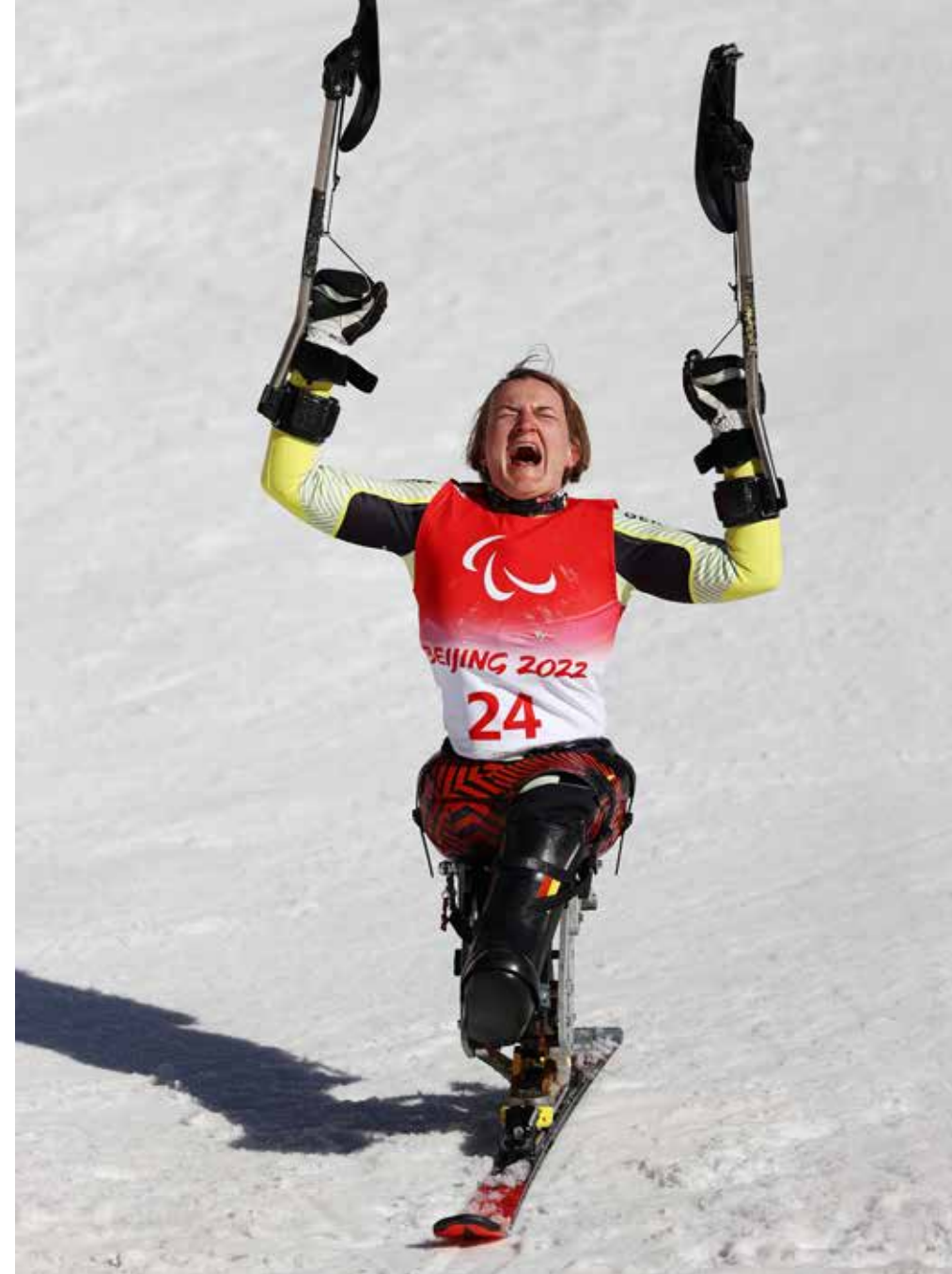




ANNUAL REPORT 2022



**CHANGE
STARTS
WITH
SPORT**

INTERNATIONAL PARALYMPIC COMMITTEE

OUR VISION

TO MAKE FOR AN INCLUSIVE WORLD THROUGH PARA SPORT.

Since the first Games in Rome, Italy, in 1960 the Paralympics have grown exponentially in size and scale. The transformational impact of the event has also matured, acting as a catalyst to change for people, cities, governments, and countries.

Away from the Games, Para sport empowers people, changes attitudes toward disability and creates greater opportunities for the world's 1.2 billion persons with disabilities. We use Para sport as a vehicle to drive social inclusion at all levels.



“From the life of an athlete to a city's infrastructure, a country's legislation to attitudes towards persons with disabilities, the IPC's activities help create more inclusive societies.”

Kristina Molloy, IPC Chief Membership and Impact Officer

OUR MISSION

TO LEAD THE PARALYMPIC MOVEMENT, OVERSEE THE DELIVERY OF THE PARALYMPIC GAMES AND SUPPORT MEMBERS TO ENABLE PARA ATHLETES TO ACHIEVE SPORTING EXCELLENCE.

As an athlete-centred, membership-focussed organisation, the IPC sets the strategic direction for the whole Paralympic Movement through the publication of four-yearly Strategic Plans.

In addition to overseeing the delivery of our pinnacle event - the Paralympic Games - we also aim to provide support, guidance and relevant tools to our 200-plus members to develop Para sport at all levels, from the grassroots through to high-performance.



“The Paralympic Games are the biggest showcase of persons with disabilities on the world stage.”

Jitske Visser, Chairperson IPC Athletes' Council

OUR BRAND NARRATIVE

CHANGE STARTS WITH SPORT.

The brand narrative of Change Starts With Sport communicates the transformational impact the Paralympic Movement has on society and to drive the human rights agenda. Through our brand, we aim to change attitudes and create more opportunities for the world's 1.2 billion persons with disabilities, as well as improve mobility and accessibility.



“ Access to sport is a fundamental human right and we must do all we can as a society to ensure this is fulfilled for everyone.”

Andrew Parsons, IPC President

PRESIDENT'S WELCOME

IPC President on an unprecedented 2022 which included the Beijing 2022 Paralympic Winter Games, an Extraordinary General Assembly and the implementation of a new governance model.

To stage one Paralympic Games during a pandemic is monumental. However, to accomplish the safe and record-breaking delivery of two Games editions within six months of each other, in the face of the most difficult conditions, is testament to the strength of the IPC, Paralympic Movement and Para athletes everywhere.

Everyone in the Paralympic Movement, whether an athlete or an administrator, a classifier or a coach, showed immense resilience and courage in pursuit of our vision to make for a more inclusive world through Para sport.

CHINA RAISES THE BAR

Our Chinese hosts were tremendous in providing safe and world class sporting venues for 558 Para athletes from 46 National Paralympic Committees to excel at the highest level.

Like they did with the Beijing 2008 Paralympics, Chinese authorities used Beijing 2022 to further promote the rights of persons with disabilities in one of the most populous countries on earth.

They also used the Games to engage millions in winter sports and assembled the strongest team in Paralympic Winter Games history.

Having previously only won one Winter Games medal - a wheelchair curling gold at PyeongChang 2018 - China won a staggering 61 medals, more than double the number won by any other NPC. Like they did in 2008 with summer sports, China has raised the bar for everyone else in terms of winter sport performance.

Although the pandemic prevented spectators from attending the Games, a record cumulative audience of 2.1 billion viewers watched the Games. To put this into perspective, it is 250 million more cumulative viewers than watched the Athens 2004 Paralympic Games.

EXTRAORDINARY GENERAL ASSEMBLY

If delivering a Games during a pandemic was not difficult enough, the situation in Ukraine, which escalated one week before the Beijing 2022 Opening Ceremony,



added a whole new dimension to the challenges we were facing.

To protect the integrity of the Paralympic Winter Games, the IPC Governing Board decided not to accept athlete entries from NPC Russia and NPC Belarus into Beijing 2022.

As a democratic membership-based organisation, we called an Extraordinary General Assembly for November in Berlin to allow members to determine the membership status of both NPC Russia and NPC Belarus.

At that EGA, members voted to suspend both NPCs based on their inability to comply with their membership obligations under the IPC Constitution.

CONSULTING WITH MEMBERS

Alongside the Extraordinary General Assembly we also held the IPC Membership Gathering which saw members come to-gether in-person outside of the Paralympic Games for the first time since 2019.

The event provided an opportunity for the IPC to update members on the progress made on key subjects such as the IPC Governance Review, Classification Code Review, Membership Programmes, and Strategic Plan 2023-2026. All are integral to ensuring the IPC remains a world leading sport's organisation and it was vital we consulted with members on these key areas.



The Membership Gathering was a platform for IPC members to share their own best practice and knowledge.

The Membership Gathering was also a platform for several IPC members to share their own best practice and knowledge. It was fantastic to hear about so many great initiatives and activities that are taking place across the Paralympic Movement.

IMPLEMENTATION OF NEW GOVERNANCE MODEL

Following its overwhelming approval at the 2021 IPC General Assembly, the new IPC Constitution was implemented in 2022.

We welcomed a second IPC Athletes' Council member to the IPC Governing Board, alongside Chairperson Jitske Visser. Josh Dueck's addition now means nine of the 14 Board Members are Paralympians or former Para athletes, helping to ensure that all discussions at Board level are athlete-centred.

Excellent progress was made on the aspiration for all World Para Sports to become independent by the end of 2026. In July, the sports of Para alpine skiing, Para cross-country skiing and Para snowboard transferred governance to the International Ski and Snowboard Federation (FIS), while Para biathlon moved to the

International Biathlon Union (IBU). The successful transition of these sports provided excellent learning points that will be taken forward for the transfer of governance of the remaining six sports over the coming years.

END OF A CYCLE, START OF A BRIGHT NEW ERA

December 2022 brought to a close the Strategic Plan cycle 2019-2022, a period that will go down as the most challenging in the Paralympic Movement's history.

Despite the unprecedented circumstances faced due to the pandemic, the IPC and Paralympic Movement did not just survive but thrived.

Tokyo 2020 and Beijing 2022 are now the benchmarks for how summer and winter editions of the Paralympic Games should be organised and delivered.

Both Games highlighted that efforts to strengthen the Paralympic Movement through membership programmes are paying dividends. Sporting performance and the depth of talent and competition across all sports has never been better. As a result, global TV audiences continue to grow. More countries won medals at Tokyo 2020 than ever before, and had it not been for the pandemic, a record number of NPCs would have competed at each edition of the Games.

With the worst of the pandemic behind us, I am tremendously optimistic about the future of the IPC and Paralympic Movement.

The IPC heads into the 2023-2026 Strategic Plan in the best shape in its history, with a far greater sense of purpose, and greater desire to be membership-focused and athlete-centred.

A handwritten signature in black ink, reading "A. Parsons".

Andrew Parsons
IPC President

Team China topped the medals table at the Beijing 2022 Paralympic Winter Games thanks to performances like silver medalist, Pengyao Wang, gold medalist, Lijia Ji and bronze medalist Yonggang Zhu of Team China in the Men's Snowboard Cross SB-UL Big Final.



CEO'S INTRODUCTION

The great American basketball coach, John Wooden, said that a player who makes a team great is better than a great player.

In 2022, IPC team members focussed on a great team effort to successfully deliver an amazing Paralympic Winter Games, new Para sport programmes, greater membership engagement, stronger governance, and initiatives that are creating a more inclusive society for persons with disabilities.



YEAR OF REST AND RECOVERY

The conclusion of the Beijing 2022 Paralympic Winter Games closed out arguably the busiest period in the IPC's history.

Delivering two Paralympic Games within six months, as well as the 2021 IPC General Assembly in between, was highly demanding for us all. Consequently, we declared 2022 a year of rest and recovery, striking a balance between delivering the final activities of the 2019-22 Strategic Plan and the need for staff to recover both physically and mentally.

Whether it was the classification code review led by Paralympian Scott Field, delivering programme support to our members, planning an Extraordinary General Assembly and Membership Gathering, joining the IOC's process to update the Olympic Host Contract-Operational Requirements, addressing litigation, planning our move to the new HQ, or continuing our efforts to find appropriate homes for the World Para Sports, we knew we needed to keep the momentum going while also taking time to rest.

STRENGTHENING THE PARALYMPIC MOVEMENT

To strengthen the IPC's ability to engage meaningfully with its membership and stakeholders, we were thrilled that Kristina Molloy joined as our Chief Membership and Impact Officer in April. Her important mandate is to advance our ability to serve our members, further our strategic relationships, and better realise our vision.

In addition to reviewing all existing strategies and programmes, she immediately improved dialogue between the IPC and members by introducing regular touch-points throughout the year.

The IPC opened its doors in June for an IF Open Day with 21 International Federations, IOSDs and Recognised International Federations meeting with several IPC functional areas in person for the first time since 2019.

To assist their organisational and sporting development, the IPC made available EUR 1 million of grant funding to 130 NPCs.

PURSUIT OF EXCELLENCE

The desire to further professionalise the IPC is a goal shared across all functional areas. In 2022 three core departments made important advancements with their respective efforts. HR introduced new online procedures and professional development opportunities, while IT advanced preparations for installations that will increase our organisation's efficiency, coherency across platforms, cybersecurity and sustainability.

A comprehensive review of the IPC's Games Delivery Model confirmed key principles and identified areas for better collaboration and information sharing. Following this effort, the IPC will operate in a more

co-ordinated and financially efficient way. Perhaps most importantly, these efforts will increase our capacity and ability to best serve our members in their Games preparations.

Kristina's arrival now means the IPC's Senior Executive team is gender-balanced, with three women and three men leading the organisation.

Another key appointment in 2022 was that of John Lisko, the Principal of LSKO LLC, as external Managing Director of IPC Global Media Rights. Through LSKO LLC's appointment, we want to increase the value and broaden the reach and engagement of the IPC's media rights, with a specific focus on the LA 2028 Paralympic Games.

In December, we saw the value of our advocacy when, following two years of work by the IPC, the national governments from all European Union member states adopted a resolution that calls to increase the number of barrier-free accessible sports facilities. We were proud that the updated IPC Accessibility Guide, another product of this four-year strategic cycle, was used as a key reference document in the resolution.



Colombia's Karen Tati Palomeque Moreno was one of the breakout stars of the World Para Athletics Grand Prix in Dubai in March 2022, winning the T37 100m and 400m titles. The South American nation topped the medal table with 25 in total, including 12 golds, eight silvers and five bronze medals.

FURTHERING ENGAGEMENT

A testament to the IPC's growing professionalism was that interest in the Paralympics grew to record levels in 2022.

Historically, interest peaks at the Paralympic Games and then falls back slightly. After Tokyo 2020, however, there was no

let-up in the engagement in our social channels which, in 2022, topped one billion video views for the first time helped by a TikTok account that is now regarded as best practice in the sports industry.

The Beijing 2022 cumulative viewing figures of 2.1 billion were our highest ever for a Winter Games, while Nielsen Sport data shows 32 per cent of the global population is now interested in the Paralympics, an all-time high. Back in 2019, the figure was 25 per cent.

In May, we launched the PARA SPORT grassroots to high-performance programme. Citi are the founding commercial partner with a commitment to grow awareness and participation in specific Para sports.

Their support for the first-ever Para Ice Hockey Women's World Challenge featuring four teams saw a significant growth in the number of licensed female players.

It was yet another example in 2022 of teamwork making the dream work. It's why I've been proud to lead this IPC team over the last three years and why I am incredibly excited with what we have planned in the new Strategic Plan 2023-2026. I know that every IPC colleague will play an important part in its success.



Kristina Molloy, who joined as the IPC's Chief Membership and Impact Officer in April 2022, presenting at the IPC Membership Gathering in Berlin.

WHO WE ARE

THE INTERNATIONAL PARALYMPIC COMMITTEE

is the global governing body of the Paralympic Movement. Founded in 1989, we are an international non-profit organisation based in Bonn, Germany.

The IPC's primary responsibilities are to serve and support our 200-plus members, develop Para sport and advocate social inclusion, and ensure the successful delivery and organisation of the Paralympic Games.



Shrijana Ghising became Nepal's first-ever champion of a major international sporting event after winning gold at the World Taekwondo Para Grand Prix Finals in Riyadh, Saudi Arabia.

HOW THE IPC IS STRUCTURED



14

IPC GOVERNING BOARD MEMBERS

12 elected members,
1 Chairperson and
1 Vice Chairperson of the IPC Athletes' Council



9 MEMBERS ARE PARALYMPIC OR PARA ATHLETES

THE IPC GOVERNING BOARD,

elected by the IPC membership every four years at the IPC General Assembly, is responsible for setting the policies and for ensuring that the directions set by the membership at the General Assembly are implemented. Composed of 12 elected members, as well as the Chairperson and Vice Chairperson of the IPC Athletes' Council, it meets at least three times a year and meetings are chaired by the President. The latest Governing Board was elected in December 2021 and nine out of the 14 members are Paralympic or Para athletes.



THE IPC MANAGEMENT TEAM

based in Bonn, Germany, undertakes the IPC's day-to-day activities which aim to fulfil the organisation's strategic priorities. There are 130 staff who come from 40 nations around the world working in the Bonn office in Germany.



THE IPC ATHLETES' COUNCIL

is a group of nine elected athlete representatives who act as the voice of the Para athlete community to the IPC. They are elected at the Paralympic Games and Paralympic Winter Games.

WHO THE IPC WORKS FOR

Our membership of over 200 organisations draws together National Paralympic Committees (NPCs), International Federations (IFs), World Para Sports, Regional Organisations, and International Organisations of Sports for the Disabled (IOSDs). Together we have a unique opportunity to transform the world, empowering the lives of the world's 1.2 billion persons with disabilities. Together we make a more inclusive world through Para sport.

184 NATIONAL PARALYMPIC COMMITTEES

NPCs are the sole representative of the Paralympic Movement in their territory. They have the exclusive right to enter their athletes in the Paralympic Games and other IPC competitions.



**IN 2022 ...
46 NPCS AND 558 ATHLETES
COMPETED AT THE BEIJING 2022
PARALYMPIC WINTER GAMES.**

17 INTERNATIONAL FEDERATIONS

They have a responsibility for governing sports on the Paralympic programme. There are 13 Olympic and Paralympic Federations governing a total of 15 sports: alpine skiing, archery, badminton, biathlon, canoe, cross-country skiing, cycling, equestrian, rowing, snowboard, table tennis, taekwondo, triathlon, wheelchair curling and wheelchair tennis. There are four Paralympic Sport Federations: boccia, sitting volleyball, wheelchair basketball, and wheelchair rugby.



**IN 2022 ...
THE FOUR WORLD PARA SNOW
SPORTS TRANSFERRED GOVERNANCE
TO THE INTERNATIONAL SKI AND
SNOWBOARD FEDERATION AND
INTERNATIONAL BIATHLON UNION.**

6 PARA SPORTS

As of 31 December 2022, the IPC was responsible for the following Federations: World Para Athletics, World Para Dance Sport, World Para Ice Hockey, World Para Powerlifting, World Shooting Para Sport, and World Para Swimming.



**IN 2022 ...
THE WORLD PARA SWIMMING
CHAMPIONSHIPS TOOK PLACE IN
MADEIRA, PORTUGAL, 59 NPCS AND
488 ATHLETES PARTICIPATED.**

5 REGIONAL ORGANISATIONS

They focus on regional Games, member support and regional cooperation. There are five Regional Organisation members: African Paralympic Committee, Americas Paralympic Committee, Asian Paralympic Committee, European Paralympic Committee, and Oceania Paralympic Committee.



**IN 2022 ...
OCEANIA PARALYMPIC COMMITTEE
PRESIDENT PAUL BIRD RECEIVED
THE PARALYMPIC ORDER,
THE HIGHEST ACCOLADE IN THE
PARALYMPIC MOVEMENT.**

4 INTERNATIONAL ORGANISATIONS OF SPORT FOR THE DISABLED

They concentrate more on grass-roots development of the sport. They are CPISRA (cerebral palsy), IBSA (vision impairment), IWAS (wheelchair and amputee) and Virtus (intellectual impairment). IWAS is also the organisation responsible for wheelchair fencing. In 2023 CPISRA and IWAS are due to merge.



**IN 2022 ...
VIRTUS HELD THEIR OCEANIA
ASIA GAMES IN BRISBANE.**

OUR FIVE STRATEGIC PRIORITIES 2019-2022

The IPC consults with its members and other key stakeholders to develop strategic priorities that run over a four-year cycle. From 2019-2022 the IPC had five strategic priorities with bespoke objectives. These reflect the IPC's focus and areas of activity until 2022. This Annual Report features some of the key highlights of 2022. From 2023-2026 the IPC will operate under a new strategic plan with updated strategic priorities.

1



STRENGTHENING THE PARALYMPIC MOVEMENT

A stronger Paralympic Movement increases the overall impact we all can have on enabling Para athletes, delivering sport opportunities, and driving social inclusion.

2



ENHANCING THE PARALYMPIC GAMES EXPERIENCE

The Paralympic Games showcase the outstanding capabilities of persons with disabilities, stimulate the creation of truly inclusive societies that have accessible environments, promote safe and fair participation, and inspire physical activity by all.

3



DRIVE A CULTURAL SHIFT THROUGH PARA SPORT

The Paralympic Movement must use its global position and influence, together with its events and activities, to challenge the stigma attached to disability, empower social transformation, and make for a more inclusive society for all.

4



A CONTINUOUS PURSUIT OF EXCELLENCE

The IPC is determined to remain a world-leading sports organisation that delivers on its mission and is committed to excellence in all areas.

5



FURTHER THE IPC BRAND

It is important that more people are exposed to and engage with the Paralympic Movement, understand its purpose, and recognise its transformational impact in changing the world for the better.

1

STRENGTHENING THE PARALYMPIC MOVEMENT

EXPANDING VISION IMPAIRMENT CLASSIFICATION

1 DECEMBER 2022

LILONGWE, MALAWI

Historically vision impairment (VI) is more prevalent in Africa due to limited medical facilities. The region has also had fewer classification opportunities and competitions for VI athletes compared to the other continents. In December the IPC facilitated three days of out-of-competition classification for 31 athletes from eight African countries with vision impairment.

December was an important month for classification, as it saw the five-month-long Phase 2 consultation of the Classification Code Review conclude. The Code Review is an extensive three-year review of the 2015 IPC Athlete Classification Code. A Code Drafting Team was approved and established by the IPC Governing Board in 2021 to lead the Review in three phases.

Phase 2 saw productive membership consultation, with the IPC conducting an open survey and over 20 large-scale calls with its members, athletes, classifiers, and other stakeholders to address their views on the key changes introduced in the draft Code. Additionally, at the IPC Annual Classification Meeting in Siegburg, Germany, 20 NPC and 52 IF representatives gave feedback on the draft Code and shared knowledge with the Code Drafting Team.



Gracious Phiri, a VI classifier from Zimbabwe, wears 'trial frames' to gain more understanding and experience of what an athlete with vision impairment might see. The lenses in the trial frame can be changed to match the athlete's prescription. Once the athlete has their vision fully corrected, they will start the tests for classification.

“Having more African athletes classified means the region will expand, have more competitions and, maybe in the future, Africa will host big world events, because they'll have more athletes participating.”

Rono Kipkemboi,
International VI classifier, Kenya

CREATING INITIATIVES AND OPPORTUNITIES FOR OUR MEMBERS

As part of its efforts to strengthen the Paralympic Movement, the IPC delivers initiatives and creates opportunities for IPC members and athletes to flourish.

DELIVERING SPORT OPPORTUNITIES

THE INITIATIVE



GROWING THE MOVEMENT THROUGH NPCDP

As a membership-focussed organisation, it is important for the IPC to support its members by investing in their future and help them implement sport development programmes for a new generation of Para athletes.

In 2022 through its National Paralympic Committee Development Programme (NPCDP), the IPC made EUR 1 million worth of grant funding available to nearly 130 NPCs across three areas, IPC membership fee grants, sport development and organisational development.

Designed to enhance the Movement's growth and sustainability, NPCDP funding has been made available since 2017 thanks to significant support from the Worldwide Paralympic Partner Toyota.

THE OPPORTUNITY

MONGOLIAN ATHLETES GAMES EXPERIENCE CHANGES ATTITUDES

Three Mongolians were among 10 athletes who, on their road to the Beijing 2022 Paralympic Winter Games, received NPCDP competition grants allowing them to compete in qualification events.



"THE BENEFITS OF THE NPC DEVELOPMENT PROGRAMME ARE THAT THEY NOT ONLY DEVELOP ATHLETES BUT ALSO IMPROVE THE QUALITY OF THE TRAINING. THE PROGRAMME'S STRATEGY IS INCREASING THE AWARENESS OF THE PARALYMPIC MOVEMENT AND CHANGING THE MINDSET OF SOCIETY IN MONGOLIA. THROUGH THIS PROGRAMME, OUR NPC IS CREATING A SMART VISION AND SUPPORTING OUR PARA ATHLETES TO REACH THEIR GOALS."

Danzan Surenkhorloo
Chef de Mission, Team Mongolia

ENABLING PARA ATHLETES

THE INITIATIVE



PLY RECOGNISES OUR ATHLETE PIONEERS

To be a Paralympian is to be part of an elite club of around 28,000 people. In 2022 the IPC introduced its PLY post-nominal initiative to recognise the Paralympians' contribution to the Movement through their hard work, commitment to and promotion of the Paralympic values.

Post-nominal letters, such as PhD or MD, are placed after a person's name to indicate stature. The first pioneering Paralympians to receive the PLY initials were Norway's Ragnhild Myklebust, who holds the record for the most medals won at the Paralympic Winter Games, and Kevin Coombs OAM, one of the first 319 athletes at the Rome 1960 Paralympic Games, and Australia's first ever First Nation Paralympian (or Olympian).

THE OPPORTUNITY

IPC ATHLETES' COUNCIL GET A BIGGER VOICE

A goal of the IPC Athletes' Council was to increase athlete engagement in governance processes. As part of the new IPC Constitution, Council member Josh Dueck joined Chairperson Jitske Visser as a voting member of the IPC Governing Board.



"FOR THE IPC ATHLETES' COUNCIL TO NOW HAVE TWO SEATS ON THE IPC GOVERNING BOARD REALLY MOTIVATES US TO DELIVER. WE KNOW THAT WHEN WE SIT AT THAT TABLE, WE CAN SHARE ATHLETE VOICES AND ENSURE THEY'RE HEARD. WHAT'S COOL IS THAT THERE ARE SEVEN OTHER PARA ATHLETES ON THE BOARD THERE WITH US, SO IN TERMS OF ITS DECISION MAKING, I BELIEVE THIS IS THE MOST ATHLETE-CENTRIC THE IPC HAS EVER BEEN."

Jitske Visser, Chairperson
IPC Athletes' Council

DRIVING SOCIAL INCLUSION

THE INITIATIVE



EN SUS MARCAS, LISTOS ... INCLUSIÓN SUPPORTS COMMUNITIES

Para sport is a key tool in the socio-economic inclusion of people with disabilities. It is why for the third time since 2017 the Inter-American Development Bank (IDB) contracted the IPC to deliver the *En sus marcas, listos ... Inclusión* programme.

The initiative takes place in communities that have had high rates of poverty and where there are high percentages of people with impairments who have no access to sport.

The *En sus marcas, listos ... Inclusión* programme sees NPC Colombia mentor the NPCs of Guatemala, Paraguay, Trinidad and Tobago in growing Para sport, while the IPC provides consultation to develop an institutional plan that will strengthen each participating NPC. By the end of 2024 it will have supported 41 vulnerable communities in 11 countries.

THE OPPORTUNITY

HONOURING OUR FEMALE LEADERS

Every 8 March the IPC celebrates International Women's Day with awards that recognise those in the

Paralympic Movement who are opening new leadership opportunities for women. Zimbabwe's coach Oripa Mubika (Leadership), Singapore's Paralympic champion Yip Pin Xiu (Emerging Leadership), and Paralympics New Zealand (National Paralympic Committee and International Federation) were the 2022 winners.



"AT THE BEIJING 2022 PARALYMPIC WINTER GAMES OUR CHEF DE MISSION AND DEPUTY CHEF DE MISSION WERE BOTH WOMEN, FURTHER DEMONSTRATING OUR COMMITMENT TO ENABLE WOMEN TO HAVE THE OPPORTUNITY IN LEADERSHIP POSITIONS."

Fiona Allen
Chief Executive, Paralympics New Zealand

2

ENHANCING THE PARALYMPIC GAMES EXPERIENCE

PARALYMPIC DAY

8 OCTOBER 2022

PARIS, FRANCE

Over 40,000 people, including thousands of persons with disabilities, gathered at the Place de la Bastille in central Paris for France's first Paralympic Day. Sport demonstrations, star attendees, partner exhibits and a dramatic long jump showcase featuring Paralympic champion Markus Rehm had the French capital abuzz.

The iconic Place de la Bastille was transformed into an open-air playground for the day with three sports fields set up to host 15 sports and over 160 French and international athletes. The Paralympic sports featured in the demonstrations included Para athletics, Para badminton, boccia, blind football, Para judo, Para rowing, sitting volleyball, Para table tennis, Para triathlon, wheelchair basketball, wheelchair fencing, and wheelchair tennis. There were also demonstrations of several Para sports that are not on the official Paralympic Games programme: wheelchair BMX, wheelchair handball, Para climbing and showdown.



“The Paralympic Games can show that everyone needs to be part of the Movement. It's not just for people with disabilities. It's for all society and we need the politicians, the media and the companies to be part of our world.”

Arnaud Assoumani, Five-time Paralympic medallist in long jump and triple jump, France

GENERATION NEXT EMERGES FROM BEIJING 2022

ALPINE SKIING

NORWAY'S GOLDEN BOY DELIVERS

Norway's Jesper Pedersen was the best multi-medallist at the Beijing Paralympics.



A family dynasty helped Austria top the Alpine skiing medals table. Veronika Aigner, 19, and her guide/older sister Elisabeth, and twin siblings Johannes and Barbara, 16, won nine medals.



WHEELCHAIR CURLING

CHINA ROCK THE HOUSE ONCE MORE

A mature head on shoulders of the youngest team saw China retain their Paralympic Wheelchair Curling title.

After a rocky start to the group stage, China showed astonishing consistency to win gold.

Group **L L W W W W W W W W** Semi Final **W** Final **W**.

PARA ICE HOCKEY

USA DOMINANCE SHOWS NO SIGN OF STOPPING

A fourth successive gold for a youthful Team USA, where six of their squad were aged under 25.



USA captain Declan Farmer was tournament MVP with 18 points. He also set US records for the most career points, assists, and goals in Winter Games history.

PARA BIATHLON

UKRAINE SHOW STRENGTH IN DEPTH

Ukraine's best ever biathlon performance at a Paralympics:



Oksana Shyshkova and Vitalii Lukianenko won four golds and two silvers between them.



Team USA's Oksana Masters and Kendall Gretsch completed a remarkable triple of winning gold medals at three consecutive Games, winter and summer.

PARA SNOWBOARD

CANADA AND GREAT BRITAIN REACH NEW HEIGHTS

Snowboard feelgood story # 1 Tyler Turner secured Canada's maiden snowboard title with gold in the men's snowboard-cross SB-LL1.

Snowboard feelgood story # 2 Ollie Hill won Great Britain's first ever Paralympic snowboard medal, with bronze in the men's banked slalom SB-LL2.



PARA CROSS-COUNTRY SKIING

GERMANY'S 15-YEAR-OLD HISTORY-MAKER

The youngest medalist of the Games was Linn Kazmaier. The 15-year-old German and her guide had a dream debut winning five medals.



Meanwhile veteran Canadian Brian McKeever (far right) won three golds to equal the male Winter Games record of 16 golds.



3 DRIVE A CULTURAL SHIFT THROUGH PARA SPORT

**PARA ICE HOCKEY
WOMEN'S WORLD CHALLENGE
PRESENTED BY CITI**

28 AUGUST 2022

GREEN BAY, USA

In May 2022 Citi were announced as the founding partner of PARA SPORT, the IPC's newly launched grassroots-to-high performance programme to grow awareness and participation in Para sports. With an emphasis on showing the value of sport through three core elements of awareness, community and freedom, Citi committed to help grow specific Para sports through International Federations.

The first sport to benefit was Para ice hockey. History was made in August with the first-ever Para Ice Hockey Women's World Challenge. Four teams – USA, Canada, Great Britain and a Team World comprised of athletes from different nations – competed in a round-robin style tournament in Green Bay, USA. The event served as a major stepping stone on the road to an eventual Women's World Championship and a potential bid for Paralympic Winter Games inclusion.



“Out on the ice we're breaking people's perception. We're smashing into each other, we're getting straight back up and out, and then we hop in wheelchairs. I think it's amazing to show people that we're not broken.”

Dani Czernuszka-Watts, Para ice hockey athlete, Great Britain

WHAT A DIFFERENCE AN IPC YEAR MAKES

Across the whole of 2022 the Paralympic Movement – the IPC, athletes, members, partners, and OCOGs – used Para sport to create a more inclusive society for the world’s 1.2 billion persons with disabilities.

JANUARY



PARALYMPIANS CALLED FOR VACCINE EQUITY

Ahead of the Beijing 2022 Paralympic Winter Games, Paralympic and Olympic athletes appeared in a video that called on world leaders and decision-makers to ensure free and equitable access to COVID-19 vaccines.

FEBRUARY



P&G ATHLETES FOR GOOD FUND SUPPORTS ABILITY

Alpine skier Danelle Umstead was one of five Paralympians to benefit from P&G’s Athletes for Good Fund. Danelle’s Sisters in Sport Foundation, which provides scholarship funding and athlete mentorship to women with disabilities, received \$25,000.

MARCH



FRENCH MAKE PARA SPORT MORE AFFORDABLE

Following encouragement by the IPC and the French Paralympic and Sports Committee, the French government reduced the VAT from 20 per cent to 5.5 per cent on assistive technologies to make them more affordable for persons with disabilities.

APRIL



ADVANCE AUSTRALIAN DISABILITY AWARENESS

Research found the Australian Paralympic Team recorded the highest ever score for emotional connection of any Australian sports team, while wheelchair tennis Paralympic champion Dylan Alcott was named Australian of the year.

MAY



PARA SPORT PROMOTES AWARENESS

The IPC created a new grassroots-to-high performance programme called PARA SPORT. It’s narrative “It Starts With Sport,” shows the value of sport through three core elements: awareness, community, and freedom.

JUNE



IPC’S PRIDE IN GERMAN HOME

The German Federal Minister of the Interior and Community, Nancy Faeser, received IPC President Andrew Parsons in Berlin. They discussed the importance of the Paralympic Movement and sport as a catalyst for social change.

JULY



LA28 SEES RECORD INTEREST

The LA28 Paralympic Games were confirmed to take place from August 15-27 2028. A record 33 Para sports submitted applications to the IPC to be considered for inclusion in the LA28 Paralympic Games sport programme.

AUGUST



KOREA’S UNIQUE PARALYMPIC LEGACY

An amazing legacy of the 2018 PyeongChang Paralympic Winter Games was the commitment to build 150 Bandabi Sports Centers, activating lifetime Para sports engagement for people with disabilities. The first opened in Buk-gu, Gwangju.

SEPTEMBER



VATICAN’S DECLARATION FOR INCLUSIVE SPORT

In the presence of Pope Francis, the IPC was one of the sports organisations that signed a new declaration pledging to promote sports that meet the needs of people living in vulnerable conditions, including those with disabilities.

OCTOBER



WETHE15 NAMED BEST INCLUSION CAMPAIGN

WeThe15 was named best inclusion campaign at the 2022 Leaders Sports Awards. It was one of 25 international awards won in 2022 by the campaign that aims to become the biggest ever human rights movement to represent the world’s 1.2 billion persons with disabilities.

NOVEMBER



PARIS 2024’S REVOLUTIONARY MASCOT

The Paris 2024 Olympic and Paralympic Games mascots were revealed. Two little Phrygian caps that embody the French spirit. In line with Paris’s inclusive aims for its Games, this is the first ever Paralympic mascot with a visible disability.

DECEMBER



EU COMMITS TO BARRIER-FREE SPORTS FACILITIES

Governments from all European Union members states adopted a resolution that the IPC worked with the Czech Republic Presidency on. It calls to increase the number of barrier-free accessible sports facilities. The IPC’s Accessibility Guide was a reference document in the resolution.

4 A CONTINUOUS PURSUIT OF EXCELLENCE

IPC MEMBERSHIP GATHERING
17-18 NOVEMBER 2022
BERLIN, GERMANY

The IPC Membership held its first in-person meeting in three years following the global pandemic. There were 141 organisations represented from National Paralympic Committees, International Federations, Regional Organisations, and the International Organisations of Sport for the Disabled, and World Para Sports gathered in the German capital.

CEO Mike Peters informed members how innovations like the Data To Insight (DTI) project have improved the IPC's organisational focus on planning and reporting. The DTI project identifies important data, establishes a process for collecting and analysing them, and creates reports to drive better decision making.

Through DTI, the IPC has improved how it measures organisational performance, has become smarter in how it allocates resources to the highest priorities, can better identify and mitigate risk, has enhanced decision making across the organisation, and has become more accountable to the Governing Board and members.



“The Membership Gathering is about knowledge sharing. It allows us to share best practice from across the Paralympic Movement, and ensures the IPC remains a world-leading sports organisation.”

Andrew Parsons, IPC President

HOW THE IPC IS COMMITTED TO EXCELLENCE FOR THE MOVEMENT

To ensure the IPC remains a world-leading sports body delivering on its mission, it is essential that we support our members with solid governance structures and continue to professionalise our organisation. In 2022 we did both.

DELIVERING ON THE IPC'S STRATEGIC OBJECTIVES

In December 2021, following a three-year governance review and member consultation led by IPC Vice President Duane Kale, 96 per cent of IPC members approved a new Constitution at the IPC General Assembly. The Constitution ensures that the governance structures of the Paralympic Movement's global governing body are up-to-date, world-leading, and robust enough to thrive in the ever-changing sporting landscape. In 2022 the IPC went straight to work delivering on the new Constitution, with a range of progressive changes coming into effect.

APRIL
2022

NOMINATIONS PANEL FOSTERS A NEW ERA

The creation of a Nominations Panel to assess nominations and applications for members for several IPC bodies: World Para Sport Unit Board, Committees, Athletes' Council, Disciplinary Tribunal, Appeals Tribunal, Board of Appeal of Classification, Elections Oversight Panel, Anti-Doping Tribunal.

The panel consists of five people. There are two independents appointed by the IPC Governing Board, Gordon Orlikow (Chair) and Ilona Meyer. Three others only sit on the panel for specific appointments: IPC President Andrew Parsons; IPC Athletes' Council Chairperson Jitske Visser; and one other IPC Athletes' Council member chosen by their fellow Council members, Mitchell Gourley.

JULY
2022

FOUR WORLD PARA SPORTS DEPART THE IPC

The new Constitution aspired for the 10 World Para Sports to separate from the IPC by the end of 2026. In July 2022 there was the transfer of governance of the first four sports: Para alpine skiing, Para cross-country skiing and Para snowboard sports to the International Ski and Snowboard Federation (FIS); and Para biathlon to the International Biathlon Union.

AUGUST
2022

WORLD PARA SPORT UNIT BOARD ESTABLISHED

To manage the sport separation process and ensure the continued success of the sports, a new organisation called the World Para Sport Unit Board (WPSUB) was approved by the Governing Board. The WPSUB govern the World Para Sports Unit, which is operationally independent of the IPC but accountable to the IPC Governing Board.

OCTOBER
2022

CLASSIFICATION COMPLIANCE AND OVERSIGHT COMMITTEE CREATED

The IPC Governing Board approved the creation of the Classification Compliance and Oversight Committee (CCOC). It will advise the Governing Board on the ongoing development and compliance with the IPC Classification Code, global classification education and understanding, and facilitating communication and education about classification in the Paralympic Movement to all stakeholders. The CCOC will advise and guide member International Federations on their classification systems.

BUILDING A BETTER TEAM IPC: SIX DEGREES OF DEDICATION

The IPC is committed to the continued professionalisation of the organisation in service to our members. Progress was made in 2022 across several areas, from employing the best people to developing business processes that support the delivery of strategy.

1 HIRING INDUSTRY LEADERS TO THE TEAM

Adding people with the knowledge to grow the IPC as a business is critical in our commitment to excellence.

Two key hires in 2022 were Kristina Molloy and John Lisko.

As Chief Membership and Impact Officer, Kristina leads the IPC's functional areas of Membership Engagement and Membership Programmes, Campus and Community, and Government and Institutional Relations. She is also spearheading the IPC's advocacy and legacy efforts which aim to further highlight the transformational impact of Para sport on society. She joins the IPC with over 20 years of experience in leadership roles promoting accessibility and disability inclusion.

John Lisko joined as external Managing Director of IPC Global Media Rights. With more than three decades of experience in strategy, mar-comms, media, advertising, events, DEI, and CSR, John will further leverage the value and reach of the IPC's television and digital properties.

2 GENDER PARITY FIRST IN THE EXECUTIVE TEAM

Kristina Molloy's appointment ensured that for the first time at the IPC there is gender parity at the Senior Executive Team level - three women and three men.

Alongside CEO Mike Peters and Molloy, the team features Managing Director of World Para Sports Christian Holtz, General Counsel Liz Riley, Chief Brand & Communications Officer Craig Spence, and Chief Paralympic Games Officer Colleen Wrenn.

3 CREATING A SMARTER GAMES DELIVERY PROGRAMME

Colleen Wrenn led a key review of the IPC's Games Delivery Model. She engaged more than 40 IPC team members to confirm key principles and identify areas for better collaboration and information sharing.

From this effort, the IPC operates in a more coordinated and financially efficient way, with a shared understanding of key Games milestones across the organisation. These improvements have increased our capacity and ability to best serve our members and athletes in their preparations for future Games.

6 HR INVESTS IN STAFF DEVELOPMENT

Technology is at the heart of human resources (HR) improvements. A new digital software platform allows the team to manage personnel data more easily and accurately, as well as improve recruiting, performance assessment, team member development, and time attendance.

In addition, HR has provided Team IPC access to the business training portal, LinkedIn Learning. This tool allows all team members to complete professional development courses that are relevant and of interest to them.

5 FUTURE-PROOFING THE IPC IT

To better support the Paralympic Movement in the long-term, our business IT unit, led by Mr Arber Kalemi, is embarking upon a multiple-year IT Digital Transformation Programme that will increase the IPC's efficiency, coherency across platforms, cybersecurity, and sustainability.

4 CONSULTATION AT HEART OF 2023-2026 STRATEGIC PLAN

Consultation with members and athletes in the development of the 2023-2026 IPC Strategic Plan proved key to identifying how best to serve them. In April, a survey was sent to all members, with a 39 per cent completion rate. In May, we then held 17 focus groups with members, athletes, and key stakeholders.

In July, a workshop was held with the Governing Board to brainstorm the resulting data and identify strategic objectives. At November's IPC Membership Gathering in Berlin, the IPC Management Team further engaged with members to finalise the four strategic goals that will advance the Paralympic Movement during the next four years.

5 FURTHER THE IPC BRAND

**RILEY THE DOG AND
CARINA THE SKIER BREAK TIKTOK**

9 MARCH 2022

BEIJING, CHINA

TikTok not only became the IPC's number one social channel in 2022 but one of the most engaged within the global sports industry. Why? Because our fun, creative and irreverent content really connects. A great example is a TikTok post of Austrian cross-country skier Carina Edlinger receiving her gold medal at Beijing 2022, and her guide dog Riley 'asking' where his medal was. That went viral, and then blew up again when Carina won her second medal of the Games, and then this time Riley got his medal - a little plastic one.

In 2022 our engagement numbers exploded too: among accounts with more than one million followers in a universe of more than 1,500 accounts, we ranked eighth based on our 12.5% engagement rate. In sports we had better engagement numbers than the NBA and Premier League. Crucially this engagement is delivering Gen Z audiences new to Para sport and educating them about disability inclusion.

VIRAL ENGAGEMENT

“The very high engagement rate of our TikTok account gives the IPC an amazing opportunity to educate young people about the Paralympics every single day. Even better, we get to have a real-time conversation.”

Jonas Oliveira, IPC Head of Content



HOW RECORD PARALYMPIC MEDIA INTEREST CAPTURED THE WORLD'S IMAGINATION

Engagement in the Paralympics and our channels hit record levels in 2022. There were more viewers than ever watching the Paralympic Winter Games on television, while our social media channels saw over one billion video views in a year for the first time.

GLOBAL INTEREST IN THE PARALYMPICS AT ITS HIGHEST

The Paralympic Games remain destination TV, a fact borne out that our audience figures grow at every Games. And with that increase comes a greater awareness of the Games and heightened interest in Para sport.

1 The viewing figures for the Beijing 2022 Paralympic Winter Games reached a record cumulative TV audience of 2.1 billion people.

2 The Games generated 38.5 billion event impressions on linear TV, an increase of 27 per cent compared to 2018.

3 In the United States, the 2022 Beijing Winter Paralympic Games were the most-viewed Winter Paralympics in history.

4 The 11.9 million total viewers on NBCUniversal platforms were 107 per cent higher compared to the 2018 PyeongChang Paralympics.

5 According to research by Nielsen Sports, in 2022 32 per cent of the global population was interested in the Paralympics.

6 This is not only an all-time high, but 15 percentage points higher than in 2019.

CHANNEL 4's WORLD FIRST
At the Beijing 2022 Paralympic Winter Games, 100 per cent of the presenting team for UK media rights-holder Channel 4's had a disability. This was a global first for a broadcaster at a world-class sporting event.

THE CONTINUED RISE OF THE IPC'S DIGITAL CHANNELS

In 2022, the IPC recorded its best-ever figures for digital engagement. A Games in summer usually drives our biggest audiences, so for this record to be in the year of a Winter Paralympics is remarkable, and proof that there is continued interest from new audiences about Para sport.

1 The IPC's social media channels (TikTok, Facebook, YouTube, Instagram, Twitter, Weibo, and Douyin) exceeded one billion video views for the first time.

2 This was a 26 per cent increase compared to 2021 when the Tokyo 2020 Paralympic Games were held.

3 The number of followers across the IPC's various social platforms grew by 53 per cent to more than six million.

4 The number of engagements increased by 73 per cent to 76.8 million.

5 Around the Beijing 2022 Paralympic Winter Games 9.5 billion social media users were reached.

6 There were over 34 million engagements, and 48 per cent were with 18-24-year-olds.

ALLIANZ'S MOVES EQUALS VIEWS
In November 2022 long-term IPC partner Allianz introduced a Paralympic stream to their MoveNow Training Series. Centred around three Paralympic athletes there was an amazing digital engagement of 536 million site impressions and 163 million video views.

FINANCIAL RESULTS



CONSISTENCY THE KEY AS THE IPC RECORDS SOLID REVENUE TO HELP SUPPORT ITS MEMBERS

After the increased revenues of Tokyo 2020, helped in part by the one-off broadcasting project for the Games, the IPC financials returned to the more consistent levels of previous years. There were increases in revenue from marketing and broadcasting, and for the World Para Sports, as the IPC steers a path of long-term stability and financial sustainability for its members.

The IPC appointed Ebner Stolz as independent auditors to conduct a voluntary audit of the annual financial statements for the financial year ending 31 December 2022.

IPC REVENUE

Following an extraordinary 2021 in financial terms, IPC's revenues for the 2022 financial year returned to regular levels. The total of EUR 24,160,595 was divided into two categories: Organisational Core and Core projects: EUR 21,082,845, and World Para Sports: EUR 3,077,750

If we compare the 2022 revenues with those of 2021, without adding the revenues from the one-off Tokyo broadcast project, 2022 income is very slightly below previous years levels (2022: EUR 24,160,595, 2021: EUR 24,515,416). The higher revenue from 2021 was due to a balance sheet effect, namely the release of provisions into annual revenue that has not been repeated to the same extent in 2022.

In the area of marketing and broadcasting fees from Paralympic Games Organising Committees, sponsorship and fundraising efforts, EUR 12,711,073 was generated, an increase of four per cent on 2021 which is mainly due to a better USD/EUR ratio as most revenue in this area is received in USD. This income stream makes for 60 per cent of all Organisational core revenues.

Recurring project revenues, made of Paralympic Games and Parapan American Games related income as well as income from members-centred projects (General Assemblies and Membership Gatherings) are slightly above 2021 level (2022: EUR 1,359,452; 2021: EUR 1,247,003; +9 per cent).

World Para Sports continued to be on the mend after the COVID-19 crisis and the complete shutdown of all sporting events in 2020. They recorded revenues of just over EUR 3 million, 13 per cent more than the previous year.

The remainder of the revenue came from membership fees, grants, broadcasting projects, special project funding, and other sources.

IPC EXPENSES

Just like the revenues, the expenditures of 2022 are again at pre-Tokyo level.

The core expenses decreased from EUR 16,310,856 to EUR 15,011,513 (-8 per cent).

Operational core expenses, including administration, day-to-day running costs, depreciation of assets and software and staff salaries remained at the same level as in the previous year and amounted to EUR 8,253,170 (2021: 8,299,207).

Expenditures from departmental corporate plans were about 20 per cent below the previous year. The decrease is related to activities that were specific to 2021 and were either not continued at all in 2022 or only to a lesser extent. It also coincides with the end of the strategy cycle and the desire not to incur new expenditure that would extend into the new cycle.

The core project expenses amounted to EUR 2,437,376, with the delivery of the Paralympic Games in Beijing accounting for the largest

share of the expenditure (EUR 1,694,426). This includes travel and accommodation costs for the team on site, as well as expenses for media work, content production and public relations, as well as all athlete-centred activities, such as the IPC Athletes' Council election.

The Membership and Extraordinary General Assembly held in Berlin in November 2022 incurred expenses of EUR 644,234 that were offset by income of EUR 227,485.

The expenses of World Para Sports remained almost unchanged (2022: EUR 2,560,572; 2021: EUR 2,530,241). Several world and regional competitions were staged and have contributed to a successful year, leading to an overall surplus of more than EUR 500,000.

In terms of non-IPC sports, grants totalling to EUR 471,283 were provided to International Federations.

A total of EUR 1,566,092 went towards the direct support of members, i.e. the implementation and delivery of the NPC development programme.

Unspent monies of EUR 2,910,000 were allocated to reserves, dedicated to providing long-term stability and financial sustainability for the years to come.



In 2022 Dutch athlete Diede de Groot became the first tennis player ever to win back-to-back calendar Grand Slams.

STATEMENT OF FINANCIAL CONDITION

(as of 31 December 2022)

ASSETS	2018	2019	2020	2021	2022
Fixed Assets	785,911	663,664	513,243	354,001	418,181
Current Assets	2,685,437	2,963,545	3,068,188	5,334,864	2,677,754
Advance paid	7,547,659	16,545,980	18,351,249	0	0
Cash and Bank Balances	16,345,048	17,363,267	19,455,968	21,480,405	25,544,915
Prepaid Expenses	474,877	380,454	667,489	334,449	200,729
TOTAL ASSETS	27,838,932	37,916,911	42,056,139	27,503,720	28,841,579

EQUITY AND LIABILITIES	2018	2019	2020	2021	2022
Equity	8,980,499	11,342,223	11,722,552	14,348,880	17,250,177
Provisions	4,167,270	3,300,090	6,368,853	5,785,159	5,863,179
Advance received	8,604,078	18,655,321	20,108,289	328,020	0
Liabilities	3,147,750	2,301,625	1,195,212	4,136,303	2,992,190
Deferred income	2,939,335	2,317,652	2,661,233	2,905,358	2,736,033
TOTAL EQUITY AND LIABILITIES	27,838,932	37,916,911	42,056,139	27,503,720	28,841,579

STATEMENT OF INCOME

(as of 31 December 2022)

REVENUE	2018	2019	2020	2021	2022
Membership fees	304,359	308,470	308,575	309,945	310,815
Marketing and Broadcasting/Sponsoring/Fundraising	10,923,742	12,463,636	14,219,078	12,200,410	12,711,074
Grants	1,714,428	1,963,897	2,020,773	3,398,434	3,635,915
Broadcasting projects	1,324,992	1,428,462	871,371	437,592	588,567
Corporate Communications, Brand and Engagement and Content (2021 new)	0	0	0	666,523	815,849
Other	872,097	1,199,196	870,461	1,878,822	1,268,230
Extraordinary income	3,296,013	1,794,181	0	1,655,923	392,942
Specific Project Funding	2,715,433	1,172,934	102,530	1,247,003	1,619,452
World Para Sports	2,988,469	5,956,361	884,151	2,720,764	2,817,750
Tokyo 2020 Broadcast project (one-off)	0	0	0	28,906,513	0
TOTAL REVENUE	24,139,534	26,287,137	19,276,939	53,421,929	24,160,595



In October 2022 the Milano Cortina 2026 Paralympic Winter Games Organising Committee launched a four-year Adaptive Winter Sport initiative to increase sports participation for people with disabilities through dedicated courses and camps.



The Australian wheelchair rugby team claimed their second world title after an eight-year wait beating the United States in the final of the 2022 Wheelchair Rugby World Championship in Denmark.

EXPENSES	2018	2019	2020	2021	2022
Executive Office	1,001,714	831,876	449,941	482,610	542,506
Paralympic Games Integration	197,639	306,594	85,060	66,971	116,424
Administration	6,851,553	7,398,130	8,203,355	8,299,207	8,264,757
Sport and IFs Relations	500,000	500,000	500,000	470,940	571,283
Athletes Classification, Medical Sports Science	774,686	463,571	218,389	74,479	193,767
Anti-Doping ¹	0	0	0	828,793	718,829
Commercial and Partnerships	227,162	493,683	239,647	571,465	13,154
Broadcasting Projects ²	1,405,959	1,258,188	614,996	0	227,417
Corporate Communications, Brand and Engagement, Content and Broadcasting	572,931	680,945	716,507	1,897,625	1,458,104
Membership Engagement and NPC Development	2,765,860	2,891,700	1,570,007	1,985,261	1,460,626
World Para Sports Management ³	0	0	0	131,575	205,568
Other	0	1,493,886	1,112,821	1,501,931	1,239,079
Specific Project Expenditure	3,619,315	1,496,633	662,547	2,198,380	2,437,376
World Para Sports	2,988,469	5,960,207	1,453,382	2,530,241	2,560,572
Tokyo 2020 Broadcast project (one-off)	0	0	0	28,619,434	0
Allocation to/use of (-) reserve funds/provisions (net)	121,901	-376,085	3,069,957	1,110,941	1,226,236
Allocation to earmarked reserves	1,000,000	0	0	0	500,000
Allocation to unrestricted reserves	2,100,000	2,870,000	365,000	2,640,000	2,410,000
TOTAL EXPENSES	24,127,189	26,269,328	19,261,609	53,409,851	24,145,698
RESULT	12,345	17,809	15,329	12,078	14,897

¹ Previously shown under Administration

² Broadcasting projects included in Corporate Communications in 2021

³ Previously shown under World Para Sports Expenses

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WORLDWIDE PARALYMPIC PARTNERS



INSTITUTIONAL PARTNERS

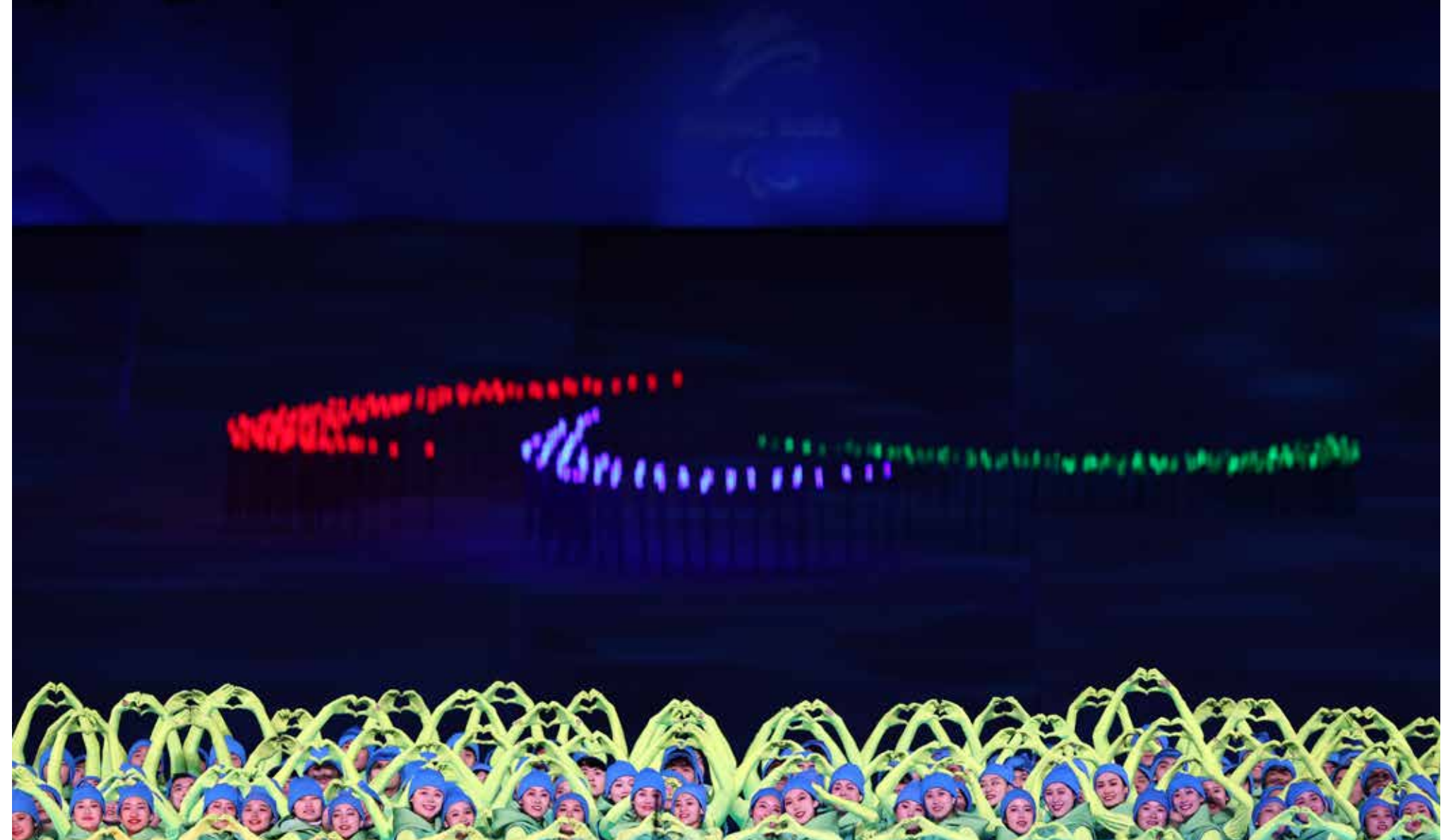
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