nascimento
Karate

João Tomasini
Canoeing

Euclides Antonio Gusi
Golf

Rafael Westrupp
Tennis

Tiago Camilo
Athletes Commission President

Yane Marques
Athletes Commission Vice-president

Sergio Rodrigues
Independent Member

Carlos Osso
Independent Member

INSPECTION COUNCIL

It is one of the BOC powers, just like the General Assembly, the Administration Council and the Ethics Council. It has a four years mandate and it is constituted of 3 (three) effective members and by 2 (two) supplementary members, elected by the Assembly. The President is elected among the effective members of the Inspection Council, on its first meeting.

The meetings take place regularly, once every quarter, and extraordinarily whenever called by its President or by the BOC President.

The Inspection Council must:

- To examine the documents and expenses revenue and the monthly statements;
- To provide with reports on the monthly statements, the balance and patrimonial statements of the previous accounting year and the other matters submitted to it by its President;
- To examine, when deemed convenient, all the documents of its field of expertise;

- To homologate, until December, the annual budget for the following year and the request for budget and extraordinary credits;
- To give reports on the selling of real state property, or the their register with real burden
- To organize its annual report;
- To elaborate and approve its internal regiment.

MEMBERS OF THE INSPECTION COUNCIL

EFFECTIVE MEMBERS

- Angelo Vivacqua
- Guilherme Campos
- Marcus Gaze

SURROGATES

- José Carlos Brito
- Maristella Nassar

ETHICS COUNCIL

The Ethics Council is the autonomous body charged with defining the ethical parameters expected for the BOC and its agents, based on the values and the principles consecrated in the Olympic Chart and the IOC Ethical Code, the public administration and the democratic management. It is also responsible for investigating and judging the complaints for breaches of the Ethical Conduct Code and, if necessary, sanctioning or proposing sanctions to the competent powers.

Sami Arap (President)
Attorney, CBRU ex-president

Caputo Bastos
Minister of the Federal Regional Court

Ney Bello
Appellate judge of the Federal Regional Court

Bernardino Santi
Sports Medicine Doctor

ATHLETES COMMISSION

Formed by outstanding personalities of the national sports, the BOC Athletes Commission was created in 2009, following the model of the Athletes Commission of the International Olympic Committee (IOC).

Its main goal is to act as a communication channel between the athletes and BOC, offering suggestions and recommendations about any subjects related to the Olympic Movement. The mandate of the current Commission covers the 2017/2020 period.

Together, the 19 members elected for the 2020 Tokyo Cycle sum 14 medals in Olympic Games, 69 in Pan-American Games and various world, Pan-American and South-American titles. They represent 16 different sports and each Brazilian Olympic Federation may indicate up to two athletes for the elective, which had 29 candidates.

Fifteen members of the commission were chosen through an election among the Team Brazil's athletes who participated in the last two editions of the Olympic Games, in London 2012 and Rio 2016. Among the 622 athletes with the right to vote, 170 partook in the election, in which 2013-handball-world-champion Duda Amorim won by 23 votes.

Other four athletes were indicated by BOC, as provided for in the Commission regulation. The indicated were the two times volley champion Fabi Alvim, the world champion and Olympic medal-achiever in basketball Hortência Marcari, the medal-achiever in sailing in Beijing 2008 Isabel Swan, and the winter sports athlete Isabel Clark, responsible for the best result in the Brazilian history at snowboarding, with the ninth place in Turin, 2006.

BOC ATHLETES COMMISSION

Tiago Camilo
President
judo

Yane Marques
Vice-president
modern pentathlon

Arthur Zanetti
artistic gymnastics

Baby Futuro
rugby sevens

Bruno Mendonça
hockey

Emanuel Rego
beach volleyball

Duda Amorim
handball

Emerson Duarte
shooting

Fabiana Alvim
volleyball

Fabiana Murer
athletics

Fabiano Peçanha
athletics

Hortência Marcari
basketball

Hugo Hoyama
table tennis

Isabel Clark
snowboard

Isabel Swan
sailing

Iziane Marques
basketball

Marcelo Machado
basketball

Poliana Okimoto
open water

Thiago Pereira
swimming

BOC AFFILIATED FEDERATIONS

FEDERATION	PRESIDENTE	CIDADE-SEDE
FENCING BRAZILIAN FEDERATION	RICARDO PACHECO MACHADO	Rio de Janeiro
SNOW SPORTS BRAZILIAN FEDERATION	KARL ANDERS PETTERSSON	São Paulo
ARCHERY BRAZILIAN FEDERATION	VICENTE FERNANDO BLUMENSCHEN	Maricá
VOLLEYBALL BRAZILIAN FEDERATION	WALTER PITOMBO LARANJEIRAS	Rio de Janeiro
MODERN PENTATHLON BRAZILIAN FEDERATION	HELIO MEIRELLES CARDOSO	Rio de Janeiro
BADMINTON BRAZILIAN FEDERATION	FRANCISCO FERRAZ DE CARVALHO	Rio de Janeiro
GOLF BRAZILIAN FEDERATION	EUCLIDES ANTONIO GUSI	São Paulo
SAILING BRAZILIAN FEDERATION	MARCO AURÉLIO DE SÁ RIBEIRO	Rio de Janeiro
TABLE TENNIS BRAZILIAN FEDERATION	ALAOR GASPAR PINTO AZEVEDO	Rio de Janeiro
WEIGHTLIFTING BRAZILIAN FEDERATION	ENRIQUE MONTERO DIAS	Belo Horizonte
TRIATHLON BRAZILIAN FEDERATION	ERNESTO TEIXEIRA PITANGA	Brasília
WRESTLING BRAZILIAN FEDERATION	PEDRO GAMA FILHO	Rio de Janeiro
HOCKEY AND INDOOR HOCKEY BRAZILIAN FEDERATION	BRUNO PATRICIO OLIVEIRA DA SILVA	Rio de Janeiro
CYCLING BRAZILIAN FEDERATION	JOSÉ LUIZ VASCONCELLOS	Londrina
ATHLETICS BRAZILIAN FEDERATION	WARLINDO CARNEIRO DA SILVA FILHO	São Paulo
CANOEING BRAZILIAN FEDERATION	JOÃO TOMASINI SCHWERTNER	Curitiba

HANDBALL BRAZILIAN FEDERATION	RICARDO LUIZ DE SOUZA	Aracaju
RUGBY BRAZILIAN FEDERATION	EDUARDO SILVEIRA MUFAREJ	São Paulo
JUDO BRAZILIAN FEDERATION	SILVIO ACACIO BORGES	Rio de Janeiro
AQUATICS BRAZILIAN FEDERATION	LUIZ FERNANDO COELHO DE OLIVEIRA	Rio de Janeiro
TENNIS BRAZILIAN FEDERATION	RAFAEL WESTRUPP	Florianópolis
GYMNASTICS BRAZILIAN FEDERATION	MARIA LUCIENE CACHO RESENDE	Aracaju
ICE SPORTS BRAZILIAN FEDERATION	MATHEUS BACELO DE FIGUEIREDO	Porto Alegre
BOXING BRAZILIAN FEDERATION	MAURO JOSÉ DA SILVA	São Paulo
EQUESTRIAN BRAZILIAN FEDERATION	RONALDO BITTENCOURT FILHO	Rio de Janeiro
ROWING BRAZILIAN FEDERATION	EDSON ALTINO PEREIRA JUNIOR	Florianópolis
BASKETBALL BRAZILIAN FEDERATION	GUY RODRIGUES PEIXOTO JUNIOR	Rio de Janeiro
SHOOTING BRAZILIAN FEDERATION	DURVAL LUZ BALEN	Rio de Janeiro
TAEKWONDO BRAZILIAN FEDERATION	ALBERTO CAVALCANTE MACIEL JUNIOR	Rio de Janeiro
KARATE BRAZILIAN FEDERATION	LUIZ CARLOS CARDOSO DO NASCIMENTO	Fortaleza
SURF BRAZILIAN FEDERATION	ADALVO NOGUEIRA ARGOLO	Salvador
SKATE BRAZILIAN FEDERATION	ROBERT DEAN SILVA BURNQUIST	São Paulo
SPORT CLIMBING BRAZILIAN ASSOCIATION	RAPHAEL NISHIMURA	São Paulo
BASEBALL AND SOFTBALL BRAZILIAN FEDERATION	JORGE OTSUKA	São Paulo
FOOTBALL BRAZILIAN FEDERATION	ROGÉRIO LANGANKE CABOCLO	Rio de Janeiro



***SPORT PLANNING AND
PERFORMANCE***

The Sports Planning and Performance (SPP) department main mission is to establish strategies to enhance the chances of good sports results. It also establishes the sports criteria for the distribution of Lotteries resources – valid for the Olympic cycle – to the Brazilian Federations, with which it has a close relationship.

The planning of all sports is performed in partnership with the National Federations, which present their work plans with the projects to be executed in the following year. Monthly, the execution of the plans is followed-up closely and, when necessary, some adjustments are made. At the end of each project, the area issues a technical report, that integrates the accountability.

The main athletes are also accompanied permanently, with the goal of understanding if their necessities are met and, also, of defining the best strategies, for instance, such as the participation in a certain competition. This follow-up is performed on-site, when possible, or off-site, by the follow-up of the results in national and international competitions, conversations with the coaches, etc. The adversaries are also constantly observed.

MAIN ACTIVITIES PERFORMED IN 2019

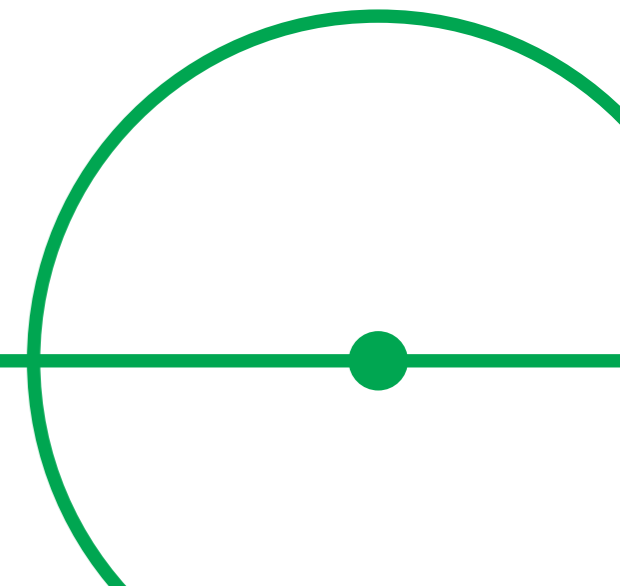
2.750 projects

**154 sports projects of the
National Brazilian Federations**

**23 Olympic Preparation
Programs - OPPs**

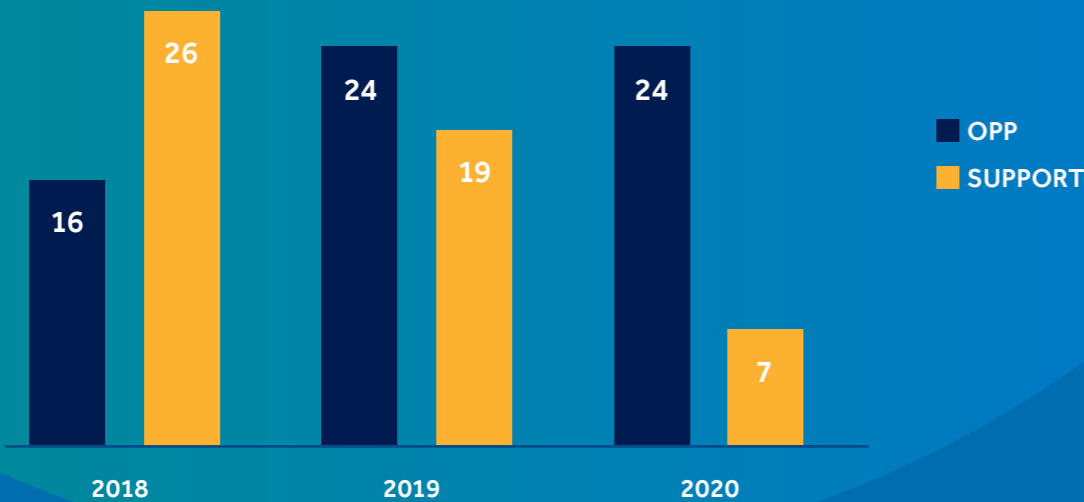
**24 Olympic and Pan-American
Federations**

13 National Federations



OPPS AND SUPPORTING PROJECTS EXECUTED PER YEAR

NUMBER OF PROJECTS



Results above the goal established concerning the World Championships (or reference events when there is no world championship in the year) for 2019.

Established goal of **18 medals**, and the Brazilian athletes achieved **2 medals in Olympic events, besides 10 medals in non-Olympic events.**

Excellent result in Lima 2019 Pan-American Games (best result in history).

Excellent participation in the first edition of the World Beach Games.

Goals achieved (and exceeded) in relation to the BOC internal indicators:

A) NUMBER OF MEDALS IN THE MAIN COMPETITIONS OF THE YEAR

**GOAL 18
MET 22**

B) NUMBER OF ATHLETES MET BY THE SPORTS SERVICES OFFERED BY THE BOC

**GOAL 400
MET 872**

C) NUMBER OF COACHES MET BY THE SPORTS SERVICES OFFERED BY THE BOC

**GOAL 45
MET 90**



CENTRO DE TREINAMENTO
TIME BRASIL

PARQUE AQUÁTICO MARIA LENK



TEAM BRAZIL
TRAINING CENTER

The Team Brazil Training Center (TBTC) performs its training activities, offering the services for the physical preparation and physiotherapy/ massage for athletes of various Olympic sports, in two venues: the Maria Lenk Water Park and the Artistic Gymnastics Arena.

The water park has 2 Olympic pools and 1 pool for diving, and sports rooms (force and conditioning room and combats room). On the other hand, the arena has a space of, approximately, 1.600m².

In 2019, the following sports were benefitted:

NUMBER OS ATHLETES PER SPORT JANUARY TO DECEMBER, 2019

Sport	Number of athletes
Athletics	22
Badminton	1
Basketball	16
Bowling	2
Canoeing Slalom	8
Cycling	9
Fencing	1
Football	2
Artistic Gymnastics	14
Golf	1
Hockey	7
Judo	410
Karate	62
Weightlifting	4

Open Water	20
Artistic Swimming	77
Swimming	83
Modern Pentathlon	5
Water Polo	63
Rugby	5
Diving	62
Skate	1
Stand Up Paddle	1
Surf	2
Taekwondo	54
Shooting	9
Triathlon	10
Sailing	6
Beach Volleyball	16
Volleyball	49
Wrestling	11
Total	1.033

TBTC also holds and hosts some events.

In 2019, there were 67 and we can quote as examples, the on-site modules of some Brazilian Olympic Institute courses, training internships of various modalities, coaches', Federations', and the Athletes Commission's meetings, and competitions, such as the Maria Lenk Trophy and the Artistic Swimming Brazilian Championship, among others.

Evolution when it comes to the last three years (services):

2017: 484 athletes from 18 Olympic Sports.

2018: 878 athletes from 34 Olympic Sports.

2019: 1.033 athletes from 32 Olympic sports.



OLYMPIC LABORATORY

The Olympic Laboratory is an integrating part of the Team Brazil Training Center and aims to support the improvement of the sports performance of the Brazilian athletes from the scientific support to the Olympic modalities and the sports research and development. With a series of top-notch equipment, it covers an area of approximately 1.700 m2.

With its innovative concept, the laboratory enables the evaluations and the control of olympic athletes training, close to the training center, and the working group has a direct relationship with the coaches.

In **2019, 486 athletes** from **31 sports** were met

In comparison to the previous year, the following chart shows the evolution when it comes to the number of athletes served monthly.

	jan	feb	mar	apr	may	jun	jul	aug	sep	oct	nov	dez	TOTAL
2018	53	10	30	12	23	16	36	59	55	49	30	12	385
2019	51	36	34	18	61	60	138	168	40	21	59	22	708

Besides the actions in its headquarters, the Olympic Laboratory has been to the Lima Pan-American Games, where 973 services were provided.



198
Physiology actions



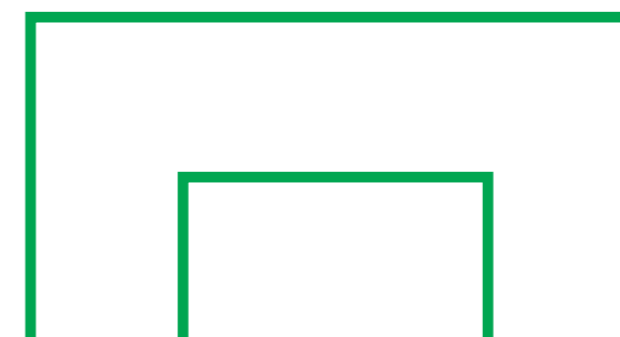
520
Biochemistry actions



255
Mental preparation actions

The International Seminars of Sports Sciences – jointly with the Annual Coaches’ Meeting, was also another highlight in the area. The seminar relied on the participation of 20 lecturers, six of them foreigners, who debated with our coaches about the subject of Jet leg, Humidity and Heat, conditions that our athletes will find in Tokyo.

Throughout the three days, the events reunited more than 200 coaches and sports professionals, among them Bernadinho (volleyball), Fernando Possenti (open water), José Neto (basketball), Mateus Alves (boxing), Cristiano Albino (artistic gymnastics), Elson Miranda (athletics), Reis Castro e Renan Rippel (beach volleyball), Lauro de Souza Júnior (canoeing), Camila Ferezin (rhythmic gymnastics), Tatiana Figueiredo (trampoline gymnastics), and Marco Vasconcelos (badminton). Emphasis also to the presence of the coordinators of the National Federations Eduardo Frick (tennis), Ana Liosa Almeida (modern pentathlon) and Torben Grael (sailing).



INTERNATIONAL OPERATIONS AND GAMES



WHAT IS TEAM BRAZIL'S MISSION?

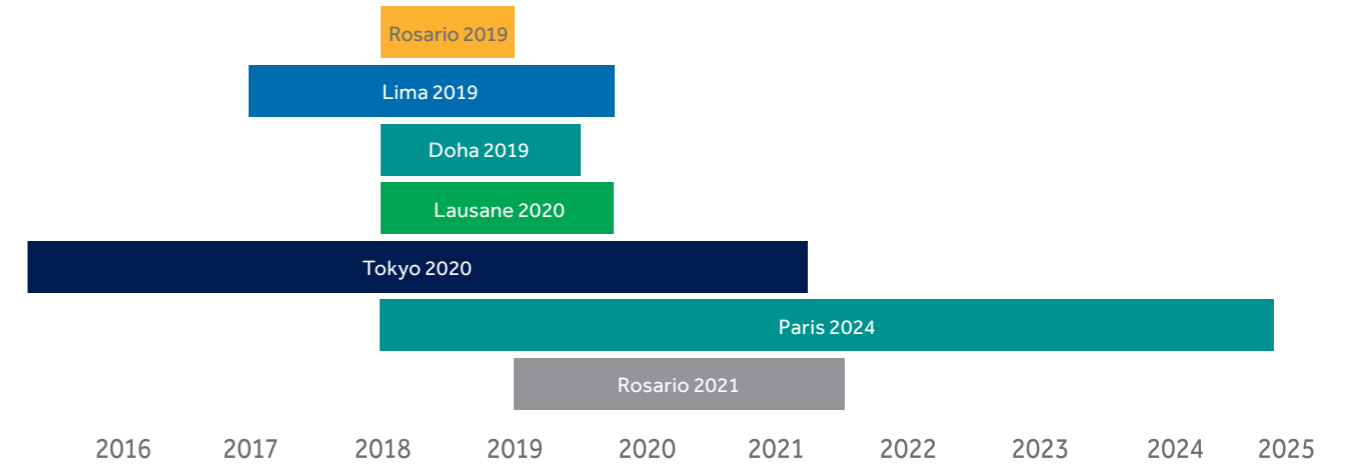
It is a Project in which the BOC coordinates the Brazilian delegation that will represent the country in multisports events, such as the Olympic Games, the Pan-American Games and the South-American Games, among others. For each of these competitions, the institution elaborates specific planning that aims to promote the necessary conditions for a great performance of the athletes and national teams.

The International Operations and Games department works on strategic planning and the operation of all **Team Brazil's missions**, which include:

- **To carry out** venues research in each host country of the events in which Brazil partakes, to establish the scope of the services.
- **To lead and engage** all the involved areas in the missions.
- **To execute** the accreditation, air and ground transportation, airport services, housing, sports venues, feeding, hydration and infrastructure, besides taking care of the material logistics and sports equipment.

The work dedicated to the missions is non-stop and permanent, since the planning of different missions take place simultaneously, as we can see in the image in the next page.

In 2019, a Pre-Olympic year, the department performed three missions, the full planning of one of them and eight field training in Japan, in preparations for the Olympic Games. For a team designed to deliver 2-3 events per year, 2019, with 12 actions, including the Pan-American Games of Lima, was shown incredibly challenging.



TEAM BRAZIL'S EXECUTED MISSIONS

ROSARIO SOUTH-AMERICAN BEACH GAMES | ARGENTINA MARCH, 14 TO 24

To participate in the South-American Beach Games constitutes the BOC strategy since it serves as a platform to analyze the technical conditions of modalities that take part in the Pan-American sports framework with real medal-winning chances. Besides, it provides Young Athletes of Olympic sports that may represent the country at the Olympic Games with the experience of integrating a multisports delegation. This mission also represents the support to specific beach modalities that have expressive international repercussion and results and that, in this year, composed the delegation of the ANOC World Beach Games in Doha.

The services offered during the Games included the delivery of the Team Brazil & Peak uniforms, medical services, physiotherapy and massage, housing, feeding, air and ground transportation and airport services, as well as press consultancy and coverage on Team Brazil's social media.

Such a mission represented a historical milestone in the national Olympic sports. For the first time, a delegation was 100% led by women. Nine professionals of different fields coordinated the activities during the Games.

Composed of 62 athletes, the Team Brazil delegation finished its participation in second place when it comes to the total number of medals, with 26, and in third place concerning the golden ones, with 11.

LIMA PAN-AMERICAN GAMES | PERU

JULY 25 TO AUGUST 11

The Lima 2019 Pan-American Games focused on the highest number as possible of athletes and sports for the Tokyo 2020 Olympic Games, on improving the performance of the athletes, comparing to Toronto 2015, as well as providing all the Team Brazil's members with a service structure of quality and efficiency.

The responsibility of leading a delegation composed of more than 800 people to the Games demanded some planning commenced with two years in advance and impressive numbers: four technical visits, various air transportation from several points in the globe with more than 1.900 tickets issued, receiving at the airport, housing at hotels (2), cities (2) and towns (6), sending of 6 sea containers with

sports materials and equipment, equal to 9 tons of materials, transportation of 15 horses, production of 800 suitcases and uniform kits, 21 thousand tracked kilometers between the headquarters, 7.000 photos and records made available through links, besides 41 working days in Lima.

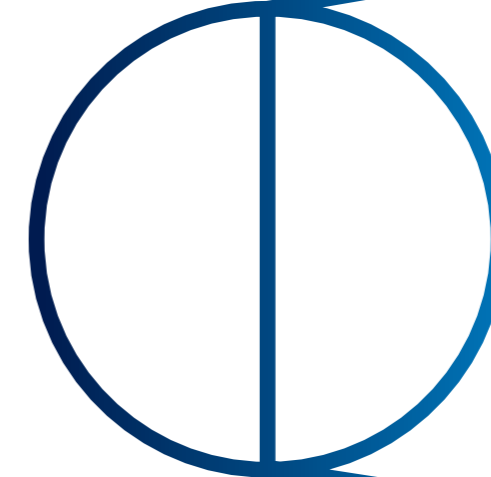
The efforts and the investment had a purpose and the Team Brazil achieved the best campaign in the Pan-American history, getting the second position in the medals board, both in number of golden medals and the total amount of medals. Besides, Brazil also achieved 29 direct vacancies for the Tokyo 2020 Olympic Games in nine modalities.

DOHA WORLD BEACH GAMES | CATAR

OCTOBER 11 TO 16

In the first edition of the World Beach Games, the BOC sent a 113-members delegation, including 77 athletes. The main goal was to maximize the results of the beach modalities and place the country as a world potency.

Since the heat was one of the biggest challenges in the Games, the BOC's department of medical services set support strategies to minimize the impact, using the cryotherapy, provision of ice and focus on hydration.



Besides the missions previously mentioned, other actions were already in course throughout the year:

TOKYO 2020

Eight training camps were executed at the venues that Team Brazi will use in 2020 in Japan. In total, 8 modalities were served (athletics, judo, sailing, karate, swimming, swimming marathon, male volleyball and female handball), 117 athletes and 79 officials who were able to get to know and evaluate the services offered exclusively to the Brazilian delegation at such headquarters, such as housing, transportation, feeding, medical services, and technical and strength training. These actions, jointly with the inspection visits performed by the BOC team, aimed to bring the athletes closer to the reality of the Games and stress the operations at Team Brazil's installations to identify the improvement points, define risks and anticipate possible issues so the planned operation for 2020 works without any difficulties.

In addition to it, many important agreements were signed concerning the Tokyo Games operations with suppliers of Brazilian food, logistics services and air transportation, besides the signature of agreements of 3 partner cities in Japan.

LAUSANNE 2020

The accreditation, housing, issuance of air tickets for the classified athletes have been completed, and also the development of logistical support covering two venues: the Lausanne village, with the modalities of biathlon, curling, cross-country and snowboard, and the St. Moritz village, with bobsled and skeleton.

INTERNATIONAL PARTNERSHIPS

When it comes to international partnerships, the BOC attended the annual meeting of the Club of O6, where we had the opportunity to discuss the current subjects of the Olympic sports universe, consolidating our importance in the scope of the National Olympic Committees. Besides, we executed the participation of the Japanese delegation in the 2019 School Games, a project that involves important Japanese stakeholders of our Brazilian head offices in Japan, strengthening our relationships, focused on the actions referring to our participation in Tokyo 2020.



SAFE SPORT PROGRAM

The Safe Sports Program was established by the Brazilian Olympic Committee (Comitê Olímpico do Brasil – COB) aiming to inform, educate, prevent and protect athletes and officials, discussing subjects such as harassment and abuse in the sports, doping education and prevention, and lesion prevention. International Operations and Games, jointly with Doping Prevention and Compliance departments, provided actions for these subjects before and during the mission, using tools such as off-site courses, videos and educational lectures.

In 2019, in the 3 missions, up to 634 athletes and 416 officials were met, totaling the participation of over 1.000 people in the program.

SPORT DEVELOPMENT



DEVELOPMENT SPORTS PROJECTS

This area supports the National Federations at the elaboration of strategies to boost the development of Olympic sports through investments in young athletes and professionals involved in the sports career, maximizing the transition to adult teams. Acting in the opportunity, development and improvement stages of the athlete.

MAIN ACTIVITIES

DIAGNOSIS OF THE SPORTS DEVELOPMENT MANAGEMENT

Aiming at deepening the knowledge of the BOC regarding the current management of sports development in the National Federations, in a group and specific manner, involving 47 Olympic modalities with in-site and online meetings. In this study, we analyzed 23 aspects of sports management using the SPLISS study concepts (Sport Policy Leading International Sport Success) and 7 factors related to the international sports performance in the bases category.

SPORTS DEVELOPMENT PROGRAM

Support to the Olympic National Federations at the development of the sports and the various aspects that interfere in the formation of young athletes, such as: quantity and quality of training, international competitions and sports equipment compatible with the level of the sport development, capacitated professionals integrating the multidisciplinary teams dedicated to the bases categories, and evaluations and analysis in different fields of knowledge. We performed, under a partnership with the Federations, **115 actions** referring to **30 sports** or **26 National Federations**.

These actions served approximately **2200 people** among athletes, coaches and multidisciplinary teams.

EXECUTION OF TWO PROFESSIONAL TRAINING PROGRAMS

Execution of an internationally-acknowledge course on kineanthropometry by the International Society for the Advanced Kinanthropometry (ISAK), at the Team Brazil Training Centre. The level-1 course consisted of theoretical classes (40%) and practical (60%), with the total courseload of 24 hours distributed in 3 days, with the objective of standardization of techniques and applications and improvement of the accuracy of 17 body methods, including skin folds, perimeters and diameters.

30 professionals who work on **26 different sports**

(22 National Federations).

EXECUTION OF SPORTS DEVELOPMENT ACTIONS IN THE SCHOOL YOUTH GAMES - NATIONAL STAGE

• EVALUATION AND MONITORING CENTER

During the 14 days of the Youth School Games, 2151 athletes from 26 states and Federal District were evaluated, in the age gap from 12 to 14 years old, among the 13 competing sports. The tests battery aimed to identify the physical and motor profile of the participating athletes and follow-up the development of those that will remain the sports career.

• PROGRAM OF OBSERVERS COACHES

By the invitation of the Sports Development department, **15 observers coaches**, named by the National Federations, participated in the activities with the School Games athletes and coaches. The observers are coaches involved with the development of athletes from the Brazilian teams and they had the opportunity to get in touch with athletes that compete only at the school level. The actions included training sessions, lectures and gathering of information through questionnaires, besides the technical observation of the sports performance during the competition.

• LECTURES FOR COACHES AND SPORT MANAGERS

In parallel to the competition schedule and the actions at the Living Centre, the Vila Germânica Park's auditorium hosted lectures with professionals from the BOC. The themes were related to education and doping prevention, coaches' responsibility for the development of athletes, and injuries in childhood and adolescence.

STUDENT SPORTS

The Student Sports area has the main goal to plan and execute the Youth School Games, the biggest school competition in the country. The Youth School Games rely on the participation of 26 states and the Federal District, which perform their state selection involving directly more than 2 million athlete students per year.

In 2019, the event relied on **14 sports**, divided in 4 stages (3 regional and 1 national), reaching more than **7 thousand athletes** from **12 to 17 years old**.

 **7.797**
Athletes

 **980**
Coaches

 **2.360**
Schools

 **14**
Sports



HOST CITIES



INTERACTION CENTER

Subject: New Olympic sports.

- Activities:
- Workshops on karate, surfing, climbing and basketball 3x3.
- Exposure of the sports equipments of the new Olympic sports.
- BOC Arena with actions from the BOI and Doping Education and Prevention.
- Partners(stands):CBDU (College Sports National Federation) ,UN Women, Globo Group and ABCD (Brazilian Doping Control Authority).

AMBASSADORS PROGRAM

3 teachers and 11 athletes

OBSERVERS PROGRAM

Team's coaches and coordinators indicated by the National Federations:

15 observers for 10 sports

RELEVANT DATA

In 2019, **3 cities** executed the event for the first time;

At the national stage, the event relied on delegations from Japan (Swimming) and Angola (Athletics);

More than **3 thousand students** from Blumenau public schools partook in the program "You at the School Games", executed for the first time.

2,091 athlete students, from **27 States** and **13 sports**, from **12 to 14 year old** have been to the Evaluation and Monitoring Center for the physical and motor profile mapping.

OTHER 2019 HIGHLIGHTS

- Over 1 million views in the streaming live transmissions through the official channels;
- 59 athletes from Team Brazil delegation of Lima 2019 Pan-American Games participated in the Youth School Games in the previous years.





***SPORTS
INFRASTRUCTURE***

The Sports Infrastructure area aims to create solutions and specific knowledge specialized in sports infrastructure – to deliver the best service proposal to the Brazilian Olympic sports in a continuous improvement cycle.



2019 HIGHLIGHTS

• **New headquarter for the Brazil Olympic Committee development program, at Maria Lenk Water Park (MLWP), covering all our architecture and complementary projects, aiming at the their implantation, for the following projects:**

- New Team Brazil Training Centre (CTTB) administrative area;
- New training fields;
- New area for external public to promote the Olympic sports in Brazil, relying on the experimentation and leisure, training, Team Brazil's shop, hydration point;
- Transforma Space: library, exhibition area and field for sports experimentation;
- Energy Efficiency and Innovation, based on the enhancement of systems of air conditioning, pools heating, waters of the MLWP comfort system; opening of lighting openings and the application of new technologies; treatment of façades and specific points for the decrease of thermal load.

- Study for the understanding of new possibilities for the supply of electrical energy for MLWP, aiming to enhance the financial resources;
 - Project of the BOC new headquarters;
 - Study of the reform of the pool deck;
 - Calculation of the needs for the maintenance at the existing coverage;
 - Study of the reformulation and enhancement of the Olympic Laboratory;
 - Enhancement of the existing building infrastructure (waterproofing and adjustments in the buildings);
 - Approval processes of projects related to the new headquarters.
- **Planning, development and Implantation of all sports infrastructure projects for Lima 2019 Pan-American Games, as it follows:**
- Project and execution of Team Brazil's areas in the Pan-American Village;
 - Project and execution of the quarter in Punta Rocas;
 - Project and execution of the quarter in Callao;
 - Project and installation of Bujama quarter;

- Project Maria Angola Hotel – area for uniform operation;
 - Project and installation Team Brazil area at the MPC (Media Press Center).
- **Consultancies and technical support to internal functional areas: technical analysis of infrastructure reports of the Barra da Tijuca Olympic Park for the understanding of operational feasibility and possibilities of BOC taking on the installations.**
- **Development of new concepts and criteria regarding sports infrastructure focusing on:**
- Development of the Sports Infrastructure Legacy;
 - Quality management;
 - Resources enhancement;
 - People development;
 - Integration of different stakeholders;
 - New continuous improvement processes;
 - New criteria for achieving performance in sports infrastructure.



BRAZILIAN OLYMPIC INSTITUTE

The Brazilian Olympic institute, the BOC department of education, complied with its mission of promoting high-level training to professionals linked to the management of the main sports organizations in the country and to the sports training of high-performance athletes.



The year of 2019 was significant for the area, with the execution of the 1st Brazilian Olympic Congress, marking the celebration of the 10 years of the BOI existence. This event reunited over a thousand professionals, with the proposal of the exchange of knowledge, ideas and information of the most various subject regarding high-performance sports.

Following the perspective of acting more and more as the BOC strategic branch and meet the new challenges of the sports development evolution, BOI worked on the preparation of 3.035 professionals, among them:

Managers of the sports organizations and different level coaches, from the sports initiation to the high-performance. Besides working with the guidance to athletes in the management of their sports and post-sports career.

In 2019, BOI formed and trained more than 3 thousand professionals coming from the main sports companies in Brazil.

In the following, we resent details of the projects developed throughout the year, organized in four programs:

BRAZILIAN COACHES ACADEMY (BCA)

A formation and certification program for Physical Education professionals to act on the preparation of high-performance athletes.

It aims to complemented, with excellence, the formation of coaches and, therefore, contribute to the achievement of positive results in the Olympic sports.

	High-performance Sports Course (HPSC) Improvement (2019)	High-performance Sports Course (HPSC) Excellence (2019)	Basic course on Management for Coaches (BCMC) 2019 Edition	Sports Initiation and Olympic Values Course SIOV (2019)
Lengths	420h	120h	70h	70h
Sports	Basketball 3x3, Weightlifting and Beach Volleyball	Judo	All	Athletics, Artistic Gymnastics, Judo and Swimming
Level	Advanced	Advanced	Basic	Basic
Number of trained coaches	42	20	124	1.466
Local	Team Brazil Training Centre (Water Park Maria Lenk), CEFAN, EsEFEx (Army School for Physical Education), Training Centre of the Brazilian Selection of Volleyball and off-site	Team Brazil Training Center	online	online

SPORTS MANAGERS PROGRAM

The goal of the Program is to promote and expand the skills and knowledge to an effective sports management organization in Brazil. With national

scope, its courses are destined to the professionals of operational and/or executive level of various sports Institutions in the country.

	Sports Management Advanced Course (SMAC) 10 th Edition 2019-2020 Stratetegic Planning	Fundamentals of Sports Administration (FSA) 1st Edition 2019	Fundamentals of Sports Administration (FSA) 2st Edition 2019	Annual Meeting on the updating of the National Federations Managers (UFM) 2019	Teams Leaders Training Course (TLTC) 2020	
Lengh	360h	35h	70h	70h	40h	190h
Level	Advanced	Advanced	Basic	Basic	Basic and Intermediate	Intermediate
Number of trained managers	41	25	72	72	79	50
Local	BOC headquarters	BOC headquarters	online	online	BOC headquarters	BOC headquarters

ATHLETES CAREER PROGRAM

The **Athletes Career Program (ACP)** aims to provide conditions and tools to enable athletes to plan and prepare themselves in the most suitable manner, from their initiation in the high-performance sports career to the stage of the career transition as a professional athlete to the labor market.

	Athletes Career Program (ACP) Transition (2019)	Athletes Career Program (ACP) High performance (2019)
Lengh	60h	According to the course choice
Number of trained managers	13	8
Local	BOC headquarters	Estácio de Sá University (scholarship)

SPECIAL PROJECTS

BOI develops Special Projects in two branches: support to the strategic objectives jointly with BOC and the National Federations; and the development of personalized products to the various BOC departments, offering solutions for the challenges found in what concerns the education or the development of technology.

	Brazilian Olympic Congress 2019	Training on Good Governance in Sports 2019
Lengh	8h	3 events 8h/each
Sports	All	3 events 8h/each
Level	Advanced	
Number of trained people	1.014	51
Local	WTC Events Center – São Paulo/SP	BOC headquarters

In 2019, the BOI had two outstanding projects, as it follows:

BRAZILIAN OLYMPIC CONGRESS - 1ST EDITION

The Brazilian Olympic Congress had the goal to inform and share information, knowledge, and to benchmark, aiming to create a community with the main sports stakeholders favoring a joint thinking on the dealing with the Olympic sports challenges in Brazil.

This event relied on an audience of over a thousand managers, coaches, and sports sciences professional. It took place in the city of São Paulo, which concentrates the highest amount of Physical Education and Sports universities and is an important sports center in Brazil.

The congress in numbers

Participants	1.014
Athletes, Olympic coaches and Olympic medallists	27
Lecturers	13
Exhibitions and Experiences	24
Workforce	179

Communication in numbers

Articles sites, printed newsletters, radio and news agencies	130 articles
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Social Media Instagram, Facebook and LinkedIn	340 posts/day
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Accredited journalists	30 Journalists 15 Vehicles
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Rádio Globo broadcast	2 programs before and 4 during the event
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Television	6 articles
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Call center	676 services
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Congress app	802 downloads 609 posts 3.691 likes
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SPORTS INITIATION AND OLYMPIC VALUES COURSE (SIOV)

The second special Project last year was the Sports Initiation and Olympic Values Course, which had the goal to guide the Physical Education professionals to work on the Sports Initiation with children from 5 to 10 years old, in a suitable and pleasurable way, contributing to the development of young talents and promoting the Olympic Values in the educational environment.

The access to the current sports demands something more than the already known specific technical actions of each modality. We must comprehend the sports as a whole as an extremely important social and cultural phenomenon for the people's best lives. In this context, the beginning of the sports formation process is decisive for the long-lasting practices of the sports.

The particularity in this course was the quality of its content and the capillarity potential. With its free access for teachers all over the country, SIOV reached more than 127 thousand children in 2019.

In an anonymous survey, *the Olympic Congress obtained a 96% rate for the participating audience satisfaction.*

In an anonymous survey, *SIOV obtained a 99% rate of satisfaction from the participating audience, besides reaching the percentage of 99% for the indications of the course to profession colleagues.*

***CULTURE AND
OLYMPIC VALUES***





OLYMPIC MEMOIR

This area is responsible for the acquisition, control and keeping of the collection of the BOC's memoir. It is also responsible for the organization and the management of exhibitions and cultural activities. The main goal is to preserve and promote the Olympic Movement.

The activities executed by the area are divided in two natures:

SERVICE

- **Loan of 2 Rio 2016 Olympic Torches for the schools from Transforma.**
- **Execution of the exhibition at the Brazilian Olympic Congress (Conception, texts and leasing of 36 pieces).**

COLLECTION

- **Technical reserve sanitization, furnishing rearrangement and repairs.**
- **Reorganization and sectorization of the pieces of the collection.**

LIBRARY

The BOC Library gives informing support to the institution and has as its goal the organization and preservation of its collection. Its main activity is to make filed documents available, enabling internal consultations and external researchers.

The collection consists of 21.380 itens, including books, thesis, journals, journal papers and booklets

In 2019, the main activities performed by the Library were the sanitization of 20 thousand items of the collection, and the treatment and incorporation of 70 books from the BOC historical correspondences for the whole-content consultation through the database. The area also participated in the events "2019 School Games" and "Transforming Values", with the exhibition and loan of books.



Other relevant data:

Receiving of donations of **359 documents**

Restoration of **31 books**

PUBLICATIONS

This area acts on the design and development of BOC institutional publications, leading the editorial production, selecting and/or validating specialized suppliers and cherishing for the unity and standardization of documents, serving various departments. The area also produces its own texts, as well as collaborates with the writing and proofreadings of content arising from other institutional sectors.

PUBLICATIONS PRODUCED IN 2019

- Book Team Brazil in the Lima 2019 Pan-American Games
- Press Guide Lima 2019 Pan-American Games
- Olympic Congress Magazine – BOI
- 2018 Brazil Olympic Committee Annual Report
- Courseware Brazilian Coaches Academy - HPSC - Basketball 3x3 / Weightlifting / Beach Volleyball
- Booklet Good Governance in Sports
- Guide Parents and Educators
- Booklet Prevention from Moral and Sexual Harassment Policy
- Booklet Antidoping Policy
- Collection Sports Books (in course)
- Olympic Qualifications Guide (in course)
- Magazine Sports Science (in course)



This area is responsible for BOC Olympic Values promotion actions, working in schools through the Educational Olympic programme "Transforma".



OLYMPIC VALUES PROMOTION

MAIN GOALS

- Take the Olympic subjects to the school environment.
- The development of socioemotional skills related to the Olympic Values according to the National Common Curricular Guidelines.

TRANSFORMA PROGRAMME - EVOLUTION

	2017	2018	2019
Brazilian cities reached	2	2	6
Countries reached	0	0	1
Schools with the Transforma methodology implemented	0	0	2
Teachers reached - Transforma formation	0	231	722
Students directly reached	300	1.185	3.280

2019 MAIN ACTIVITIES

ONLINE FORMATION

- Olympic Values for Life course

ON-SITE ACTIONS

- BOC Open Doors: once a month, the BOC open its doors to the school community. Cultural and sports activities and a visit to the BOC library are held.
- Olympic Medalist Schools Transforma Action: a program that includes Olympic culture and history and counts on the presence of Olympic athlete(s) to exchange experiences with students and teachers. Medalist Schools - Agatha Rippel, Barbara Seixas, Diego Hypólito
- Transforma Festivals / Transforma Actions on the Olympic Day / Transform Actions in the School Games: they provide the opportunity to experience the Olympic Values through recreational activities and sports experimentation.
- Donation of sports equipment and materials to Rio's Municipal Olympic Schools, which received the Transforma methodology.
- Transforma Connection: a Project to promote the Olympic Values through cultural exchange with foreign school units. Five Japanese schools participated in the project.
- On-site training programmes in several Brazilian cities and Tokyo: a meeting for educators that includes lectures and debates on the Olympic theme and socio-emotional skills.
- The number of students and teachers directly affected by Transforma almost tripled between 2018 and 2019.
- Transforming Values – the importance of socio-emotional skills in education: a closing event of the year for the audience of about 300 teachers and pedagogical coordinators, held at Museu do Amanhã.



OLYMPIC SOLIDARITY

The BOC area of Olympic Solidarity (OS) has the primary role of working on partnerships with the Functional Areas of the company so the projects can be approved internationally by the IOC and by Panam Sports, to be executed internally by BOC or externally by the National Federations, and to jibe with the approved work plan and that, for such, present a rendering of accounts pursuant to the deadlines.

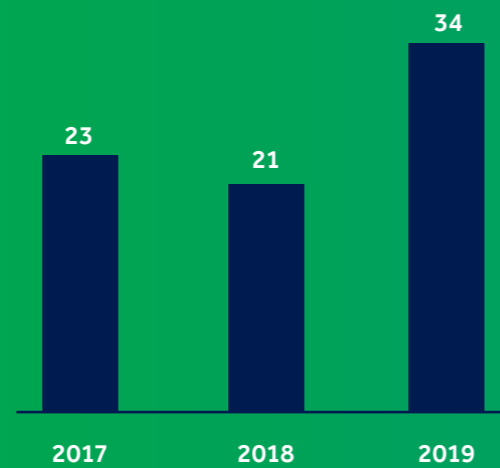
The International Olympic Committee and Panam Sports provide support for projects that develop and promote four pillars in the national sports scenario:

- **ATHLETES**
- **COACHES**
- **OLYMPIC VALUES**
- **NATIONAL OLYMPIC COMMITTEES MANAGEMENT**

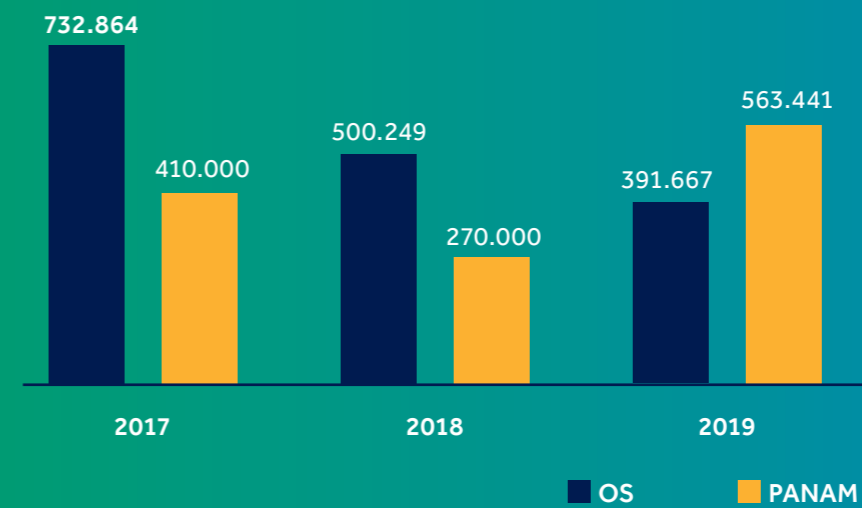
RELEVANT DATA

COMPARISON TO THE PREVIOUS THREE YEARS

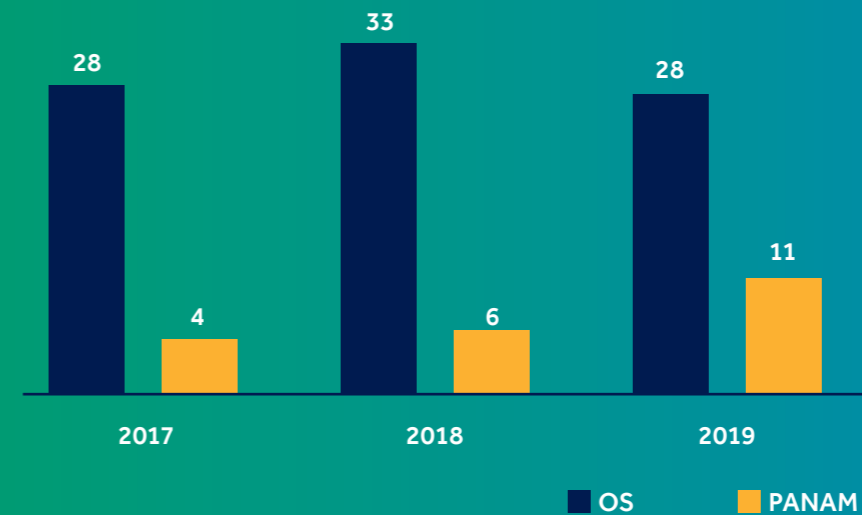
BENEFITTED NATIONAL FEDERATIONS



OLYMPIC SOLIDARITY & PANAM VALUES INVESTED/YEAR US\$



OLYMPIC SOLIDARITY AND PANAM PROJECTS EXECUTED



***EDUCATION
AND DOPING
PREVENTION***



The role of the Brazil Olympic Committee regarding doping is to guide and educate the athletes to prevent themselves from such a threat. In October 2018, the entity implemented the area of Education and Doping Prevention. With the elaboration and application of the Education and Doping Prevention Programme to the Brazilian Olympic Sports, BOC supports the actions of the **World Anti-Doping Agency (WADA)** and the **Brazilian Authority for Doping Control (BADC)**.

Some of the area's purposes are the interaction of the actions for the education and doping prevention to the training courses for coaches from the Brazilian Olympic Institute, the BOC educational branch, as well as the area for Sports Development, so the anti-doping education reaches the younger generations. The protection of the Olympic Spirit and Values is the driving force of the BOC. initiative.

2019 MAIN ACTIVITIES

1.

Creation of the Anti-doping Policy¹

2.

Services to the athletes and members of the Teal Brazil at Lima 2019 Pan-American Games and at the Doha World Beach Games, through the Safe Sport Programme²

3.

BOC representation at the World Conference on Sports Doping, in Katowice - POL³

4.

Development of the Anti-Doping page on the BOC website⁴

5.

Participation in the Youth School Games - Blumenau stage⁵

6.

Conclusion of institutional cooperation agreements on the Anti-doping Education with the National Magisterial⁶ Pharmacists Association, the Federal University of Rio de Janeiro⁷ and the Federal Rural University of Rio de Janeiro⁸

1. Under the World Code of the World Anti-Doping Agency. The Policy went through discussion sessions with the Directory and was submitted to revision according to WADA. Its release took place on September 10 and had wide national sports press coverage.
2. The on-site actions, with lectures and individual services, impacted directly about 2 thousand people throughout the year, serving athletes and technical commissions of 29 modalities.
3. During the Plenary Session, the BOC actions and planning in the field of Education and Doping Prevention for over a thousand representatives from the anti-doping organizations, Olympic Committees and International Federation, which attended the meeting.
4. The Anti-Doping page is completely new. Exclusive content was developed for the website, with 16 anti-doping fields of knowledge, 2D video-animations and a session of approximately 200 questions and answers, and an updated session of documents, including Authorization forms of Therapeutic Usage.
5. The Youth School Games were the scenario for the release of the Parents and Educators Guide for the Clean Game protection, a material produced by the area, sponsored by the Olympic Solidarity – SOI. The material will be made available on the BOC website and an integration tool with the National Federations websites will be provided.
6. ANFARMAG will participate in the development of the app for the search of prohibited substances and consultancy to drugs with the validation of the list of drugs available in the country.
7. UFRJ, through the Brazilian Laboratory for Doping Control – LBCD, launches a historical partnership for both institutions. In the 30 years of history of LBCD, this is the first technical cooperation agreement developed with BOC. This agreement will allow the bilateral participation in educational anti-doping activities of both institutions. LBCD will validate the consultancy app to the Prohibited List of WADA.
8. UFRRJ, through its Study Group on Artificial Intelligence, is now working on the development of a remote mobile anti-doping teaching platform, that will host all the content produced by the field and the research tools and services that will be offered by the app.



COMMUNICATION

In 2019, this area communicated in an integrated way the BOC and Team Brazil activities through several channels for the various types of audience, according to the institution's Strategic Map. Besides straightening the relationship with the Brazilian National Federations and developing their actions, BOC sought to give further speech to the athletes,

promoting their interaction with the audience. This initiative resulted in expressive numbers of engagement and visibility in all our channels. The Internal Communication, now reformulated, also had a fundamental role at the transformation of the staff into communication agents of the company's actions.

The main BOC and Team Brazil's social media profiles (Facebook, Instagram and Twitter) had a constant growth throughout the year, with a young and dynamic language, oriented to the athletes, providing information and interaction with our fanbase. In addition, the BOC profile was created on LinkedIn, which allowed transmitting in an even more assertive manner the institutional actions of the institution over the year and making the selection process of staff more transparent.

The area sought bring the institution closer to the most relevant press vehicles in Brazil, with the goal of reinforcing the BOC message as reference in the preparation and support to the Brazilian Olympic athletes.

From the daily contact with the main Communication vehicles in Brazil, we provide content, suggesting agendas and exclusive notes, and we meet the specific demands, strengthening the main messages defined by the BOC Directory.

With the acquisition of new equipment, the area was able to jump forward when it comes to the production quality of photos and videos for all the BOC channels. With more than 150 videos produced (an average of 12,5 per month), we can feed our channels and still provide content for the press vehicles, websites and TVs, aiding the promotion of the BOC messages in Brazil.

A new BOC website was developed, making the navigation more intuitive and visually appealing. In addition, to making it more transparent, all required BOC management documents by society and controlling bodies are available. The new BOC Online, Internal Communication platform, was also launched to inform and integrate the employee about what happens in the company.



2019 MAIN ACTIVITIES

Besides the Lima Pan-American Games, the main event in 2019, the Communication acted in all the other events and actions in which BOC attended, such as: Olympic Congress, Rosario Beach South-American Games, Doha World Beach Games, Youth School Games (regional and national stages), interviews and events that relied on the attendance of spokespeople.

Many Workshops and Media Briefings for the press and National Federations were executed, aiming to promote the BOC actions and exchange knowledge with the other institutions.

We also tested the Communication operation in Japan. The various professionals of the team traveled to Tokyo over the year to cover the test-events and to get to know the details of the operation for the Tokyo Olympic Games. The management of this area also partook in the 2nd World Press Briefing, answering questions and improving the 2020 plan.

SOCIAL MEDIA PRESS RELATIONS

With the investment on media and the specific strategy for each network, the BOC and Team Brazil's channels accomplished expressive results, led by the main events of the year, specially the Lima Pan-American games. There were **more than 50 million of printings** (an increase of 476% in comparison to 2018) and **more than 15 million people reached** (a 315% growth in comparison to 2018) with the digital communication. Through lives and other activations, this was the year in which the Brazilian athletes had a larger room in our channels. To understand the impact of the BOC social media, we finished the year as the 3rd largest page on Instagram among the National Olympic Committees, the 2nd biggest on Facebook and the 5th on Twitter. That means that we still are placed among the most influent in the world in the digital means.

IMAGES

Being closer to the athletes and the National Federations, we registered an **increase of 46%** in the number of videos produced, compared to the previous year. Besides, **more than 200.000 photos** were made available in the BOC Press Room, with **more than 63.000 downloads**, ratifying the quality of the material produced and offered to the main media vehicles in Brazil and in the world.

PRESS RELATIONS

- Execution of six briefings for press and opinion makers, presenting and debating the main BOC actions during the year for a strategic audience.
- Execution of workshop with the press offices of the National Federations for a better work alignment.
- Support to the directory in crisis periods, with the production of specific materials for the contact with the press.
- Communication Support to the Missions, supporting the Chef de Mission, officers and athletes in contact with the press.
- Distribution of articles and press releases, besides the availability of photo images for the publication in journal vehicles, according to the actions calendar.
- Sending of exclusive notes on the main journal vehicles about the BOC actions.
- Sending of exclusive agenda to the main journal vehicles about the BOC actions.
- Press conferences
- Definition of the key-messages of the institution for the period.
- Spokespeople training.
- Visits of BOC's main spokespeople to main of newspaper offices.
- Establishment of a permanent relationship with journalists and opinion-makers.

INTERNAL COMMUNICATION

- Validation of the Strategic Planning for the Internal Communication by the High-Management, including the direct involvement of the president and the General Directory with the new Communication and Marketing directory.
- Creation and consolidation of the Agenda Committee: integrated by 12 collaborators from all the directories and key-fields for the information and engagement areas for the staff at BOC.

This Committee meets monthly to discuss agendas and demands related to the internal communication.

- Implementation and management of the BOC Online: online environment that reunites all the BOC staff, enabling the interaction and relationship among people and areas in fast and direct communication, besides the clear synergy between the BOC internal and external agenda.

RELEVANT DATA

Almost **5 million** people reached in the videos posted on the **Team Brazil** page on Facebook, **Increase of 1.051%** comparing to same period last year.

More than **63.000 downloads** of fotos at the Press Room.

90% positive articles in the press.

Almost **200 videos** produced.

OTHER 2019 HIGHLIGHTS

With good planning and team, allied with the excellent sports performance of Team Brazil, we achieved great results in the coverage of the Lima Pan-American Games:

- **More than 17 million people reached** by the digital Communication of Team Brazil during the Games, **an increase of 523%** in relation to the previous month.
- All the stipulated KPI were easily reached.
- More than 26k followers on Team Brazil Instagram (increase of 11,2% in the period).
- Engagement Tax on Facebook: growth of 11%.
- More than 34.000 downloads of fotos during the games.
- Olympic medallist Yane Marques acting as Team Brazil reporter.



MARKETING AND EVENTS

MARKETING

2019 MAIN ACTIVITIES

- **Approach to 52 companies aiming to commercial partnerships.**
- **Capture of new sponsors: Ajinomoto, Max Recovery, Meiji and Wollner, extending the range of partnerships and bringing new incomes for the BOC.**
- **Contract, through concurrence, of the Match Hospitality agency, which is responsible in Brazil for the sale of tickets and hospitality packages for Tokyo 2020 Olympic Games.**

The scope of activities of the area contemplates all the planning process for marketing, including branding and promotion actions with the goal to strength the brand, engage the supporters and generate new incomes.

In addition, the marketing area is responsible for the commercialization of the company's business properties and the service to its sponsors, acting in the search for new opportunities of capturing and activation jointly with the partners. This area also works on the creation of a visual identity of all the BOC projects and the management of the Ginga mascot and the Team Brazil's official products.

- **Accreditation of marketing agencies for the captation of sponsors to the BOC, which enabled us to start the negotiations with new possible sponsors. 6 marketing agencies acknowledge worldwide were accredited.**
 - **Creation of actions to celebrate key-dates in the countdown to the Games, such as in 500 days, 1 year and 300 days to Tokyo. All the actions involved the press, athletes and generated content for fans.**
 - **Management of appearances of the Ginga mascot in various events, totaling 40 appearances.**
 - **Management of 4 global contracts for products and services that are used by all the departments of the institution.**
 - **Partnership with Mauricio de Sousa Produções, formalizing Turma da Monica, with characters of high-impact in Brazil, as the official fans of Team Brazil in Tokyo 2020 Games.**
 - **Ambience for Team Brazil building in Lima Pan-American Games.**
- We must emphasize that at the the 1-year celebration to Tokyo, held in the Liberdade neighborhood, in São Paulo, about 14 thousand people were took part of the activations of Team Brazil and over 110 thousand bystanders were reached by the on-site actions.
- Evolution regarding the last three years
- There was a good approximation of the marketing field and the big Brazilian companies (and even the multinational ones), that demonstrated great interest in creating joint activations and partnerships.
 - In addition, the field developed its schedule for property actions, creating another contact point with fans and actions opportunities to its partners.

EVENTS

The scope of the area's activities includes planning, budget management and operation of all the events held by the BOC. **In 2019, 107 events were produced.** In addition, it managed three global agreements on services, used by all areas of the institution and was responsible for the management of the Volunteers Programme, used in 45 events.

The goal of the events and actions performed by the field were:

- Valuation of the national sports;
- Creation of content for the press and the BOC social media;
- Valuation of the athletes;
- Visibility of the Olympic sports;
- Tribute to athletes and former athletes;
- Promotion of the BOC activities;
- Strengthening of the Team Brazil brand;
- Promotion of the Olympic Values.

MAIN EVENTS OF 2019

OLYMPIC BRAZIL AWARD 2019

The 21st Edition of the Olympic Brazil Award took place in Cidade das Artes, in Rio de Janeiro, with the presence of 700 invitees and the live transmission through the Sportv channel. The goal of the event, which takes place every year, is to pay tribute to the best athletes, coaches and sports personalities. In addition, tributes in the Hall of Fame were also paid.

OLYMPIC DAY

The event took place on June 25, in the Maria Lenk Water Park, with the participation of 270 children from the Transforma project.

Workshops on some Olympic sports took place, jointly with the presentation of a play about the Olympic Values in homage to the Hall of Fame.

HALL OF FAME

The main of these actions is to commend and eternalize the history of the Olympic Movement through the valuation and the recognition of sports personalities. The tributes took place on 07/25 (Olympic Day), 07/20 (1 year to Tokyo), 10/21 (Event of the Volleyball Brazilian Federation), and 12/10 (Brazil Olympic Award).

2019 Hall of Fame Tributes:

- Hortência Marcari
- Chiaki Ishii
- Bernardo Rezende (Bernardinho)
- José Roberto Guimarães
- Sylvio de Magalhães Padilha
- Maria Lenk
- Joaquim Cruz
- João Carlos de Oliveira (João do Pulo)
- Guilherme Paraense
- Magic Paula

ONE MONTH TO THE SOUTH-AMERICAN BEACH GAMES

The goal of this event was to register 30 days to the beginning of the South-American Beach Games. It took place on February 14, at the Army Physical Education School at Urca. It relied on the participation of athletes and 40 students from the Transforma project who were able to participate in the sports workshops.



500 DAYS TO THE OLYMPIC GAMES

A blockletter with the Team Brazil hashtag (#) was created to set the date of 500 days to Tokyo. The piece release took place at Marina da Glória, on March 12, with the presence of athletes, former athletes and 30 media representatives. After the release, the placard went through other cities in Brazil as an opportunity for generation of photos and content.

100 DAYS TO THE PAN-AMERICAN GAMES

The event took place on April 17, in São Paulo, with the goal of marking the 100 days to go to Lima Pan-American Games and presenting the Team Brazil preparation for the Games to the press.

10 Pan-American athletes and 15 press vehicles attended the event, besides the invitees, such as the president of PanAm Sports, totaling 110 people.

PAN-AMERICAN FAMILY

Planning and operation of the needed structure for the participation of the National Federations, the BOC Directory and Presidency presidents in the Lima Pan-American Games, through services such as the accreditation, air/ground logistics, housing, official dinner and tickets. In total, 40 people were served.

1 YEAR TO THE OLYMPIC GAMES

3 actions were executed to celebrate the countdown until 1 year to Tokyo.

JAPAN HOUSE

An event held on April 17, at Japan House, in São Paulo, for the market executives with the objective to present the project of Casa Brazil in Tokyo and disclose the partnership with Mauricio de Sousa Produções. Audience: 140 people.

LIBERDADE

A public event held in the Liberdade neighborhood, on April 20. The goal was to create a contact point with the fans and warm up the support for Team Brazil through the presentation of some new sports of Tokyo 2020 Games. In addition, we had the presence of athletes, the appearance of the Ginga mascot and the sale of official Team Brazil's products. Audience served at the sports workshops: 11.000 people.

OLYMPIC PARK - GAME XP

The BOC held a great activation in the biggest fair of games in Latin-America. The action relied on the workshops of some of the new sports of Tokyo 2020 Games. In addition, we had the appearance of the Ginga mascot, the presence of athletes, the sale of Team Brazil's official products and the activation of digital tattoos. Audience served at the sports workshops: 9.000 people.

300 DAYS TO TOKYO: GINGA PARADE

The action was created aiming to promote sculptures of Ginga, the Team Brazil's mascot, across the city, creating content and bringing the fans closer. The sculptures were launched on September 27, marking 300 days until the games, at Madureira Park, with the presence of former athletes and press professionals, and it was exposed in the park for 30 days. After the launching, the sculptures went through other Brazilian cities.





HUMAN RESOURCES



In 2019, the Human Resources area acted as a facilitating agent in the process of people management, providing the other BOC areas with the resources and instruments necessary to attract and retain the best professionals in the labor market. This was executed considering the continuous development of the qualified workforce,

seeking the ultimate concept of maintaining the right professional in the right place. And assuring the application of the labor laws through the determinations of the public bodies, allowing the companies to work according to the legal requirements. At the end of the year, 54% of the the BOC collaborators framework was formed by women.

MAIN ACTIVITIES EXECUTED IN 2019

- Elaboration of hiring and selection policies, admission and dismissal processes, seeking a higher transparency.
- Employees training.
- Payroll, admission, dismissal and other administration routines of staff, according to the labor law.
- Administration of positions and wages.
- Administration of benefits: transportation allowance, meal voucher, dentist plan, health insurance, life insurance, flu vaccine and daycare aid.
- Support to covenants, payment to autonomous workers, athletes and provision of accounts.
- Motivating actions, such as the International Women Day, Mothers' Day, Day of the Olympic Family, Fathers' Day, Secretary's Day, Baby Shower, and integration events such as National Breast Cancer Awareness Month and Blue November.
- In partnership with the communication area, validation of the Internal Communication strategy and launching of the weekly BOC informs, and specific reports per area, such as HR Informs, Administration Informs and IT Informs; creation of the agenda committee, with monthly meetings; launching of the BOC Online.
- Execution of the Organization Climate Research with the employees.





GET
PROGRAMME

The GET Programme – Governance, Ethics and Transparency was founded in 2017 with the goal to provide consultancy to the National Federations, developing a personalized Corporate Development Programme.

Among all the **35 Olympic National Federations, 99% joined the Programme.**



The Programme covers 5 areas of knowledge:

Governance, Strategy, Transparency, Processes, Support, and Compliance and it is supported by a website with questions to be answered, an area to attach the evidence of the service and model of good practice documents.



GOVERNANCE

117 questions

- General Assembly
- Audit Committee
- Administration Council
- Inspection Council
- Directory
- BOC Statute
- Company's structure
- Electoral process



STRATEGY

32 questions

- Projects and portfolio management
- Strategic Planning



TRANSPARENCY

33 questions

- Annual Report
- Transparency



PROCESSES SUPPORT

121 questions

- Accounting
- Purchase managing
- Contracts managing
- Budget
- Human Resources
- IT
- Treasury



COMPLIANCE

65 questions

- Integrity
- Ethics and harming conducts prevention
- Policies and norms
- Audits
- Risk management and internal control

Total: **5** areas of knowledge | **24** subjects | **368** questions

With the goal to give a suitable treatment the various National Federation realities and sizes, the Programme was constituted of questions in 5 different levels of maturity and demands from the Programme for each Federation and the level to be met depends on the previous revenue:

The GET Programme is one of the twelve distribution of resources from the sports lottery and, in 2019, corresponded to 6,5% of the whole resource transferred to the National Federations.

MATURITY LEVELS

1 INICIAL	2 KNOWN	3 STANDARD	4 MANAGED	5 ENHANCED
Process according to the law. Minimum required for its functioning.	Process already known, but executed without a standardization. Each employee performs in a different manner.	Known process, mapped, formalized and with the defined policy.	Standardized process presenting an efficient measure with performance measurement.	Efficient process which seeks to apply enhancement actions.
SIZE DEFINITION				
SMALL BUDGET (1+2) up to R\$ 10.000.000,00				
MEDIUM BUDGET (1+2+3) up to R\$ 10.000.000,01 a R\$ 50.000.000,00				
LARGE BUDGET (1+2+3+4) from R\$ 50.000.000,01				

SUPPORT TO THE NATIONAL FEDERATIONS

During the two years of the GET Programme, some group supporting initiatives to the National Federations were developed by the BOC:

- 1| Definition of the Strategic Planning of 29 Olympic Sports Federations;
- 2| Development of the Transparency Portal – a website that enabled the National Federations transparency in the disclosure of documents and relevant documents;
- 3| Contracting of Ombudsman for 19 National Federations;
- 4| Training programs for:
 - 17 Administration Councils
 - 7 Inspection Councils
 - 12 Athletes Comissions

RESULTS

The GET Programme results are calculated by the Maturity Index (MI) and the Performance Index (KPI), that compare the advances obtained in the year of 2018 and 2019:

Maturity Index (MI)

$$MI = \frac{\text{questions answered}}{\text{total of questions}}$$

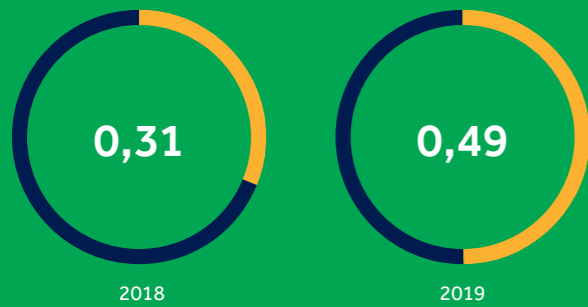
Performance Index (KPI)

$$KPI = \frac{\text{Current maturity index}}{\text{Reference maturity index}}$$

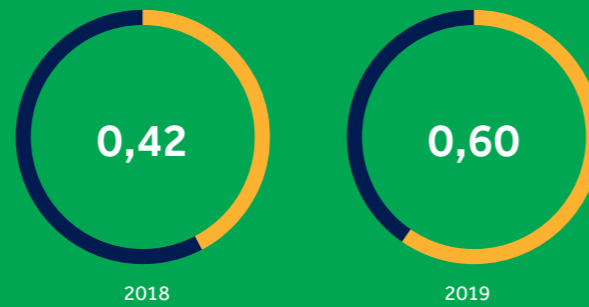


GET CONTROL PANEL - MATURITY INDEX

GETI - GET Programme Maturity Index



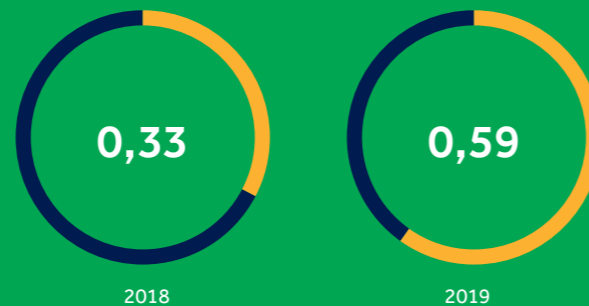
GMI - Governance Maturity Index



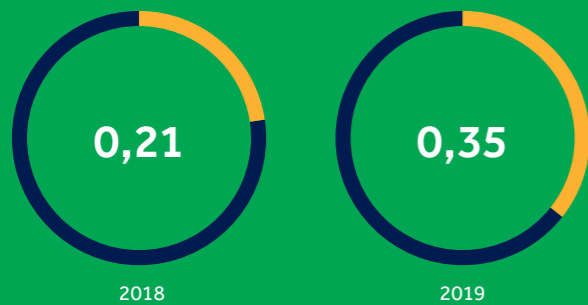
SMI - Strategic Maturity Index



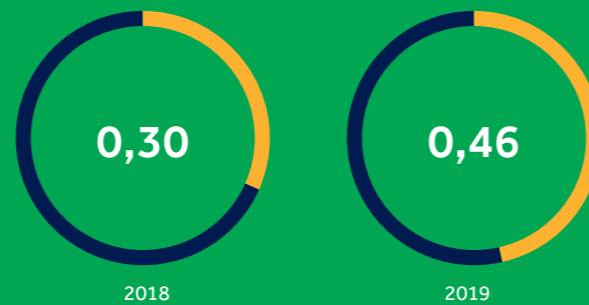
TMI - Transparency Maturity Index



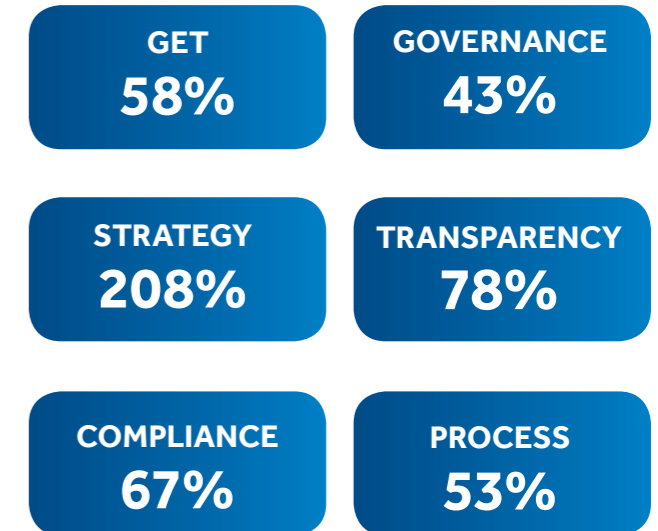
CMI - Compliance Maturity Index



SSMI - Support Services Maturity Index



Performance Evolution of the GET Programme and the National Federations level of maturity per field of knowledge, from 2018 to 2019:



MAIN ADVANCES OF THE PROGRAMME

15 Director Boards implemented.

23 disconnections from the voting process of the Audit Council and the President.

55 defined Internal Regulations (Fiscal Council, Directors Board and General Assembly).

30 expansion of the representations of athletes in the General Assembly for 1/3.

25 competition regulations approvals with participation of athletes and ports entities.

4 National Federations with 1/3 women in composition of their deliberative collegiate bodies.

32 Athetes Comission established.

32 National Federations offering their informations to disabled.

27 Ethics Code defined.

FINANCIAL PLANNING AND CONTROL

The area of Financial Planning and Control is responsible for coordinating, organizing, analyzing, and controlling the BOC and the National Federations' budget plan. This area must also verify if what was established in the planning is executed and what are the necessary measures to correct possible budget deviances.

To support the decision-making, this area prepares monthly graphics and managing reports and, with the aid of these documents, follows-up and analyzes the results.

BUDGET POLICY

In June 2019, the Budget Management Policy was created aiming to set guidelines for the elaboration of the BOC and the National Federations' budget planning, seeking to ensure the best usage of resources.



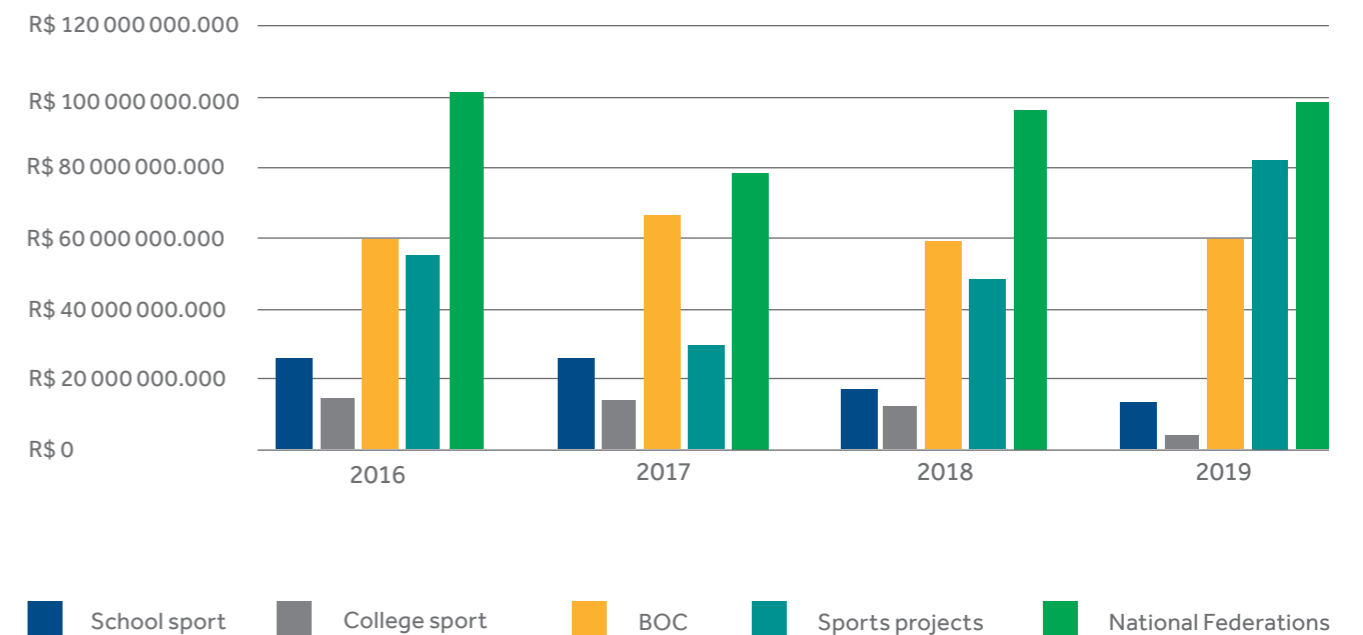
In 2019, through the Lotteries, the BOC levied a total amount of R\$284.473.960,48.

It is important to notice that, from 26/06/18, the BOC stopped receiving the resources destined to the School and College Sports, according to the provision of the provisional measure 841, of June 11, 2018. Even so, the application of School/College resources were maintained, thanks to a reserve fund that the BOC used to continue with the School Games and the transference to USNF.

The value applied to BOC in 2019 increased in only 1% compared to 2018. However, the sports projects had a significant increase in 2019 (70%), a year that

anticipates the Olympic Games, for the BOC, besides expanding its investments in the projects of Olympic preparation and in the missions for the participation in the Games, also began to expand its investments in sports venues, as provided for by Law 13.756/2018, art. 23, paragraph 6.

The value applied to the National Federations did not have a significant increase, because the BOC executed many projects that, at first, would be performed by them, mainly due to some of them being impeded from receiving resources. About R\$15,7 million were transferred to the Federations' 2019 budget for the execution through BOC, always with their consent.





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