



International
Paralympic
Committee

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Annual Report 2014



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From the President



In 2014, the IPC oversaw the best Paralympic Winter Games to date and celebrated its 25th anniversary. The IPC Silver Jubilee was one of my proudest moments as IPC President as it showed just how far the Paralympic Movement has come in a relatively short space of time.

To see and hear anniversary messages from so many world leaders at October's IPC Membership Gathering and Gala Dinner in Berlin underlined to me the reach, respect and impact the Paralympic Movement has around the world.

The job now is to ensure the successes from the last 25 years act as the foundations for future growth.

Strategic planning process

Integral to the Paralympic Movement's future development will be the launch of the IPC Strategic Plan 2015-2018. Much of the plan was developed in 2014 by the IPC Governing Board and management team, incorporating findings from the 2013 Paralympic Games Strategic Review and views from October's IPC Membership Gathering.

When I was re-elected IPC President in 2013, I pledged to bring the Movement together to discuss its strategic direction. I believe October's event achieved this and I was delighted to hear so many members actively debating, discussing and shaping the Paralympic Movement's future.

With 2014 marking the end of the latest IPC four-year strategic planning cycle, I think it is only right to share some of the impressive results delivered, including:

- Outstanding Paralympic Games in London and Sochi
- Extension of the Games agreement with the International Olympic Committee (IOC) and signing a new partnership agreement identifying additional areas of co-operation

- The launch of the Agitos Foundation in August 2012 and its related activities
- Explosion in the engagement of sport fans through IPC digital media channels
- Renewal of partnership agreements and conclusion of new deals which have nearly doubled the IPC's sponsorship revenues
- Organisational growth from 46 staff in 2011 to 72 people by the end of 2014
- Development of long-term strategic plans for all IPC Sports
- Positive trends in participation and attendance in numerous World and regional Championships during the quadrennium.

Paralympic Games success

Sochi 2014 was a tremendous success, attracting a record 316,200 spectators and a cumulative TV audience of 2.1 billion people in 55 countries.

Despite the political tensions in the region prior to the Games, sport and the tremendous performances of all para-athletes were the ultimate winners.

One of the biggest feats of Sochi 2014 was their impact as a whole on Russia, a country that traditionally did not have a good reputation for social inclusion or catering for people with an impairment.

Thanks to the inspirational leadership of Sochi 2014 President and Chief Executive Officer Dmitry Chernyshenko, the Games redefined Russia's attitudes towards impairment and acted as a catalyst for a more inclusive Russia.

Due to the Games, a blueprint for barrier-free accessibility was created in Sochi, a blueprint that is now helping 200 Russian cities further their own accessibility. It is vital that this Games legacy continues in the years and decades to come. Having attended Sochi 2014 as part of the IPC Ob-

servers Programme and benefited from June's Games debrief, the PyeongChang Organising Committee should be under no illusions about what they need to do to make the 2018 Paralympic Winter Games even better.

Rio 2016 celebrated two years to go in 2014 and the Organising Committee notably stepped up their preparations for the Games. Tom, the bright blue Paralympic mascot, was launched, as was Rio 2016's vibrant Games-time look. I was also impressed at the city's plans to improve accessibility and the near quarter of a million people who signed up to be a Games volunteer.

Following January's IPC Orientation Seminar in Tokyo, Japan, the Organising Committee of the 2020 Games made extremely good progress in its first full year of existence. I am particularly pleased at the appointment of IPC Governing Board member Yasushi Yamawaki to the Organising Committee's Executive Board and am excited for what Tokyo 2020 will deliver over the coming years.

Developing in all areas

In 2014, the IPC helped to grow and develop the Paralympic Movement in many areas.

Highlights included the second year of the Agitos Foundation's Grant Support Programme which saw 28 projects around the world benefit from a cumulative investment of EUR 650,000. Thousands of para-athletes, coaches, classifiers and officials have now benefited from the Agitos Foundation's work, including those who are part of the first ever WoMentoring project to increase the number of female leaders within the Paralympic Movement.

Progress towards the approval of a new IPC Athlete Classification Code made great strides forward, and the IPC Classification Committee deserve huge credit for dealing with more than 2,000 pieces of feedback from around the Movement.

In October, I was delighted that the IPC's sponsorship portfolio increased further in size with Panasonic joining the valued family of Atos, Ottobock, Samsung, Visa, Allianz and BP.

Helped by the success of Sochi 2014, the IPC's digital media channels reached more than 270 million people, and every single para-sport profited from the IPC's volunteer writer initiative.

IPC sports

In 2014, IPC sports made significant progress in-line with their strategic plans, announcing long-term sporting calendars, forming commercial partnerships and implementing development programmes to increase grassroots participation.

For the four IPC winter sports, the year was all about the Paralympic Winter Games.

The decision by US broadcaster NBC to screen live the ice sledge hockey gold medal match between USA and Russia was one of the most important moments in Paralympic broadcasting history, and will do much to develop the sport in the future.

Sochi showed that the future of alpine skiing is very bright with athletes aged 23 or under winning nearly half of all the gold medals available.

On home snow, Russia continued to dominate biathlon and cross-country skiing events, and Roman Petushkov made history by becoming the first athlete to win six gold medals at a single Paralympic Winter Games. Evan Strong and Bibian Mentel-Spee will go down in the record books as the first Paralympic snowboard champions, and the sport's welcome debut in Sochi highlighted the growing need for us to continue looking at ways to expand the size and scale of the Paralympic Winter Games.

April's IPC Powerlifting World Championships in Dubai, UAE, were the biggest ever, as was IPC Shooting's equivalent which was held in July in Suhl, Germany.

In addition to a second Grand Prix season, IPC Athletics grew participation and staged a fantastic European Championships in Swansea, Great Britain.

Likewise, IPC Swimming staged its European Championships in Eindhoven, the Netherlands, and IPC Wheelchair Dance Sport enjoyed its busiest season yet with eight sanctioned competitions.

Athlete-centred future

The IPC's 25th anniversary provided the perfect opportunity for the whole Paralympic Movement to reflect on our impressive achievements to date and plan for the future.

The sporting world is evolving all the time and although we have achieved a tremendous amount together, I feel our greatest challenges still lie ahead.

The IPC through its new Strategic Plan will continue to lead the way, working together with athletes to overcome the challenges we face and take advantage of the many opportunities that are out there.

The IPC and the Paralympic Movement has never been stronger and I would like to thank you all for your continued hard work and efforts.

I look forward to seeing many of you at November 2015's IPC General Assembly in Mexico City.

Sir Philip Craven, MBE
IPC President

About the IPC



Aspiration

“To make for a more inclusive society for people with an impairment through para-sport.”

Vision

“To enable para-athletes to achieve sporting excellence and inspire and excite the world.”

The IPC is the global governing body of the Paralympic Movement.

Founded on 22 September 1989, it is an international not-for-profit organisation formed by 176 National Paralympic Committees (NPCs), four Regional Organisations (ROs), the International Federations (IFs) and four International Organisations of Sport for the Disabled (IOSDs).

Member organisations are represented in the General Assembly, which meets biennially to debate and decide policies. Furthermore the IPC is composed of a Governing Board, which is elected every four years, a management team in Bonn, Germany, and various Committees and Councils.

The IPC leads the Paralympic Movement and ensures that the constitutional duties outlined in the IPC Handbook are carried out appropriately.

This includes supervising the organisation of the summer and winter Paralympic Games, developing para-sport and athlete opportunities and serving as the International Federation for 10 sports.

At the end of 2014, the IPC membership consisted of:

- 176 National Paralympic Committees
- Four International Organisations of Sport for the Disabled (IOSDs)
- 17 International Federations
- Four Regional Organisations

The IPC as an International Federation

The IPC acts as the International Federation (IF) for 10 sports, nine of which are included in the summer and winter Paralympic Games.

The sports are: alpine skiing, athletics, biathlon, cross-country skiing, ice sledge hockey, powerlifting,

shooting, snowboarding, swimming and wheelchair dance sport.

In its role as IF, the IPC governs each sport's World Championships and competitions and fulfils the day-to-day technical and administration management duties.

Agitos Foundation

Launched in August 2012, the Agitos Foundation is the only global charity focussed on the development of para-sport.

Its mission, which is aligned with the Paralympic Movement's aspiration, vision, values and athlete development goals, is to support the effective worldwide development of para-sport pathways from the grassroots to Paralympic success to make for an inclusive society.

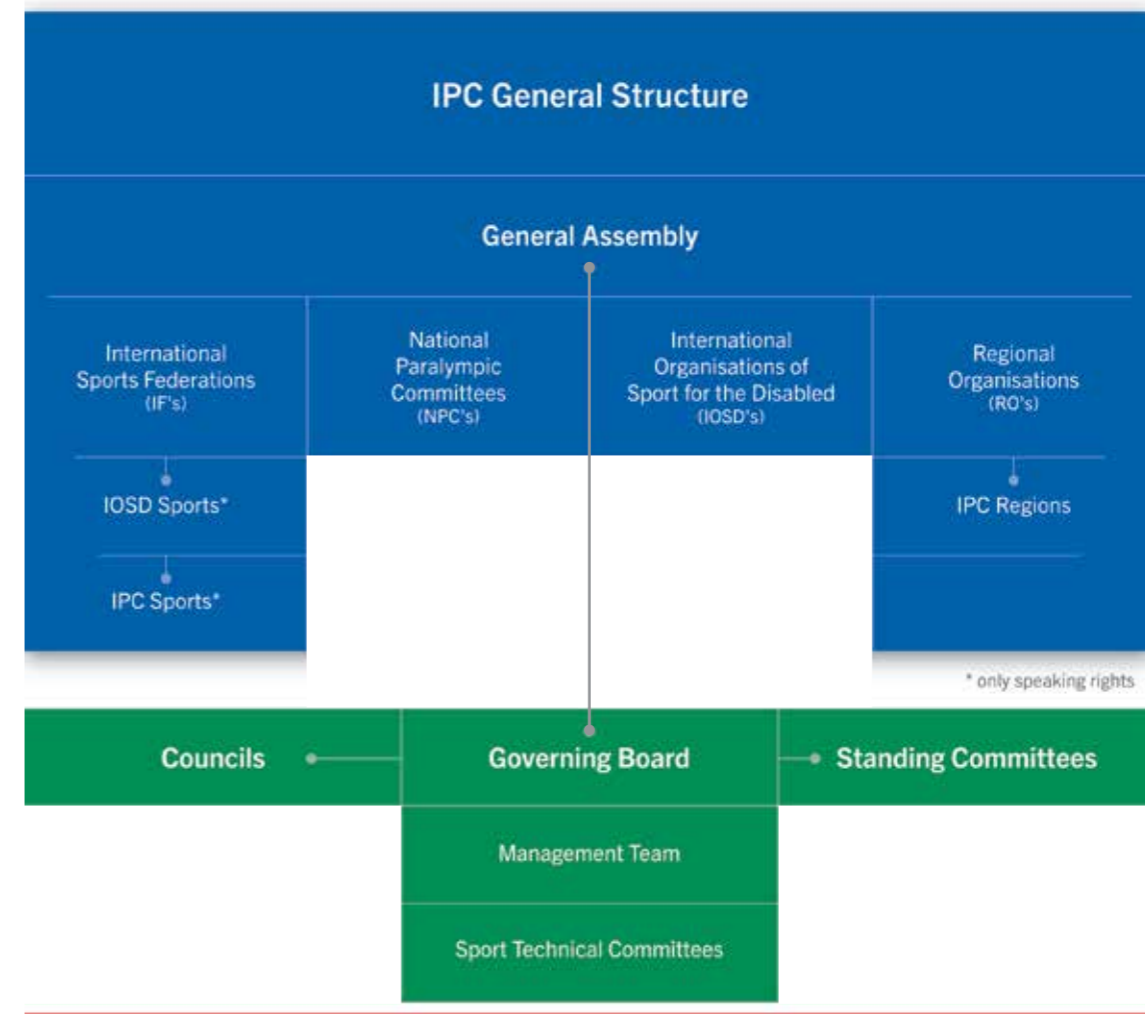
IPC Academy

The IPC Academy - a partnership between the IPC and the World Academy of Sport (WAoS) - is the education division of the IPC which aims to improve educational standards of sport throughout the Paralympic Movement.

IPC structure

Since 1999, the IPC's headquarters and management team have been located in Bonn and today is based across two buildings in the former German capital.

The organisation has a democratic structure made up of a General Assembly (the highest decision-making body), a Governing Board, and several councils and committees. The current Governing Board was elected in December 2013 and is led by IPC President Sir Philip Craven.



The story of 2014 in numbers

25 years since the IPC was formed

72 full-time staff work at the IPC

28 beneficiaries of the Agitos Foundation's Grant Support Programme

Sochi 2014

45 countries took part

55 countries and territories screened

72 medal events were contested

547 athletes competed

316,200 spectators attended the Paralympic Winter Games

2.1 billion cumulative viewers

200 Russian cities are now following the barrier-free blueprint created in Sochi

92,000 Paralympic tweets

1,013 anti-doping tests were conducted across all IPC sports

2,000 proposed amendments were received for the new IPC Athlete Classification Code

7,700,000 minutes spent on Paralympic.org



The IPC's 25th anniversary



Since its creation on 22 September 1989 in Dusseldorf, Germany, the IPC has grown almost beyond recognition.

It has transformed from a disability organisation to a highly respected international sports organisation responsible for co-ordinating some of the world's biggest sporting events and increasing the number of people practicing para-sport.

The 25th anniversary of the IPC in 2014 provided the perfect opportunity for the Paralympic Movement to reflect on its fantastic achievements and progress to date and plan for the future.

To mark the occasion the IPC organised a special Membership Gathering and Gala Dinner event in Berlin, Germany, in October.

The purpose of the three-day event was to celebrate the IPC's 25th anniversary and to discuss the Paralympic Movement's future strategic direction.

Hosted by four-time British Paralympian Lord Chris Holmes and Channel 4's Daraine Mulvihill, the Gala Dinner charted the 25 year history of the IPC.

More than 350 guests were in attendance, including Princess Margriet of the Netherlands, Dr. Thomas de Maiziere, the German Minister of Interior, Bernd Kroe-mer, Berlin Secretary of State, Sam Ramsamy, IOC Member, and the great and good of the Paralympic Movement.

The dinner featured messages from a number of leaders in the world of politics and sport, as well as celebrities, which highlighted how highly regarded the IPC and the Paralympic Movement is around the world.

In the lead up to the Silver Jubilee, the IPC organised a global campaign to find the top 25 landmark moments from the Paralympic Movement from the last 25 years.

Hundreds of people around the world took part, and the IPC Governing Board had the difficult task of deciding the top 25.

A souvenir book of the top 25 moments was produced with the support of IPC international partner BP and distributed to the IPC membership and other stakeholders.

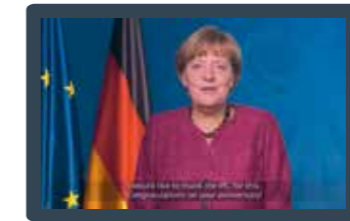
The top 25 moments from 1989-2014 are:

1. London 2012: inspiring a generation, transforming a nation
2. Historic "One Bid, One City" agreement
3. Barcelona 1992: the benchmark for the future
4. Jonnie Peacock silences 80,000 people, before sending them into raptures
5. Sydney 2000
6. Beijing 2008: Great Wall of China and Forbidden City made accessible
7. First IPC-IOC Agreement
8. Sochi 2014: breaking down barriers
9. The IPC is created in Dusseldorf, Germany
10. Beijing 2008: Hou Bin becomes a global sensation
11. ParalympicSport.TV launched
12. IPC-IOC Agreement signed at London 2012
13. IPC launches new vision
14. IPC HQ opens in Bonn, Germany
15. Zarah Nematy wins London 2012 gold
16. Sochi 2014: USA v Russia, live on NBC
17. Agitos Foundation launched
18. The Agitos are unveiled
19. London 2012: Alex Zanardi creates image of the Games
20. Rwandan sitting volleyball team reach London 2012
21. Zorn's 55th and final medal
22. First Classification Code published
23. First International Paralympic Day
24. Sir Philip Craven elected IPC President
25. 2007 Parapan American Games



"In Britain, we look upon the Paralympics with great pride. The Movement was born here at the Stoke Mandeville Games in 1948, and in 2012, the Paralympics came home and those golden moments are still etched in our minds."

DAVID CAMERON
Prime Minister of Great Britain



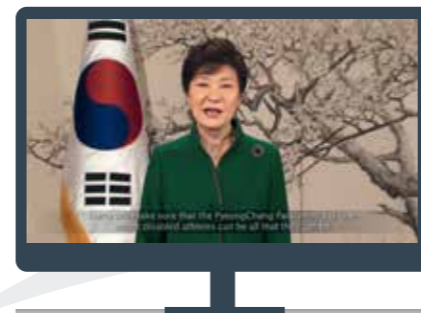
"The International Paralympic Committee has been the driving force behind this striking and very welcome development for the past 25 years."

ANGELA MERKEL
Chancellor of Germany



"I hope that Tokyo 2020 will leave a legacy of great achievement in the history of the Paralympics and that through these Games, the value of sport will be shared throughout the world."

SHINZO ABE
Prime Minister of Japan



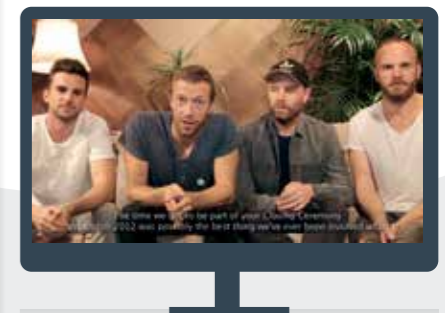
"Ever since the 1988 Seoul Paralympics, sport for those with disabilities has made great strides in Korea. Today, that impassioned momentum is being carried through as we look ahead to PyeongChang 2018."

PARK GEUN-HYE
President of South Korea

"The Paralympic Games – which are now among the largest sporting events in the world – serve as a powerful reminder of the inherent dignity of every individual and of what is possible with determination and grit."

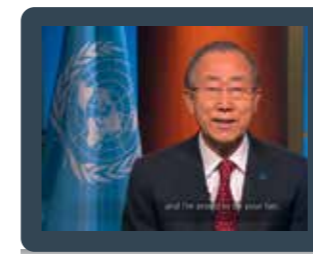
"Congratulations on this special milestone. As you reflect of a quarter of a century of changing lives and opening minds, I wish you the very best for the years ahead."

BARACK OBAMA
President of USA



"We'd love to say congratulations to everyone at the International Paralympic Committee on 25 incredible years! The time we got to be involved in your Closing Ceremony in London 2012 was probably the best thing we have ever been involved in."

COLDPLAY



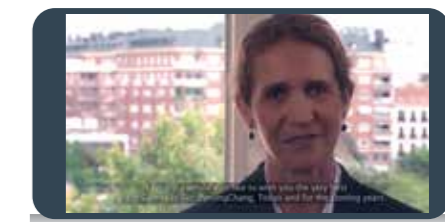
"I warmly applaud the officials, athletes and others driving the Paralympic Movement. You advance progress around the world, and I am proud to be your fan."

BAN-KI MOON
UN Secretary General



"You can look back on the last 25 years with great pride, but also great confidence into the future. I am sure that we can do even more together in the future, that we can co-operate even closer, and we can lead together the Olympic and Paralympic Movement to new heights."

THOMAS BACH
IOC President



"Millions of people around the world owe you a debt of gratitude for the work you do in providing opportunities for Paralympic athletes to inspire and excite the world"

INFANTA ELANA OF SPAIN

Paralympic Games



sochi.ru
2014 
paralympic games

Nearly 550 athletes from 45 countries competed in the Sochi 2014 Paralympic Winter Games, including three nations who were making their debut. The Games were record-breaking in terms of athletic performances, ticket sales and media coverage. Hosting the Paralympics for the first time, the Games became a catalyst for Russia to create a barrier-free society.

Torch Relay

In the week leading up to the Games, the Paralympic Torch Relay passed through all eight of Russia's Federal Districts, as more than 1,000 torchbearers carried the flame.

For the first time, there was an international leg of the relay, with the inaugural Heritage Flame being lit at Stoke Mandeville Stadium in Aylesbury, Great Britain. In a ceremony that will now take place before every Games, the event celebrated the history of the Paralympics and Stoke Mandeville's position as the birthplace of the Paralympic Movement.

The Paralympic Flame was then lit simultaneously in several Russian cities, and at the end of the relay there was a Paralympic Flame Unification Ceremony in Rosa Khutor before it reached the Opening Ceremony in Sochi on 7 March.

Opening Ceremony

The theme of Sochi 2014's stunning Opening Ceremony at the Fisht Stadium was "Breaking The Ice." The ceremony evoked the spirit of Russia and the importance of breaking down barriers and stereotypes faced by people around the world.

The Opening Ceremony began with 126 performers – dressed in red, white and blue – marching in perfectly synchronised formations to create dazzling patterns on the field of play and create a human wave of the Russian national flag.

IPC Honorary Board member and soprano opera singer Maria Guleghina performed on a giant ice breaker ship which passed through the stadium, signifying breaking down barriers and tracing new paths for mankind.

In his opening speech, IPC President Sir Philip Craven called upon all who experienced the Paralympics to have barrier-free minds, and Sochi 2014 President and CEO Dmitriy Chernyshenko told the crowd a new era in the history of Russia had begun – one without barriers and stereotypes.

Russian Paralympic champions Olesya Vladykina and Sergey Shilov lit the Paralympic cauldron, and the ceremony culminated with a spectacular fireworks display across the Olympic Park.





Competition

Sochi 2014 featured 72 medal events across five sports, including alpine skiing, biathlon and cross-country skiing in Sochi's Mountain Cluster, and ice sledge hockey and wheelchair curling in the Coastal Cluster. Snowboard made its Paralympic Winter Games debut as a discipline under IPC Alpine Skiing.

Russia topped the medals table with 30 golds and 80 total medals, followed by Germany with nine golds and 15 total medals, and Canada with seven golds and 16 total medals.

Nineteen countries won at least one medal.

The host nation's sit-skier Roman Petushkov was the most decorated individual at the Games, winning six golds in seven events in biathlon and cross-country skiing.

German alpine skier Anna Schaffelhuber, just 21 at the time, won gold in all five of her events in the women's sitting class to match Lauren Woolstencroft's record of five golds for a female athlete at a Winter Paralympics.

By taking the title in three cross-country skiing events, Brian McKeever increased his career Paralympic golds to 10 to become Canada's most decorated winter Paralympian. One of the most talked about events at the Games was the 1km visually impaired sprint,

during which McKeever overcame a fall at the start of the race to dramatically come back and win gold.

Dutch athlete Bibian Mentel-Spee, who had spearheaded the campaign for snowboard's inclusion in the Paralympics, took gold in the first ever women's event, whilst Evan Strong topped an all US podium in the men's event.

The USA became the first ice sledge hockey team to win back-to-back Paralympic golds, beating host nation Russia, 1-0, in a dramatic final that was broadcast live on NBC in America. Former US Marine Sergeant Josh Sweeney scored the winning goal, with Steve Cash recording the shutout.

In wheelchair curling, Canada won their third consecutive Paralympic gold after beating Russia in a heated final.

Spectators, viewers and media coverage

Sochi 2014 was the most watched Paralympic Winter Games in history, attracting a global cumulative audience of 2.1 billion people across 55 countries, and the 316,200 tickets sold were 86,200 more than at Vancouver 2010.

Broadcasters showed more hours than previous editions of the Games, with VGTRK, RBC TV and ANO Sports Broadcasting showing 180 hours of coverage in the host country.

NBC aired more hours of Paralympic sport than ever before in the USA, while EBU (Europe), Channel 4 (Great Britain) and NHK (Japan) also had unprecedented coverage for a Winter Games.

The Russia-USA ice sledge hockey final marked one of the most historic moments in Paralympic broadcasting history, as it was the first time any US gold-medal success had been shown live on NBC.

The Games were also shown on Attitude Pictures (New Zealand), KBS (South Korea), CCTV (China) and America Movil (Americas). Through working with the National Paralympic Committees of Australia, Brazil, Canada and South Africa, they were also shown on ABC, Globo's SporTV, and CBC/Radio Canada and SuperSport, respectively.

Coverage graced the headlines of major news organisations around the world, including the BBC, New York Times, and several major Russian publications. The IPC's online channels experienced tremendous growth, as Paralympic.org showed more than 300 hours of live coverage and tripled its average monthly traffic. On its YouTube channel, the IPC recorded nearly 2.5 million views, and its Facebook and Twitter pages both increased their following by about 13 per cent.

During Sochi 2014, there were more than 73,000

tweets using #Paralympics and 92,000 tweets mentioning "Paralympics."

The Samsung Paralympic Bloggers project was carried out for the second time with 30 of the world's leading winter para-athletes providing more than 100 behind-the-scenes video blogs that received more than 50,000 views.

Closing Ceremony

Through the theme of "Reaching the Impossible," the Sochi 2014 Closing Ceremony illuminated how dreams can be achieved through strength and passion to change the perception of "impossible" to "I'm possible."

Abstract artwork was brought to life by 462 performers dressed in bright colours who formed geometric shapes to display different images, and a man in a wheelchair faced the challenge of climbing a 15-metre rope. When he accepted the challenge and reached the top of the rope, he became a flying apostrophe between the letters 'I' and 'M' in 'IMPOSSIBLE' to create 'I'M POSSIBLE,' with a spectacular fireworks display celebrating the transformation.

The 8,000 Sochi 2014 Paralympic volunteers were recognised as heroes of the Games, and the Whang Youn Dai Award was presented to Australian alpine skier Toby Kane and Dutch snowboarder Bibian Men-

tel-Spee for not only achieving sporting excellence, but also for exemplifying the spirit of the Games by inspiring and exciting the world.

An enchanting cast filled the stage for the finale, putting on a huge dance sequence that included four international voices – Jose Carreras, Nafset Chenib, Diana Gurtsova and Valeriy Kozlovsky – and ended with a spectacular fireworks display above the Coastal Cluster.

Lasting legacy

In 1980, the old USSR declined the opportunity to stage the Paralympics because they said the country had nobody with an impairment.

Thirty years later, Sochi 2014 changed that. Sochi's election as host city in 2007 led to Russian authorities and society paying attention to the issue of inclusion for the first time, and to creating an accessible environment for all.

New legislation was passed at the highest levels of

Government, and the Sochi 2014 Organising Committee created a barrier-free infrastructure, ensuring that everything built for the Games was accessible.

Sochi is now a blueprint for the rest of Russia, with 200 cities already using what was created for the Games as a guide for furthering their own accessibility.

Since the conclusion of the Games, Sochi's sporting legacy has lived on. It staged its first F1 race and a Federations Cup tennis match, and in 2015 it will stage the IWAS World Games and the annual Sport-Accord Convention.

Speaking in December, Sochi 2014 President and CEO Dmitry Chernyshenko said: "The Sochi 2014 Paralympic Winter Games have reinforced Russia's commitment to social advancement. In preparation for the Games and Sochi's continued development into a world-class tourist destination, we set new standards for urban planning and development to improve the lives of people with a disability in Sochi and across the nation."



Milestones

To mark two years to go until the next Paralympic Games, the Rio 2016 Organising Committee staged a celebration on 7 September in one of the city's most beautiful locations, Flamengo Park.

On a multi-sports court, the Brazilian goalball and sitting volleyball teams got together with members of Brazilian volleyball's "Silver Generation" and fans to share their sports with the public and promote the Paralympic values.

The IPC held two project reviews with the Rio 2016 Organising Committee in 2014 – one in May and one in November. The first project review came just a week after delegates from 17 National Paralympic Committees (NPCs) from five continents attended the first-ever NPC Open Day.

In both project reviews, the IPC received updates on many functional areas of the Games, including: venues, sports, culture, education, ticketing, accommodation, accreditation, transport, commercial, communications, press operations and broadcasting.

The Rio city government presented its legacy plan for accessibility in the city and Rio Mayor Eduardo Paes met with some of those in attendance.

In July, Rio's city government began construction on the Deodoro Olympic Park, the second largest cluster of Rio 2016 Games venues. Four Paralympic sports – shooting, equestrian, football 7-a-side and wheelchair fencing – will be hosted in that cluster.

Games-look and mascot

The Rio 2016 Organising Committee launched the official Games-look on 5 August, which is multi-coloured and vibrant, taking after the diversity of the Brazilian people.

The look is organic, warm and engaging, and it will decorate and enhance all sports facilities and the city. It will appear on tickets, uniforms, credentials, licensed products and stores to turn the Games into a memorable event.

In November, the Paralympic mascot was unveiled, which is inspired by Brazilian flora and is able to con-



stantly transform, since plants are in constant motion. He can pull anything from his big head of leaves to solve even the hairiest of problems, and as the ambassador of the Paralympic Games, he will teach others to bring out their best.

Following a three-week public vote, the mascot was named Tom, after famous Brazilian song writer, Tom Jobim. Nearly 325,000 people took part in the public vote.

Education and volunteers

In August, Rio 2016 revealed its education programme, Transforma, which will be taught in 162 schools throughout the city.

The programme, in partnership with the city's education department, will promote the Paralympic values, and a selected group of teachers, tutors and student leaders have received special training to develop the programme in their respective schools.

In the first half of 2014, the programme had already been running in 52 schools, benefitting about 28,000 students. The programme's website offers support material and activity tips for schools to download, and students are also being offered opportunities to try out a range of Paralympic sports.

Meanwhile, by the end of the year, more than 240,000 people who applied to volunteer for the Rio 2016 Games began to take part in online exercises and language assessments. Candidate interviews will take place in 2015 to select the 65,000 volunteers who will be chosen to help stage the Games.



Milestones

The PyeongChang 2018 Organising Committee launched their Paralympic legacy programme, "Actualising the Dream." Launched in July to coincide with the IPC third project review, it aims to raise awareness of the issues regarding people with an impairment and to develop Paralympic winter sports and athletes. PyeongChang 2018 also signed their first two sponsorship deals in July, as leading South Korean telecommunications provider KT joined as a tier 1 partner and North Face was confirmed as their official apparel provider.

Cho Yang-Ho, Chairman of the Hanjin Group, was announced as the new PyeongChang 2018 President after Jin-Sun Kim stepped down from the position. Yang-Ho was the head of the bid committee when PyeongChang was awarded the Games in 2011.

Sochi participation

PyeongChang House celebrated four years to go until the 2018 Paralympics during the Sochi 2014 Games in the Olympic Park, and a delegation of 64 people from the organising committee participated in the IPC Observers Programme in Sochi.

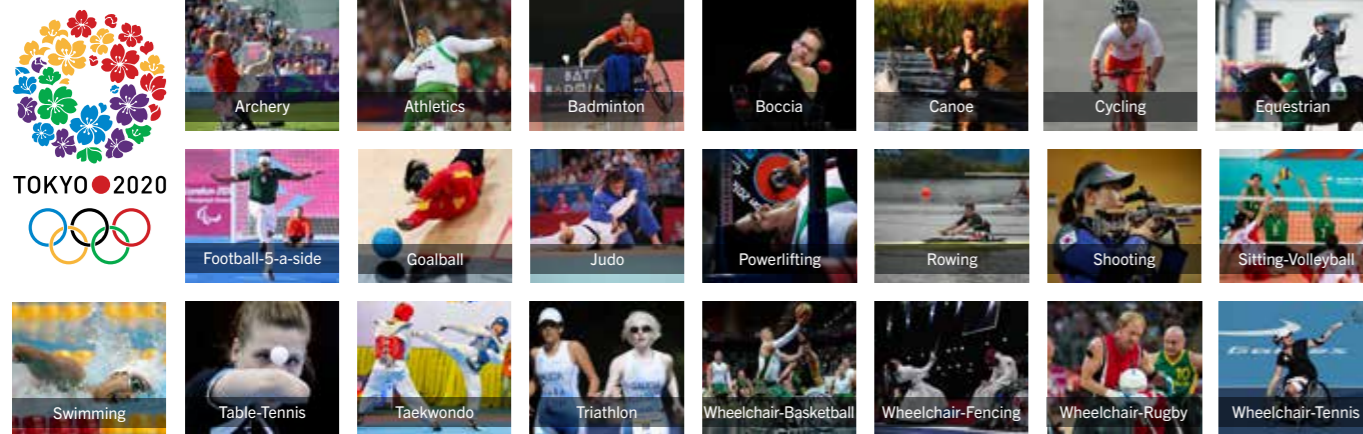
In July, the IPC Sochi 2014 Paralympic Winter Games debrief was organised in PyeongChang. During the three-day event Sir Philip Craven said teamwork would be instrumental to the Games' success and forecast they have the potential to surpass Sochi 2014's success, especially in terms of athletes and their sports. He also stressed the need for South Korean athletes to do well on home snow and ice in 2018.

Athlete Development

#Tokyo2020 Paralympic Sports announced

25 August - 06 September 2020

www.paralympic.org



Milestones

To begin 2014, an IPC Orientation Seminar was organised in January in Tokyo for the planning of the 2020 Paralympic Games. That same month, Tokyo 2020 was formally established with the public announcement of its leadership. Former Prime Minister Yoshiro Mori was appointed President of the organising committee, and he will be supported by newly appointed CEO, Toshiro Muto, the Deputy Governor of the Bank of Japan.

The Tokyo 2020 Executive Board was later formed, which included key Paralympic representatives at its executive level. IPC Governing Board member Yasushi Yamawaki, who serves as the Director of the Japan Sports Association for the Disabled and President of the Japanese Paralympic Committee, was appointed as one of the six Vice Presidents of Tokyo 2020. Kunio Nakamori, Secretary General of the Japanese Paralympic Committee, was named a Tokyo 2020 Executive Board Member. Shinji Nakamae, a former Performance Development Manager for the Japanese Paralympic Committee, was recruited as the Tokyo 2020 Director for Paralympic Games Planning.

The IPC held a Tokyo 2020 Paralympic planning workshop at its headquarters in May, and the first IPC project review was held in December.

Tokyo marked six years to go until they host the Paralympic Games in August, and in November they celebrated the 50th anniversary of hosting the 1964 Paralympic Games.

Sports programme

The IPC Governing Board approved the first 16 of 22 sports on the Tokyo 2020 Paralympic programme, including para-badminton, which will make its Paralympic debut at the Games. The first 16 sports approved were: athletics, archery, badminton, boccia, equestrian, goalball, powerlifting, rowing, shooting, sitting volleyball, swimming, table tennis, triathlon, wheelchair basketball, wheelchair rugby and wheelchair tennis.

Sochi participation

Tokyo 2020 sent a 30-member delegation to the IPC Observers Programme at Sochi 2014, and Paralympic athlete Mami Sato served as Tokyo 2020's official torchbearer in the Sochi 2014 Paralympic Torch Relay.



AGITOS

Foundation

Developing Sport,
Changing Lives

In 2014, the Agitos Foundation, which is the IPC's development arm, celebrated the United Nations International Day of Sport for development and Peace on 6 April with a new ChangeMakers campaign. For several weeks surrounding the day, the Agitos Foundation website published stories about people around the world whose lives changed because of their participation in para-sport and about organisations that used sport as a tool for development and peace.

Grant Support Programme

The second leg of the Grant Support Programme began in August, as 75 member organisations applied for grants and 28 were successful in receiving a total of EUR 650,000 in funding. The programme aims to support the development of para-sports by funding projects by NPCs, ROs, IFs and IOSDs. The projects help improve the support, training and competition needs at every stage of a para-athlete's career.

Some of the new projects funded include coaching and classifier training in athletics and powerlifting in Africa, funding for a Baltic Summer Youth Games, development of wheelchair tennis in the Caribbean and development of alpine skiing and snowboard in Latin America.

Since the programme's inception in 2013, its achievements include:

- 7,900 participants in Paralympic Movement awareness activities
- 31 youth athletes identified for their sporting talents
- 1,775 youth athletes participated in competitions
- 45 coaches trained and certified
- 69 national and international classifiers trained and certified
- 37 national and international sports officials certified



Road to TO2015: Agitos Foundation Sessions

In collaboration with the Toronto 2015 Parapan American Games Organising Committee, two Agitos Foundation sessions were held to help increase the number of para-sport administrators, coaches and classifiers in the Americas region.

After Bogota, Colombia, held a successful workshop in 2013, both Sao Paulo, Brazil, and Mexico City, Mexico, held similar workshops in 2014. Ninety classifiers and 85 coaches were trained in these two cities.

Organisational Capacity Programme

Twenty-six NPCs are participating in the Agitos Foundation's Organisational Capacity Programme, a two-year initiative aimed at helping NPCs strengthen their management, Games preparation and athlete development.

The Agitos Foundation held two training sessions for this programme in 2014, teaching participants about the IPC's six strategic areas and enhancing their facilitation skills. These trained individuals are working with their respective NPCs in national workshops that target board members, staff and stakeholders in their countries. Thirty-one national workshops took place in 2014.

WoMentoring

In an effort to contest societal and cultural challenges faced by women aspiring to reach leadership positions in sport, the IPC Women in Sport Committee pushed for the creation of the WoMentoring programme.

The 18-month programme, launched in May at the Austrian NPC's Women in Sport Leadership Summit, pairs experienced leaders with aspiring mentees, and supports them to develop regular communication and educational milestones. It aims to ensure that 30 per cent of leadership positions should be held by women in the Paralympic Movement.

Following an initial four-day training period, 15 mentees prepared personal development and education plans and were eligible to apply for an IPC grant of

EUR 300 for training or education programmes that align with their plans.

UNOSDP Youth Leadership Camps

The IPC and Agitos Foundation have partnered the United Nations Office on Sport for Development and Peace (UNOSDP) Youth Leadership Camps since they first started in 2013. In 2014, represented by the organisation Play and Train, the Agitos Foundation introduced the Paralympic Movement and its practices to young leaders at camps in Japan, Germany and the USA.

The Agitos Foundation worked with NPCs to bring 362 young leaders around the world to 12 week-long camps, at which an interactive day on inclusion and the Paralympic Movement was facilitated by Play and Train. Forty of those participants came from organisations actively working to promote para-sport, and they were nominated by either their NPC or an affiliated organisation.

Partner-funded programmes

The IPC European Para-Snow Sport Youth Circuit concluded with the last two stops on the tour being in Bischofswiesen, Germany, and Sestriere, Italy. The 18-month long circuit was a collaboration between the Agitos Foundation, European Commission, Atos and the Foundation for Global Sports, with the aim of training young European para-skiers and snowboarders ages 10-17. In addition to training and competition camps, the circuit included educational workshops that covered a variety of topics, such as anti-doping, media, nutrition, equipment and technology.

The IPC Athletics National Classifier Programme, financed by the Norwegian Olympic and Paralympic Committee (NIF), took place in October in Namibia, where 10 participants from six African countries improved their classification skills to help increase the standard of para-sport competitions in their region.

With the help of funding from UK Sport, IPC Athletics held an international classification course in Tunisia and an international education course in the UAE, and it was able to translate the sport's classification and coaching materials into French.

Agitos Foundation case studies

Colombia

After more than half a century of armed conflict in Colombia, the country's NPC is developing its para-sport talent pool with help from the Agitos Foundation. Currently immersed in a peace process to end the violence, the NPC is strengthening para-sport development in the most vulnerable areas of Colombia: Uraba Antioqueno, Choco and Monteria.

The NPC identified track and field talent and trained specialist coaches and support staff before selecting 17 top athletes to participate in an international competition in Medellin in November. Competing against some of the best para-athletes in South America, the Colombians won 14 medals, and some now have the potential to make it to the Rio 2016 Paralympic Games.

Serbia

The Serbian NPC's involvement in two Agitos Foundation initiatives – the Grant Support Programme and Organisational Capacity Programme – have vaulted the country to new heights in the Paralympic Movement.

The Grant Support Programme supported IPC Alpine Skiing development in Serbia, identifying young athletes interested in para-alpine skiing and organising a training session in December in Stara Planina that allowed aspiring Paralympians to give the sport a try. The goal is to increase the number of winter athletes from the country and kick-start a network and structure for the sport there.

In the Organisational Capacity Programme, NPC Serbia held two workshops in 2014 to begin forming a strategic plan for para-sport development in the country. It was during these workshops that a new para-swimming association was developed, and closer collaboration was made with its national archery federation.

Uganda

Since the late 1980's, Uganda has been recovering from the impacts of a civil war, and part of that recovery process has included developing para-sports for those affected by the conflict.

In 2014, the China Council of Lions Clubs and the Chinese Foundation for Disabled Persons supported the ongoing Sport Development Uganda programme with a EUR 21,500 donation.

This funding focused on developing two national para-sport associations, the Uganda Wheelchair Basketball Association (UWBA) and Uganda Para-Athletics Association (UPAA), and their capability to run regular training and competitions in three regions of the country.

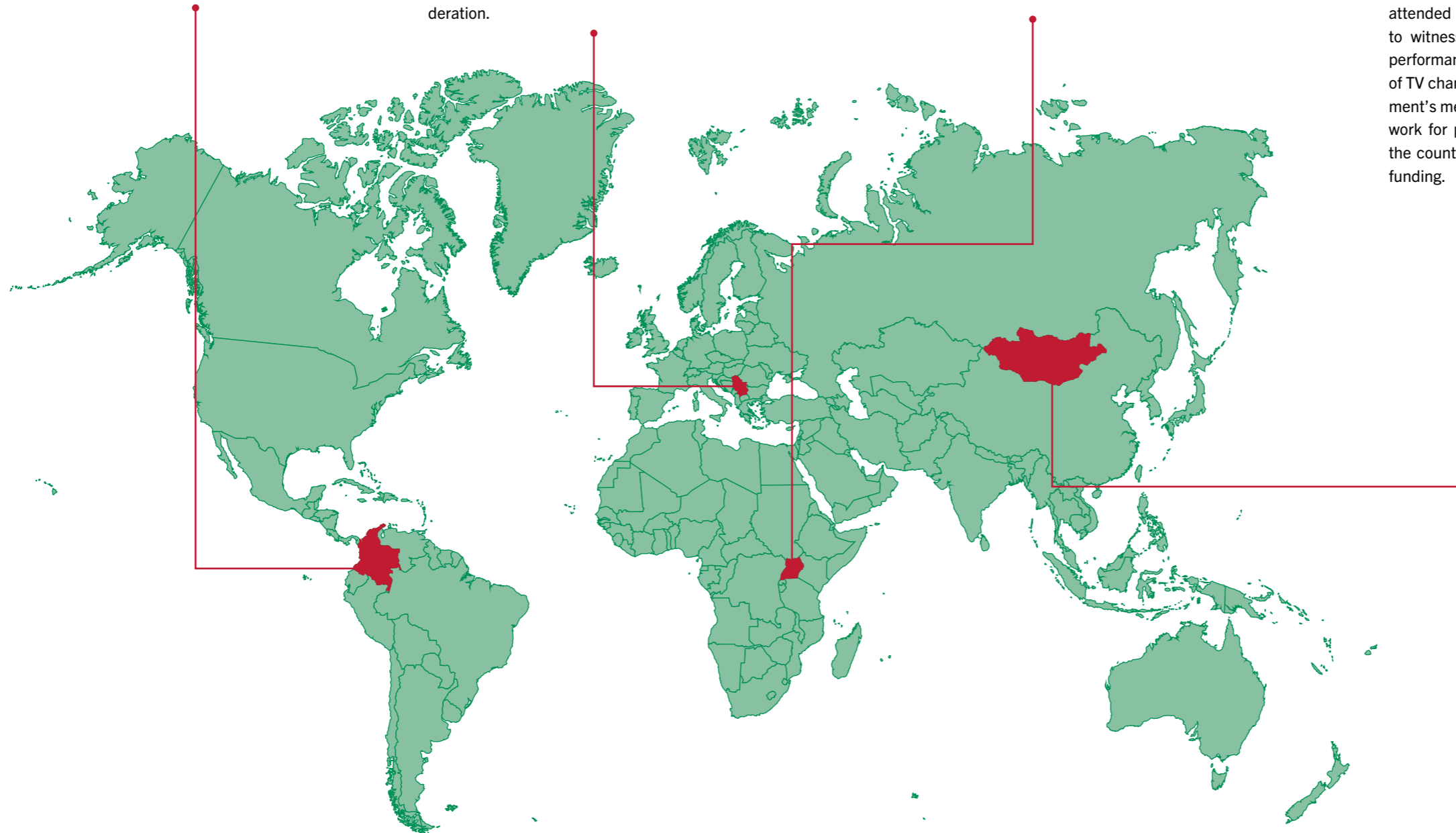
More than 100 people in six clubs now practice athletics and wheelchair basketball, thanks to the distribution of eight racing wheelchairs and 14 chairs for basketball.

These improvements have led to a petition in Uganda that resulted in significant policy changes and a review of the national sports policy. The Ugandan government created an annual national disability sports gala to recognise and appreciate the country's diversity. As of May 2014, school sports competitions have been inclusive and physical education has been compulsory in all schools.

Mongolia

Nearly 108,000 of Mongolia's three million population has an impairment, and less than five per cent participate in a physical activity.

NPC Mongolia is trying to change that with the help of the Agitos Foundation. In 2014, the NPC held a workshop with all para-sport leaders in the country as a part of the Organisational Capacity Programme. Mongolia's first National Paralympic Day was held on 19 September in Ulaanbaatar. More than 300 people attended – including government representatives – to witness para-sport demonstrations and cultural performances. The event was broadcast on a number of TV channels, helping spread the Paralympic Movement's messaging in Mongolia and laying the groundwork for potential future para-sport partnerships in the country that could grow and stabilise the NPC's funding.



Medical

In 2014, a new eight-member IPC Medical Committee was appointed, developing a strategic plan for the next four years.

The plan covers medical service levels overall and in IPC sports and at IPC major events. Therapeutic Use Exemption (TUE) management under the revised IPC Anti-Doping Code is addressed, with the IPC also aiming to have an advisory role to the World Anti-Doping Agency for para-sport specific medical queries. The strategic plan includes blueprints for Games operations, injury and illness surveys and the review of medical protocols such as autonomic dysreflexia and boosting. Also included are education and outreach methods to promote athlete health, safety and overall physical activity.

During the year, sport-specific medical service sheets were developed for IPC sports and are now part of the sports' contracts with local organising committees for their events. Medical data from IPC events are being critically analysed to aid in continuously updating medical information sheets.

Sport-specific analysis on medical data from the London 2012 Paralympic Games continued, with the IPC medical team working on publications about visually impaired athletes, injuries in athletics and shoulder injuries.

The department developed a technical manual for medical services at regional events based on the model put in place for the Toronto 2015 Parapan American Games.

At the Sochi 2014 Paralympic Winter Games, the IPC collected injury and illness data, which revealed there is a high, yet not necessarily severe, rate of injuries in both alpine skiing and ice sledge hockey. The IPC Medical Committee is now acting on the data, in conjunction with each of the relevant sports.

Sports science

The IPC Sports Science Committee, which welcomed three new members in 2014, outlined its four-year strategic plan during a meeting in Paramaribo, Suriname, which allowed members to actively contribute to the scientific programme of the CARICOM Regional Sports Academy. The plan includes evidence-based classification research, athlete health and performance, and the education of Paralympic athletes, trainers and coaches. It also focuses on the socio-economic determinants of Paralympic participation and success, as well as allowing increased opportunities for the academic world and IPC members to provide feedback on important para-sport questions.

It was announced that Play and Train would host the 2015 VISTA Conference for scientists and experts in para-sport in Girona, Spain. The event will carry the theme of "Securing the future of young para-athletes." Keynote and symposium speakers were identified, and a call for conference abstracts was sent to both the IPC membership and the general public.

In partnership with the International Federation of Sports Medicine (FIMS), the IPC helped find a host for the 2016 edition of the International Convention on

Science, Education and Medicine in Sport (ICSEMIS). The IPC Sports Science Committee began its revisions to the IOC Handbook's "The Paralympic Athlete" section upon invitation from the IOC Medical Commission.

Classification

The IPC initiated the Classification Code review process by first consulting with members for their input on the future development of Paralympic classification. A first draft of the Code and international standards was released in June, and then the IPC opened it up to the public for a second consultation round from July-October. More than 2,000 proposed amendments to the Code were received and processed by the IPC Classification Committee, with a second draft to be released in early 2015.

As part of the Code review process, there was dialogue with NPCs to capture input for a national classification strategy, and as part of the second consultation round, meetings were held with NPC classification experts and IF heads of classification.

The IPC Classification Committee initiated a review of IF compliance under the 2007 edition of the Code. After reviewing available rules and regulations, as well as consultation rounds with the IFs, inconsistencies were revealed leading to some formal Governing Board interventions. As a result, the Committee identified the need for and began producing more guidelines and best-practice models.

All three IPC Classification Research and Development Centres became fully operational and established partnerships with different para-sports to review and elaborate their sport-specific classification systems. In Brisbane, Australia, the physical impairment centre collaborates with CPISRA to revise measurement methods for co-ordination testing. The visual impairment centre in Amsterdam, the Netherlands, receives input from all IFs offering a visual impairment category and collected data during the IPC Swimming European Championships and Asian Para-Games. Finally, in Leuven, Belgium, the intellectual impairment centre established partnerships with universities and research centres to develop sport-specific spin-off projects from the IPC's stance on evidence-based classification research.

The IPC Governing Board approved a zero-classification policy for the Rio 2016 Paralympic Games, in an effort to minimise the number of athletes needed to be classified in the days leading up to the Games. The IPC began working with each IF to implement a comprehensive pre-Games classification programme spread over the entire qualification period.

Also in 2014, classification research meetings were held for IPC Alpine and IPC Nordic Skiing, while an in-depth, review of the IPC Swimming classification system began. IPC Wheelchair Dance Sport revised its classification system, responding to different requirements for classic versus Latin dance, and IPC Shooting began exploring the possibility of developing clay target and visually impaired shooting events. Supported by the Agitos Foundation, various visually impaired classification initiatives took place, and in co-operation with the media and communications team, work was done to develop laymen's guides to explain classification.

Finally, the IPC scientific department dealt with various classification appeal cases and the membership of the IPC Classification Committee changed. It now includes three former Paralympic athletes in Scott Field, Juergen Schwittai and Francesca Porcellato.

Anti-doping

The IPC 2015 Anti-Doping Code was approved by the Governing Board in June, taking effect 1 January 2015. The new Code was established in response to the release of the 2015 World Anti-Doping Code and is compliant with the requirements of the World Anti-Doping Agency (WADA).

Sochi 2014 was an anti-doping success story, with a very favourable report from the WADA independent observer team. Regrettably, one athlete was handed an anti-doping rule violation at the Games.

IPC Powerlifting's "Raise the Bar – Say No! to Doping" campaign, funded by the Agitos Foundation, continues to be an educational priority at all of the sport's major events, while other awareness activities were carried out at IPC regional Championships and the Asian Para-Games. At the Asian Games, IPC staff participated in WADA's independent observer team as well.

Educational programmes were held in conjunction with the following events:

- IPC Powerlifting Hungarian Open Championships
- Sochi 2014 Paralympic Winter Games
- IPC Swimming European Championships
- IPC Powerlifting World Championships
- IPC Athletics European Championships
- IPC Shooting World Championships
- IPCAS Snowboard World Cup
- Introductory session on the Technical Document for Sport Specific Analysis (TDSSA) at the IPC Sports Council Meeting
- Anti-doping workshop for Caribbean Community (Caricom) representatives



IPC anti-doping – annual statistics 2014

IPC Anti-Doping Code, article 14.4: "The IPC will publish an annual statistical report of its Doping Control activities. A copy will be provided to WADA."

IPC SPORTS	URINE TESTING (OOC)	URINE TESTING (IC)	BLOOD TESTING (OOC)	BLOOD TESTING (IC)	TOTAL TESTS (URINE)	TOTAL TESTS (BLOOD)	TOTAL (urine + blood)	AAF	ATF	ADRV
ALPINE SKIING	50	77	11	5	127	16	143	0	2	0
ATHLETICS	29	149	22	3	178	25	203	0	0	0
ICE SLEDGE HOCKEY	39	39	10	6	78	16	94	1	0	1
NORDIC SKIING	102	94	72	11	196	83	279	1	1	1
SNOWBOARD	0	21	0	0	21	0	21	0	0	0
POWERLIFTING	48	85	18	0	133	18	151	7	0	7
SHOOTING	0	39	0	0	39	0	39	0	0	0
SWIMMING	6	66	6	0	72	6	78	0	2	0
WHEELCHAIR DANCE SPORT	0	5	0	0	5	0	5	0	0	0
TOTAL	274	575	139	25	849	164	1013	9	5	9

*NON-IPC SPORTS	URINE TESTING (OOC)	URINE TESTING (IC)	BLOOD TESTING (OOC)	BLOOD TESTING (IC)	TOTAL TESTS (URINE)	TOTAL TESTS (BLOOD)	TOTAL (urine + blood)	AAF	ATF	ADRV
BOCCIA	0	2	0	0	2	0	2	0	0	0
TABLE TENNIS	0	7	0	0	7	0	7	0	0	0
WHEELCHAIR BASKETBALL	0	4	0	0	4	0	4	0	0	0
WHEELCHAIR CURLING	0	20	0	0	20	0	20	0	0	0
TOTAL	0	33	0	0	33	0	33	0	0	0
TOTAL (IPC + Non-IPC sports)	274	608	139	25	882	164	1046	9	5	9

* Testing conducted at the Sochi 2014 Paralympic Winter Games and the 2014 South American Para-Games in Santiago, Chile (multi-sport competition conducted under IPC Governance).

AAF	Adverse Analytical Finding	A report from a laboratory or other WADA approved testing entity that identifies in a specimen the presence of a prohibited substance or its metabolites or markers, or evidence of the use of a prohibited method.
ATF	Atypical Finding	A report from a laboratory or other WADA approved entity which requires further investigation as provided by the International Standard for Laboratories or related Technical Documents prior to the determination of an Adverse Analytical Finding.
ADRV	Anti-Doping Rule Violation	An AAF or ATF, or any other investigation that is not supported by a TUE or where no apparent departure of the applicable International Standards is derived.

Sanctioned athletes announced in 2014 (IPC as Result Management Authority)

NAME	COUNTRY	SPORT	EVENT	DATE OF SANCTION	SANCTION	SUBSTANCE(S)
Compaore, Jean-Paul	Canada	Athletics	2013 IPC Athletics World Championships Lyon	16.08.2013	**5 years + 1,500 EUR	S2: Erythropoietin (EPO)
Babaa, Abdelrazik	Libya	Powerlifting	2013 IPC Powerlifting Open Asian Championships Kuala Lumpur	09.12.2013	2 years + 1,500 EUR	S1A: Nandrolone
Petrenko, Denis	Kazakhstan	Nordic Skiing	Out of competition testing	n/a	Reprimand	S5: Acetazolamide
Stella, Igor	Italy	Ice Sledge Hockey	Sochi Paralympic Winter Games	04.03.2014	18 months + 1,125 EUR	S1.1a Clostebol
Barbosa, Emerson	Brazil	Powerlifting	Out of competition testing	04.05.2014	**Lifetime ban + 1,500 EUR	S1.1a: Methasterone metabolite
Palacios, Ivan	Colombia	Powerlifting	2014 South American Para Games Chile	28.03.2014	1 year + 750 EUR	S5: Chlorothiazide and Hydrochlorothiazide
Mukhatarov, Ilfat	Russia	Powerlifting	Out of competition testing	04.04.2014	2 years + 1,500 EUR	S5: Indapamide
Rostami, Roohallah	Iran	Powerlifting	2014 Powerlifting World Championships Dubai	07.04.2014	2 years + 1,500 EUR	S6: Methylhexaneamine
Gridassov, Oleg	Kazakhstan	Powerlifting	2014 Powerlifting World Championships Dubai	08.04.2014	2 years + 1,500 EUR	S1.1a: Dehydrochloromethyl-testosterone and its metabolites
Omar, Fatma	Egypt	Powerlifting	2014 Powerlifting World Championships Dubai	16.05.2014	2 years + 1,500 EUR	S4: Clomiphene
Ahmed, Rashed Hassan	UAE	Powerlifting	2014 Powerlifting World Championships Dubai	10.04.2014	2 years + 1,500 EUR	S1.1a: Dehydrochloromethyl-testosterone and its metabolites

**Athletes had a previous violation.

WADA out-of-competition testing

In 2014, WADA conducted out-of-competition testing in IPC Athletics: three blood tests and four urine tests; and IPC Powerlifting: four blood tests and 14 urine tests.

IPC Therapeutic Use Exemption (TUE) management

In total, IPC approved four TUEs for athletes that were either competing at the Sochi 2014 Paralympic Winter Games or at the 2014 IPC Shooting World Championships.

Breakdown by sport:

- IPC Alpine - 1;
- IPC Para-Snowboard – 1;
- IPC Shooting – 1;
- IPC Ice Sledge Hockey – 1.

Paralympic Brand



Broadcast

The Sochi 2014 Paralympic Winter Games were broadcast to a cumulative global TV audience of nearly 2.1 billion people in more than 55 countries and territories, with broadcasters showing more hours of coverage than in previous editions of the Winter Games.

In the host country of the Games, broadcasters VG-TRK, RBC TV and ANO Sports Broadcasting showed 180 hours of coverage.

NBC aired the Paralympic Games for the first time in the USA, showing 50 hours of coverage and broadcasting the ice sledge hockey gold-medal game live on their main network, which was a major breakthrough for para-sport coverage in the Americas.

Channel 4 (Great Britain), NHK (Japan), Attitude Pictures (New Zealand), KBS (South Korea) and CCTV (China) also had unprecedented coverage for a Winter Games.

EBU showcased the event in 23 different countries throughout Europe, and America Movil did the same in 21 different countries in the Americas. Through working with the National Paralympic Committees of Australia, Brazil, Canada and South Africa, the Games were also shown on ABC, Globo's Sportv, and CBC/Radio Canada and SuperSport, respectively.

Later in the year, for both the IPC Athletics and IPC Swimming European Championships, Channel 4 continued their commitment to para-sport by streaming both competitions live online and showing daily coverage of the events on their sister channel, More 4.



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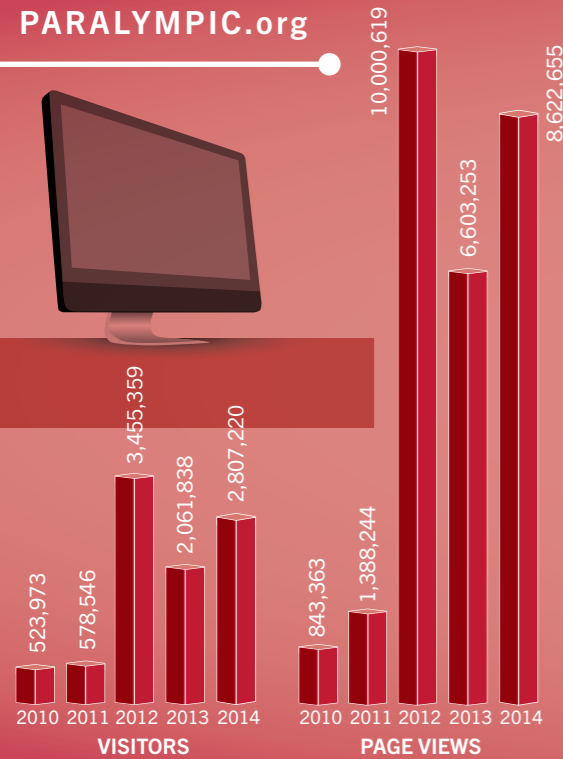


/ParalympicGames likes



@Paralympic followers

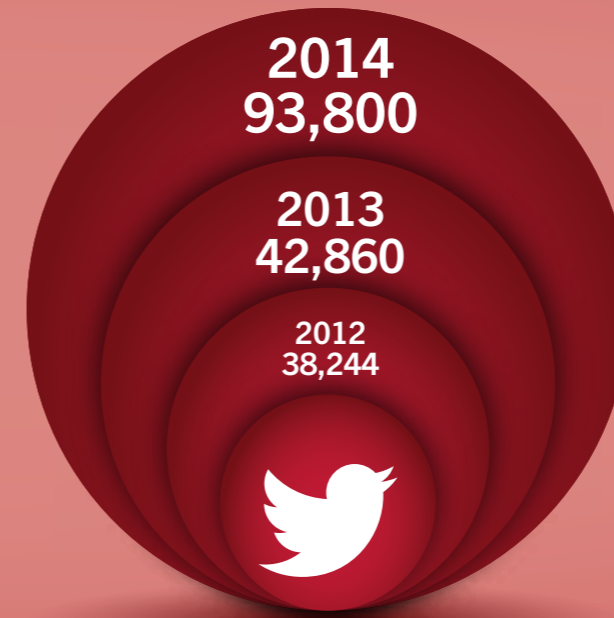
YouTube Subscribers



2012 145,491 2013 163,650



2014 229,500



8.8 million videos viewed

Digital media

In 2014, the IPC's website, Paralympic.org, attracted 2.8 million visitors – 36 per cent more than the previous year – as it continued to push the platform forward as the world's leading hub for information about the Paralympic Movement, its athletes and events.

Those visitors spent more than 7.7 million minutes on Paralympic.org during the year, recording more than 8.6 million website page views. By the year's end one-third of those visitors were entering Paralympic.org via mobile or tablet devices.

News, features, blogs, photos and videos were created specifically for the site, which also housed biographies for athletes in all IPC sports and Ones to Watch profiles for the world's leading para-athletes. The IPC's Volunteer Writer's Programme had a successful second year, as a team of 30 journalists from around the world created regular editorial content for the International Federations of all para-sports. Specific

microsites were created for all major IPC sport Championships, which included the latest news, videos, live results, medal standings and background information related to the events.

ParalympicSport.TV, the IPC's YouTube channel, showcased both live streams and videos on demand from those events. The subscriber base grew from 22,397 to 29,825 and more than 8.8 million videos were viewed.

On social media, the IPC increased its reach on Facebook across all of its accounts from 200,000 fans to 292,500, and on Twitter from 55,000 followers to 93,800. Each day, the platforms, along with the IPC's Instagram and Google+ accounts, were updated with news stories, images, videos, press cuttings, polls and infographics.

The IPC's online activities reached 270 million people in 2014.

To mark the IPC's 25th anniversary, the IPC media and communications team launched a global campaign to find the best 25 moments to have taken

place in the Paralympic Movement since the IPC's formation in 1989.

Over 1,000 people took part and in the 25 days leading up to 22 September – the date of the IPC's silver jubilee – a countdown was launched of the IPC's Top 25 Moments.

A special book of the best moments was produced with the support of international partner BP.

Ahead of October's Gala Dinner in Berlin to mark the IPC's 25th anniversary, the IPC sourced video messages from a number of world leaders, sports administrators and celebrities and produced the show which entertained over 300 distinguished guests.

Promoting the brand

The IPC's marketing team refined the visual identity of all its regional organisations in 2014, developing and distributing a Regional Emblem Brand Book to enhance and differentiate the Paralympic Movement in each area of the world.

New National Paralympic Committee emblems were created and approved for the Central African Republic, Congo, Guinea and Libya.

During the year, all of the IPC sports websites received a look update to reflect their new respective sport graphics, which provide them a unique identity to build brand recognition for each sport individually. To help generate awareness for the Sochi 2014 Paralympics, all of the IPC's social media channels were overhauled with a look and feel consistent with the Sochi 2014 Paralympic brand. During the Games, large Paralympic Agitos were placed in key areas, such as the Olympic Park and medals plaza, creating photo opportunities for visitors and helping raise awareness for recognition of the Paralympic symbol in broadcasts around the world.

For October's IPC Membership Gathering in Berlin, Germany, the marketing team created a specific logo and look elements to promote the event, as well as a timeline wall about the IPC's history and a commemorative signing wall.

Funding



During the financial year, the IPC generated a total revenue of EUR 12,511,547 and incurred a total expenditure of EUR 12,448,951. This resulted in a surplus of EUR 22,596.

Half of the IPC's core income was generated through marketing, broadcasting, sponsorship and fundraising efforts, as well as grants. The remainder of revenue came from membership fees, IPC sports, and special project funding.

Revenue from IOC/IPC marketing agreements for Sochi 2014 and Rio 2016 accounted for around 26 per cent of the IPC's overall income.

The contribution of the IPC's Worldwide Paralympic Partners (Atos, Ottobock, Panasonic, Samsung and Visa) along with its International Partners (Allianz and BP) accounted for 19 per cent of the organisation's core income.

The IPC also received funding from the German Federal Ministry of the Interior via two project grants and one grant for general activities.

The largest expenditures during 2014 were devoted to administrative areas and IPC sports, in addition to special projects.

The Agitos Foundation received funding from several of its own partners, including but not limited to the China Council of Lions Clubs, Chinese Foundation for Disabled Persons, Foundation for Global Sports Development, Play and Train, Charity and Sport, UK Sport and the Norwegian Olympic and Paralympic Committee and Confederation of Sports (NIF). In addition, the Agitos Foundation holds a partnership with the Toronto 2015 Parapan American Games Organising Committee to fund athlete development programmes in the Americas region.



Organisational Capability



IPC Membership Gathering

An IPC Membership Gathering was held in Berlin, Germany, in October to discuss the future strategic direction of the Paralympic Movement and commemorate the IPC's 25th anniversary.

More than 260 IPC members met for three days, reflecting on the historical successes and challenges of the Paralympic Movement and shaping the next IPC Strategic Plan, which will cover 2015-2018.

IPC President Sir Philip Craven opened proceedings with a speech that covered the past, present and future of the Paralympic Movement's international governing body.

"Whilst it's important we reflect on what we have achieved together over the last 25 years, it is crucial that we listen, debate, discuss and shape where we go from here. Together, we have achieved a lot in a short space of time, but we cannot afford to be complacent and dwell on our successes so far. The sporting world is evolving all the time and we need to be leading the way, working together to overcome the challenges we face and take advantage of the many opportunities that are out there."

Sir Philip outlined four key areas he believes are central to future growth. They included consolidating the growth of the Paralympic Games, increasing the number of people practicing para-sport, improving the quality, quantity and profile of para-sports between Games, and protecting the IPC's identity.

IOC member Sam Ramsamy was also in attendance, promising a continuing close IPC-IOC working relationship in the future.

During the three days, the IPC presented on several para-sport and strategic topics, and following each presentation members provided their views and input on those topics in smaller, breakout groups. Findings were collected and reviewed by the IPC to form the Movement's future strategy. Presentation topics covered areas such as sustainable financial models, athlete development pathways and developing the Paralympic Games sports programme.

Membership

The IPC recognised three new IFs in 2014, all of which agreed to the IPC Medical Code, IPC Classification Code and World Anti-Doping Code. Their classification systems are constantly being updated and improved to make their competitions as fair as possible.

The three new IF members are:

- Fédération Internationale de Bobsleigh et de Tobogganing (FIBT): Based in Lausanne, Switzerland, FIBT governs the sports of bobsleigh and skeleton and recognises 64 national federations.
- Union Internationale de Pentathlon Moderne (UIPM): Based in Monaco, UIPM governs the sport of modern pentathlon and recognises more than 100 national federations.
- World Flying Disc Federation (WFDF): Based in Boulder, Colorado in the USA, WFDF governs the disc sports of ultimate, beach ultimate, freestyle, guts and overall and double disc court, and recognises 60 national federations.





IPC management team

By the end of 2014, the IPC management team in Bonn, Germany, was composed of 72 staff members – one less than at the beginning of the year – a total number that includes full-time, part-time, temporary staff.

Female representation in the IPC continued to increase, with 54 per cent of management staff positions and 32 per cent of its senior positions being held by women. In terms of diversity, 63 per cent of IPC staff were from outside of Germany, representing 21 different nationalities, and 5.5 per cent of the staff had an impairment.

In response to requests for further staff development, four in-house seminars were conducted for the IPC management team at the IPC headquarters, as well as workshops for three groups of team members.

The management team discussed how to enhance effective leadership, reflecting on personality types and leadership styles according to Paralympic values, while also learning about stress management, delegation and how to lead across cultures. Team members participated in interactive workshops on how to work effectively within a global team while managing cultural differences.

IPC Academy

During the Sochi 2014 Paralympic Winter Games, the IPC Academy hosted both its Observers Programme and Games Experience Programme to pass on knowl-

edge to future Paralympic hosts. The Observers Programme included 60 educational activities over 12 days, such as round-table sessions, seminars and guided venue tours. The Games Experience Programme, aimed at high executives, had an impressive array of international experts present key topics that affect major events such as a Paralympic Games.

Alongside these programmes, and with the support of 26 Russian International Olympic University students, the IPC Academy conducted a detailed client experience analysis by surveying more than 200 athletes and 100 media members in Sochi. The results will be used in the IPC Academy's future educational activities.

In addition, the workshop stage of the Rio 2016 Excellence Programme was completed, as the organising committee was briefed on the operational stages of marketing activation, communications, engaging and enabling a motivated workforce, and testing, readiness and transition. Members of Rio 2016's organising committee additionally took part in the Sochi 2014 Observers Programme.

The PyeongChang 2018 organising committee also attended the Observers Programme in Sochi and took part in educational workshops. In June it hosted the Games' official debriefing in South Korea.

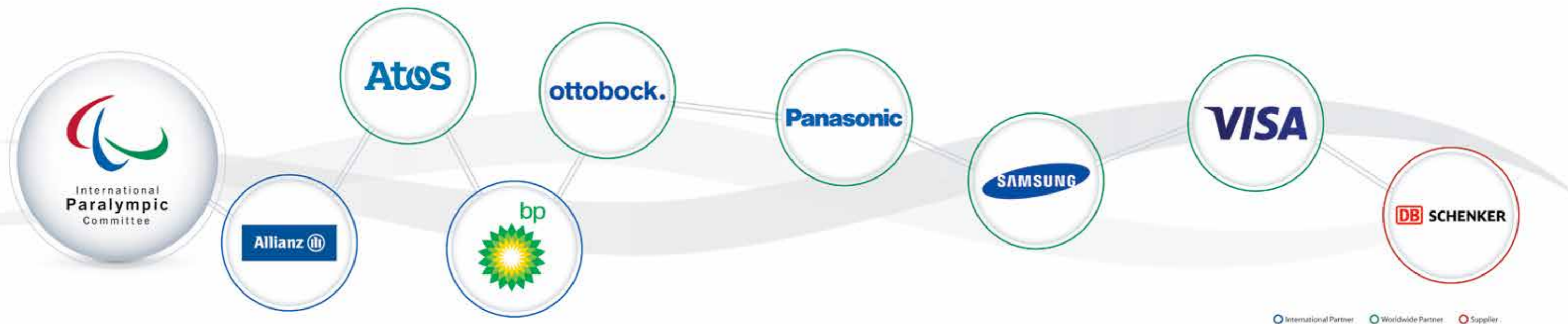
Attended by 400 people from Rio 2016, PyeongChang 2018 and Tokyo 2020, the purpose of the debrief was to share insights and knowledge from the recent Games and discuss possible opportunities for the future host cities. Topics discussed included Paralympic Games delivery, client experience and Paralympic Games products and legacy.

IPC Academy's "Train the Trainer" initiative was once again implemented across several IPC sports to develop coaches, classifiers and officials for athletics, swimming and powerlifting. Now, the IPC Academy will work to turn these educators into certified World Academy of Sport trainers. The original success of this initiative was shown at Sochi 2014, for which 70 volunteer educators successfully trained all 25,000 volunteers for the Games on topics such as disability sensitivity and awareness.

Finally, the IPC Academy worked with IPC sports and various experts to create new online education programmes, which were made available in multiple languages. An introduction to para-sport programme was launched, in addition to an introduction to para-sport coaching, an IPC Athletics classification programme and an IPC Swimming technical officials programme.

Strategic Partnerships





Allianz

Allianz strengthened its ties to the Paralympic Movement in 2014 by serving its maiden year as the first global partner of IPC Athletics. Together, the two organisations developed joint programmes and digital assets to help raise the profile of the sport and its athletes. Allianz supported IPC Athletics Grand Prix events in Germany, Italy and Switzerland, in addition to the European Championships in Great Britain. As part of its international agreement with the IPC, Allianz also supported 11 NPCs throughout the year, including Argentina for the first time. Allianz made a financial contribution to October's IPC Membership Gathering, with its Head of Group Market Management, Joe Gross, presenting to members as the keynote speaker at the event's marketing session.

Atos

The IPC's worldwide IT partner helped maintain and service Paralympic.org during the Sochi 2014 Paralympic Winter Games and numerous World and regional Championships. Atos also continued to serve IPC sports in results and technology areas.

BP

In its first year as an IPC International Partner, BP activated its partnership at the Sochi 2014 Paralympic Winter Games by sending a delegation of senior executives to the event. BP also made a financial contribution to October's IPC Membership Gathering and aided the production of a special book celebrating the Paralympic Movement's best moments from the last 25 years.

BP supported eight NPCs, having athlete ambassadors from each of those countries, and made head-

lines at Sochi 2014 for promoting US cross-country skier Tatyana McFadden. During the Games, BP brought McFadden together with her Russian birth mother and her adopted American mother, making for an emotional homecoming that captured international media attention.

BP served as a partner of the IPC Athletics European Championships, where it supported its athlete ambassadors competing in the event.

In Angola, BP made a massive difference, providing financial assistance and donating 100 wheelchairs to the NPC so that the IWBF African Wheelchair Basketball Championships could take place in Luanda. Cairo was the intended host city of the event, but due to unrest in Egypt, an alternative location was sought at short notice.

Ottobock

The Sochi 2014 Paralympics marked 25 years of Ottobock's Paralympic partnership since the company became the original Worldwide Partner of the Paralympic Movement.

As the official technical and service provider for para-athletes competing at the Games, a 28-strong Ottobock technician team carried out 260 repairs in Sochi, helping out 138 athletes and 41 team and Games officials.

Ottobock workshops were located in two Athletes' Villages and three competition venues. Technicians worked until the final moments to fit specialist flag holders to wheelchairs to enable national flag bearers to lead their teams out at the Closing Ceremony.

During the Games, Ottobock held a "Passion for Paralympics" exhibition in Moscow, and later in the year was officially announced as the official technical service provider for Rio 2016.

IPC Ice Sledge Hockey's Equipment Loaner Pro-

gramme enjoyed a successful first season, as Ottobock provided the sport with 30 sledges and sticks to distribute in Norway and Italy. More than 500 participants tried out the sport using the sledges in those two countries, with a total of 10 awareness events being held to build up the sport. At the end of the season, it was announced that Croatia would be joining the programme as they try to start up a national sledge hockey team with at least 15 players.

Finally, at October's IPC Membership Gathering, a Paralympic partners workshop was hosted at the Ottobock Science Centre.

Panasonic

The IPC signed an official Worldwide Partnership Agreement with Panasonic in October in Tokyo, Japan. In addition to its already existing agreement to provide audio and visual equipment for the Paralympics, Panasonic will now provide disability care products such as "The Shower" and the "Wearable Powered Suit." Panasonic holds the global marketing rights for these products and will look to support the athletes and operations of the Paralympic Games, along with its products, services and technical assistance. Panasonic will also pursue its global corporate social responsibility initiatives in conjunction with the Paralympic partnership.

Samsung

During Sochi 2014, nearly 30 leading Paralympians across all five winter sports recorded more than 100 exclusive behind-the-scenes video blogs as a part of second edition of the Samsung Paralympic Bloggers project. The athletes shared their challenges and victories with the world using a Samsung phone to show exclusive behind-the-scenes footage from Sochi. It allowed Paralympic fans to get closer to the athletes

than ever before. The video blogs received more than 50,000 total views, and on the field of play those athlete bloggers won a combined 29 medals, including 10 golds.

In conjunction, Samsung ran its "Sport Doesn't Care" Paralympic video campaign, highlighting that everyone has problems in their lives to overcome, and that sport can help them do so.

For Sochi 2014, Samsung introduced the Accessibility Map mobile application, enabling people with an impairment to easily find barrier-free facilities across Russia and nearby locations where they can practice para-sport.

Later in the year, Samsung extended its partnership through to the Tokyo 2020 Paralympic Games. It will continue as Worldwide Paralympic Partner for the next six years, and after 2016 it will expand its communications and equipment sponsorship category to include smart phones, tablets, laptops, personal computers and desktop printers.

Visa

At Sochi 2014, the fifth Visa Paralympic Hall of Fame induction was held, recognising retired athletes and coaches who have a track record of excellent athletic performance, history of fair play and participation in community activities. This year's induction included Spanish alpine skier Eric Villalon Fuentes, German Nordic skier Verena Bentele and American cross-country skiing coach Jon Kreamelmeyer.

DB Schenker

The transportation and logistics company continued to provide logistical support, freight forwarding and customs clearance services to the IPC, helping with preparations for the Sochi 2014 Games and several IPC sport regional championships.

IPC Sports



IPC Athletics

The biggest sport in the Paralympic Movement grew even further in 2014, with an eight per cent increase in the number of both licensed athletes and participating countries.

In its second season, the IPC Athletics Grand Prix visited nine countries in four continents, as the 2014 circuit featured new events in Switzerland and Tunisia. Nearly 1,500 athletes from 85 countries competed on the circuit, a 25 per cent increase in both figures compared to the Grand Prix's first edition in 2013. Seven world records were set and 169 gold medals awarded at August's IPC Athletics European Championships, the biggest event of its kind to date. The Championships, held in Swansea, Great Britain, drew 560 athletes from 37 countries.

Russia topped the medals table with 41 golds and 88 total medals, followed by Ukraine and Great Britain, respectively. Leading the way for Russia was T38 athlete Margarita Goncharova, who won four European titles, a feat matched by Finland's Henry Manni (T34) and Switzerland's Manuela Schaer (T54).

At October's Asian Para-Games in Incheon, South Korea, six world records were broken and 151 gold medals awarded.

IPC Athletics signed a one-year partnership with Allianz to become the sport's first official global partner. Together, the two organisations started to develop

programmes and digital assets to help raise the profile of the sport and its athletes. Allianz supported three Grand Prix in 2014, as well as the European Championships.

To strengthen the sport at the grassroots level, IPC Athletics launched its Education Pathways Programme, which aims to improve the standards of classifiers, technical officials and coaches within the sport. Produced in conjunction with the IPC Academy, the programme provides learning pathways for each technical area from the club level to the Paralympic Games. These will assist NPCs in developing para-athletes nationally and locally. IPC Athletics worked to increase the language base of its educational platforms, ensuring all distributed materials are available in Spanish, French, Russian and Arabic.

Looking to the future, IPC Athletics announced details of the Grand Prix series for 2015 and 2016, which includes an additional competition in Australia, extending the event to all five continents.

IPC Athletics also revealed the sport's first Asia-Oceania Championships will take place in 2016 in Dubai, UAE, and will provide athletes in the regions a major stepping stone to add to their Paralympic Games pathways.

Finally, it was announced the 2015 IPC Athletics Marathon World Championships would be held in London, Great Britain, with the IPC Athletics World Championships taking place in Doha, Qatar, later in the year.

Licensed athletes: 4,054

NPCs: 123





IPC Alpine Skiing

Sochi 2014 was a spectacular way to showcase the decades of development of IPC Alpine Skiing, as 250 athletes competed in 32 medal events and snowboard made its Paralympic debut.

Record crowds and an unprecedented number of TV viewers around the world watched the Sochi slopes, as 41 of the 90 medals were won by athletes age 25 or younger. In addition, nearly half of the golds were won by athletes age 23 or younger.

Germany's Anna Schaffelhuber, 21, won all five of her women's sit-ski races, becoming the second consecutive woman to sweep all alpine events at the Winter Paralympics after Canadian Lauren Woolstencroft did so at Vancouver 2010.

At just 20 years old, France's Marie Bochet claimed four golds in the women's standing class and also picked up the Laureus Sports Award for her achievements in 2013. In the men's standing class, the host nation's 16-year-old Alexey Bugaev won five medals and Austria's 22-year-old Markus Salcher won three. Both Bochet and Salcher were graduates of the IPC Alpine Skiing Development Camp in 2006.

Earlier in the season, the IPC Alpine Skiing World Cup travelled to New Zealand, Australia, Canada, USA, France and Switzerland before the final set of races

took place in Italy just before the Winter Paralympics. There was also Europa Cup, which included four stops during the season.

Leading up to Sochi 2014, an inaugural IPCAS Snowboard World Cup was held featuring seven races. The USA's Mike Shea won the men's World Cup title, and Dutch favourite Bibian Mentel-Spee dominated the women's circuit with a perfect 7,050 points.

In the grassroots ranks, the first European Para-Snow Sport Youth Circuit took place thanks to funding from the European Union, Atos and the Foundation for Global Sports Development. Organised by Play and Train, five competition camps took place for young athletes with an impairment in Spain, Slovenia, the Netherlands, Germany and Italy. The camps consisted of sport training and competition sessions, along with educational workshops on topics such as media, anti-doping, nutrition, equipment and technology.

IPC Alpine Skiing extended its agreement with the Italian sports equipment company Liski, which will continue to be the sport's equipment and slope maintenance provider for another four years.

Following the IPC Alpine Skiing season, Markus Walser was appointed as the new Chairperson of the Sport Technical Committee succeeding Sylvana Mestre.

**Licensed athletes: 530 alpine skiing, 85 snowboard
NPCs: 41 alpine skiing, 23 snowboard**

IPC Biathlon and Cross-Country Skiing

IPC Biathlon and Cross-Country Skiing reached its four-year peak at the conclusion of the 2013-14 season, as nearly 170 athletes competed in 38 medal events at the Sochi 2014 Paralympic Winter Games. In front of millions of TV viewers and vocal, capacity crowds at the Laura Cross-Country Ski and Biathlon Centre, the Sochi 2014 host nation dominated their home snow, picking up 62 of the 90 medals available.

Russia's Roman Petushkov was the biggest individual star of the Games, winning six golds in the men's sitting class, including all three of his distances in biathlon. On the women's side for Russia, Elena Remizova proved one of the Sochi surprises, coming away with three golds and a silver in the women's cross-country skiing visually impaired races. Teammate Alena Kaufman claimed two golds and a silver in biathlon.

**Licensed athletes: 283
NPCs: 25**

Germany's Andrea Eskau and the USA's Tatyana McFadden and Oksana Masters – all medallists at the summer Paralympics – showed they can win on the snow as well, as each of them made the podium in the women's sitting class in cross-country skiing.

Canada's Brian McKeever, who won all three of his individual cross-country skiing events, hit the headlines when he overcame a fall at the start of the 1km visually impaired sprint to come back and dramatically win gold.

Prior to the Paralympics, the Russians swept all three men's classes and all but one of the women's classes in the 2013-14 IPC Nordic Skiing World Cup, which included competitions in Canada, Finland and Germany. During the year, IPC Biathlon began working with a biathlon company, Kurvinen, to develop a shooting system for visually impaired athletes, and Rob Walsh was re-elected as the Chairperson of the Sport Technical Committee.



IPC Ice Sledge Hockey

IPC Ice Sledge Hockey had its most successful season ever in 2013-14, one which was highlighted by the international attention drawn to the sport at the Sochi 2014 Paralympic Winter Games.

In Sochi, the USA became the first team to win back-to-back Paralympic golds in the sport, as they defeated Russia, 1-0, in the final in front of the host nation's loud and sold-out crowd. World champions Canada beat Norway for bronze.

The sport made Paralympic broadcasting history, as NBC showcased live para-sport for the first time in the USA when they featured the gold-medal game on their main network. During the gold-medal game, both "Josh Sweeney" and "USA 1-0" were trending worldwide on Twitter.

It was the first time a sporting event at the Paralympics ever had to be ticketed for media such was the demand. At Shayba Arena, the IPC had to ticket media for the semi-finals and final, in addition to the Russia-USA preliminary round game.

Licensed athletes: 273

NPCs: 15

The sport received unprecedented media attention around the world during the Games, as several major media outlets covered the tournament, including New York Times, the Associated Press, Ria Novosti, CBC Sports, the Canadian Press, La Stampa, SVT Sport and Channel 4.

After the Games, medal winners from the USA, Russia and Canada made guest appearances at major events, dropped the puck to open NHL games and spoke at conferences and galas.

The sport's Equipment Loaner Programme enjoyed a successful first season, as Ottobock provided IPC Ice Sledge Hockey with 30 sledges and sticks to distribute in Norway and Italy. More than 500 participants tried out the sport using the sledges in the two countries, with 10 awareness events being held to build up the sport. At the end of the season, it was announced that Croatia would be joining the programme as they try to start up a national sledge hockey team with at least 15 players.

IPC Powerlifting

IPC Powerlifting had an extremely successful year in terms of competition and development, as 25 approved events took place across all five regions and the number of female athletes in those events increased by 30 per cent.

April's IPC Powerlifting World Championships were the biggest in the event's history, drawing 333 athletes from 60 countries to Dubai, UAE.

The top three finishers in the medal standings were Nigeria (five golds, seven total medals), Egypt (four golds, 12 total medals) and China (three golds, seven total medals). In 20 events, 15 world records were equalled or surpassed, with some athletes breaking world records multiple times.

The Championships were streamed live for the first time by IPC Powerlifting, with 13,708 viewers tuning in for nearly 50 hours of coverage from Dubai.

At October's Asian Para-Games, powerlifting drew the second-highest number of countries of all participating sports, drawing 141 athletes from 28 countries. There were eight world, 18 regional and 20 Games records broken over the course of the competition. Iranian Siamand Rahman was the story of the Games, breaking his own world record in the +107kg class

three times, with an eventual lift of 292.0kg.

The first-ever IPC Powerlifting sponsorship deal was put in place, as a five-year partnership was signed with leading lifting equipment manufacturer, Eleiko. The Swedish company will provide all 63 sets of equipment for the nine IPC Powerlifting World and regional Championships through 2018.

IPC Powerlifting held a successful anti-doping education project, named "Raise the Bar – Say No! to Doping," which was funded by the Agitos Foundation's Grant Support Programme. The initiative reached more than 850 athletes and officials, smashing the original target of 500 participants when the project was originally launched in 2013.

The sport also carried out the successful delivery of 13 face-to-face educational programmes, including eight referee and five classification courses, which was a 23 per cent increase from the previous year. There were 109 participants in those courses from 22 different NPCs.

IPC Powerlifting announced an inaugural Americas Open Championships will take place in 2015 in Mexico City, Mexico. The sport also developed a new competition cycle for 2017-2020, which will include two World Championships in a single Paralympic cycle for the first time.

Licensed athletes: 668

NPCs: 83



IPC Shooting

July's IPC Shooting World Championships in Suhl, Germany, were the highlight of the year for the sport, with 265 athletes from 53 countries participating to make it the biggest Championships in the sport's history. This marked a 28 per cent increase in the number of participating NPCs compared to the 2010 World Championships, and a 10 per cent increase in the number of female athletes participating. The first 63 direct quota places for the Rio 2016 Paralympic Games were allocated, as eight world and 38 regional records were broken.

South Korea topped the medals table with nine gold and 15 total medals, while Swedish veteran Jonas Jacobsson grabbed the headlines by winning his 18th and 19th career world titles.

During the World Championships, successful demonstration events were held for both visually impaired shooting and para-clay target shooting.

These events were later endorsed at the IPC Shooting Sport Forum by NPCs to progress to the next phase of development which includes an intensive period of re-

search and development to ascertain a sport-specific system, from which classification and technical rules and regulations can be defined.

In October, an international test competition for para-clay target shooting was held in Todi, Italy, in conjunction with classification research and a classification expert meeting.

Meanwhile, a team of experts at Great Britain's Anglian Ruskin University were contracted to research the best way to establish a sport-specific classification system for visually impaired athletes.

Throughout the year, IPC Shooting furthered its relationship with the International Shooting Sport Federation (ISSF), joining them for a Rio 2016 venue visit and presenting at their 2014 ISSF Organisers Workshop. IPC Shooting also strengthened its partnership with SIUS Ascor, the sport's official results and target systems provider.

The three major 2015 IPC Shooting World Cups carrying Paralympic Games direct quota places were announced, and IPC Shooting appointed athlete and coach liaison officers, the latter of whom will act as non-voting members on the Sport Technical Committee.

Licensed athletes: 553
NPCs: 65



IPC Swimming

The 2014 IPC Swimming European Championships, in Eindhoven, the Netherlands, took place in August, and saw 24 world and 42 European records set across 161 medal events. Twenty-eight of the 37 competing nations won at least one medal, and more than 70 medals were won by swimmers under the age of 18.

There were 380 swimmers at the sport's biggest event of the year, as Ukraine led the way with 94 medals, including 37 golds. Ukraine's gold rush was led by Yevheniy Bohodayko (seven golds, two silvers) and Dmytro Vynohradets (seven golds, one silver).

During the Championships, IPC Swimming ran a successful Observers Programme, and as an outcome received several bids for the 2018 edition of the event, with a host city to be decided in the near future.

October's Asian Para-Games included 245 swimmers from 24 countries, and China's Furong Lin was the Games' biggest individual medal winner, claiming six golds in the pool.

Also during the year, in addition to holding educational and developmental courses, IPC Swimming implemented the sport's new technical rules for the 2014-17 period and appointed Susan Prasad to the Sport Technical Committee as the head of technical control and officiating.

Licensed athletes: 2,242
NPCs: 90

Financial Information



IPC Wheelchair Dance Sport

IPC Wheelchair Dance Sport executed its most comprehensive competition calendar in 2014, as eight events were sanctioned, including the very first Asian Pacific Cup in China and Kazakhstan Open in Astana, along with other competitions in Serbia, Russia and Belgium.

The sport's new rulebook was implemented for 2014-2017, with the biggest change being the creation of two new events for the sport – singles and freestyle. The singles event allows athletes to dance alone without a partner, and the freestyle event allows athletes to have more creative freedom in their dances and mix songs together for their routines.

Licensed athletes: 316

NPCs: 29

September's Continents Cup in St. Petersburg, Russia, was the first competition to feature the new events, allowing Russian Galina Ryzhakova a chance to make her mark by taking the first two women's singles and freestyle titles on her home soil.

IPC Wheelchair Dance Sport saw very strong development of the sport in Asia in 2014, as it was successfully featured in the Asian Para-Games for the first time. The first IPC Wheelchair Dance Sport European Championships since 2009 took place in November in Lomianki, Poland, where 150 athletes from 20 countries participated.

In 2015, the sport will make America and Europe its top priorities for development and will continue working to attract potential sponsors.



Top 50 moments of 2014

Statement of Financial Condition (as of 31 December 2014)

Assets	2013	2014
Fixed Assets	1,512,322	1,373,693
Current Assets	1,112,662	1,442,096
Cash and Bank Balances	1,358,688	2,492,560
Prepaid Expenses	450,031	264,072
Total Assets	4,433,704	5,572,421

Equity and Liabilities

Equity	790,271	942,867
Provisions ¹⁾	1,307,572	1,204,961
Liabilities ²⁾	1,613,581	1,205,806
Deferred Income	722,280	2,218,787
Total Equity and Liabilities	4,433,704	5,572,421

1) Including provisions for IPC Sports

2) The liabilities include a loan of EUR 225,000 from the International Olympic Committee (IOC)

Statement of Income (as of 31 December 2014)

Revenue	2013	2014
Membership Fees	304,288	302,366
IPC Sports Revenue ¹⁾	4,063,787	2,740,021
Marketing & Broadcasting/Sponsoring/Fundraising ²⁾	4,940,019	5,299,206
Grants	1,539,343	1,500,296
Other	696,153	1,012,286
Specific Project Funding ³⁾	1,247,001	1,657,371
Total revenue	12,790,590	12,511,547

Expenditure

Executive Office	625,772	533,826
Paralympic Games	225,854	195,864
Administration ⁴⁾	4,348,021	4,281,967
Sports Budget ⁵⁾	4,290,161	3,092,219
Sport and IFs Relations	19,462	35,666
Medical and Scientific	266,127	283,015
Media and Communication	370,587	393,044
Marketing and Commercial	282,215	306,542
Membership Services and NPC Development	681,986	884,542
Specific Project Expenditure	1,493,280	2,145,266
Allocation to reserve funds	172,000	207,000
Allocation to unrestricted capital reserve		130,000
Total Expenditure	12,775,466	12,488,951
Result	15,124	22,596

1) Entry fees from IPC Sports competitions, Athletes' License fees, Competition Approval fees, other Sports related fees (related expenses see 5))

2) Marketing & Broadcasting fees from Organising Committees, Sponsoring and Fundraising Revenue

3) Project related resources incl. IPC Academy activities, VISTA Conference 2013 and General Assembly 2013, and, for 2014, the Sochi Paralympic Games activities and the Membership Gathering in Berlin. Related expenses to be found under "Specific Project Expenditure"

4) Administration, general operations and corporate services, salaries for IPC Headquarters staff, and depreciation of assets and software

5) Grants to IF Sports, Grants to Organisers of IPC Sports competitions, Management costs of IPC Sports and provisions for IPC Sports from IPC Sports revenue



Top 50 Moments of 2014



The **Sochi 2014 Paralympic Winter Games** broke down barriers, smashing ticket and television records, while also leaving a lasting legacy for people with an impairment in Russia.



NBC showcased more than 50 hours of Sochi 2014 coverage from the USA – a breakthrough in Paralympic broadcasting – including the ice sledge hockey final live on their main network.



The IPC celebrated its **25th anniversary** with a special event in Berlin, Germany.



Nordic skier **Roman Petushkov** won six golds at his home Paralympic Winter Games in Sochi.



Young swimmers, including the Netherlands' **Chantalle Zijderveld** and Ukraine's **Yevheniy Bohodayko**, put in sensational performances in the pool.



Australia were crowned wheelchair rugby world champions for the first time in history.



Despite political tensions, **Ukraine** stayed in Sochi to compete in the Paralympic Winter Games, finishing fourth in the medals table.



Markus Rehm beat able-bodied athletes to become Germany's national long jump champion, setting a new para-athletics world record in the process.



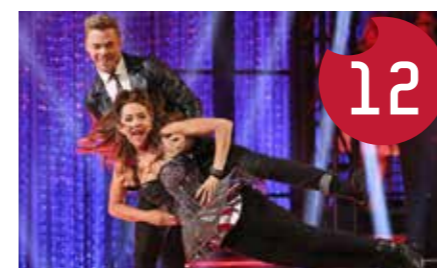
Canada's **Brian McKeever** fell flat on his back during the cross-country skiing 1km sprint race at Sochi 2014, but staged a sensational comeback to claim gold.



Shingo Kunieda and **Yui Kamiji** finished the year as world No. 1's in wheelchair tennis singles, helping make it a stellar year for Japan in the sport.



Nearly half of all the gold medallists in alpine skiing at Sochi 2014 were **under age 23**, showing the sport has a bright future ahead of it.



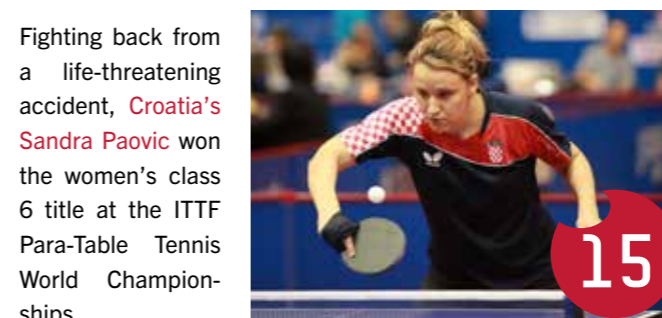
USA's **Amy Purdy** took Sochi 2014 snowboard bronze, second place on TV's *Dancing with the Stars*, published a bestselling memoir and went on a speaking tour with Oprah Winfrey.



The IPC added Panasonic as a Worldwide Paralympic Partner and extended its partnership with Samsung.



Brazil won their first-ever sitting volleyball World Championships medal, taking silver to start their road to Rio 2016 off on a high.



Fighting back from a life-threatening accident, Croatia's **Sandra Paovic** won the women's class 6 title at the ITTF Para-Table Tennis World Championships.



Tokyo 2020 progressed with great speed and great enthusiasm in its first full year of preparing themselves to host the Paralympics in six years time.



17

The sports governed by the IPC made great strides forward in terms of **new sponsorship deals**, more media coverage and an increased number of competitions.



18

Dutch rider **Bibian Mentel-Spee** and American **Evan Strong** became the first champions in snowboard's Paralympic debut at Sochi 2014.



27

Brazil's men's team beat Paralympic champions Finland on their home soil at the IBSA Goalball World Championships, claiming their first title in the event.



28

After 10 years without a gold medal, **Hong Kong's Leung Yuk Win** won four of them at the BISFed Boccia World Championships and Asian Para-Games.



29

The Agitos Foundation flourished as the IPC's development arm thanks to new and continued workshops and programmes.



19

IPC Shooting held its most successful World Championships ever in terms of athletes, countries and records.



20

Germany's Anna Schaffelhuber became only the second woman to win all five alpine skiing events at a Paralympic Winter Games.



21

Italy's Sara Morganti upset a five-time Paralympic champion to win gold at the Alltech FEI World Equestrian Games.



30

Iran's women's sitting volleyball team qualified for the Paralympics for the first time after reaching the final at the Asian Para-Games.



31

Led by the return of multi-Paralympic and world champion **Teresa Perales**, and underlined by the success of **Sarai Gascon**, **Spain** rocked the IPC Swimming European Championships.



32

Canada upset arch rivals **USA** in overtime of the semi-finals at the IWRF Wheelchair Rugby World Championships.



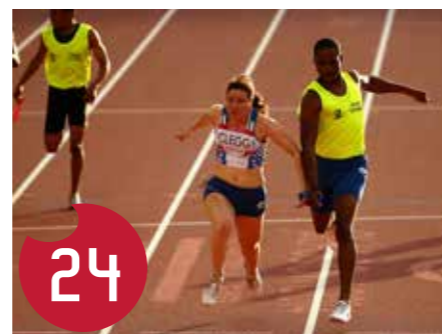
22

The IPC led the way with **innovative digital media projects**, bringing fans closer to para-athletes than ever before at Sochi 2014.



23

China's Yuan Yanping was the only London 2012 Paralympic champion to win gold at the IBSA Judo World Championships. She also claimed a title at the Asian Para-Games.



24

Visually impaired sprinter **Libby Clegg** and guide **Mikail Huggins** won Scotland's first Commonwealth track medal in 20 years.



33

The launch of the IPC's new **WoMentoring programme** drove female leadership and participating in the Paralympic Movement.



34

Brazil's football 5-a-side team secured their fourth world title – just one behind their able-bodied counterparts.



35

For the first time, there was an international leg of the **Paralympic Torch Relay**, with the heritage flame being lit at Stoke Mandeville.



25

After finishing sixth at London 2012, **Canada's women's wheelchair basketball team** won gold at the IWBF Women's Wheelchair Basketball World Championships.



26

Egypt's Sherif Othman broke his own world record four consecutive times at the IPC Powerlifting World Championships.



36

Despite focusing on school over training, Italian prodigy **Beatrice Vio** still managed to win two titles at the IWAS Wheelchair Fencing European Championships.



37

At Sochi 2014, **Kelly Gallagher** and guide **Charlotte Evans** became the first British skiers to win gold at either an Olympic or Paralympic Winter Games.



38

Norway's Bjornar Erikstad beat a number of less impaired athletes to win silver at sailing's Open 2.4mR World Championships.



39
Australia's Gavin Bellis and Kathryn Ross retained their Rowing TA mixed double sculls world title on the water.



40
American teammates Tatyana McFadden and Oksana Masters – both Russian adoptees – switched from summer to winter sports to medal in Nordic skiing at Sochi 2014.



41
The men's H5 handcycling class stole the show at the UCI Para-Cycling Road World Championships, with fierce contestants such as Alex Zanardi, Ernst van Dyk and Tim de Vries.



42
Iranian archer Zahra Nemati addressed the United Nations, calling sport one of the best tools for empowering for people with an impairment.



43
Ukraine retained their title at the CPISRA Football 7-a-Side European Championships, beating Russia and the Netherlands in the process.



44
Canada won their third consecutive wheelchair curling title at the Paralympic Winter Games, etching their names into the history books.



45
After the global sensation of sledge hockey at Sochi 2014, the sport progressed even further with the introduction of a World Series and the first-ever sanctioned women's international tournament.



46
Italy topped the medals table at the European Para-Archery Championships, scooping up three gold and two bronze medals in nine days.



47
A new world champion was born as Great Britain's Lauren Steadman stopped Faye McClelland's four-year world title winning streak at the ITU Para-Triathlon World Championships.



48
Twenty-three world records were broken at the UCI Para-Cycling Track World Championships in just three days of intense racing.



49
Great Britain's Jeannette Chippington won her seventh and eighth world titles at the ICF Canoe Sprint World Championships.



50
Russia's Galina Ryzhkova took all the individual golds on offer in wheelchair dance sport during the first year of the new singles events in the sport.





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