



FÉDÉRATION
INTERNATIONALE
DE NATATION



FINANCIAL REPORT 2021

TABLE OF CONTENTS

TREASURER'S REPORT.....	2
AUDIT COMMITTEE REPORT	6
AUDITOR'S REPORT.....	7
FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021	8
INCOME STATEMENT.....	8
BALANCE SHEET	9
CASH FLOW STATEMENT	10
NOTES TO THE ACCOUNTS	11



TREASURER'S REPORT

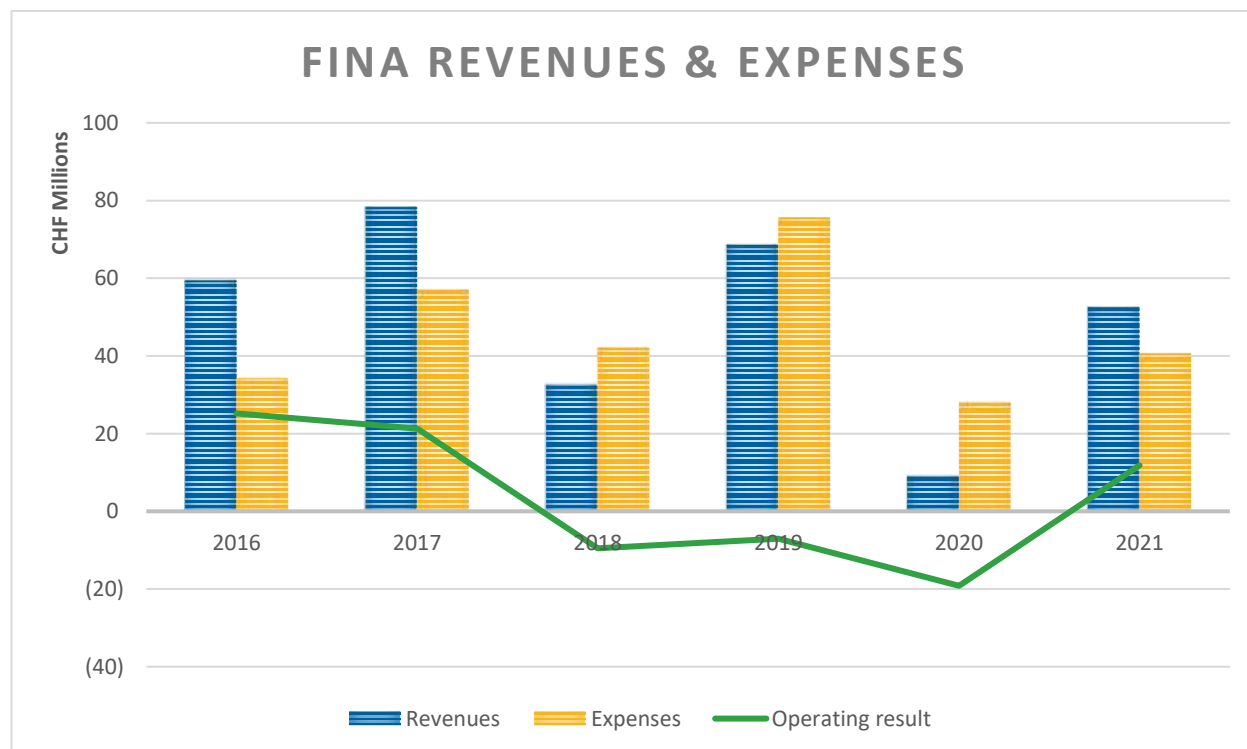
It is an honor and privilege for me to provide the FINA Treasurer's Report to the FINA Extraordinary General Congress in Budapest (HUN) on 19 June 2022, consistent with the responsibilities contained in the FINA Constitution.

FINA expected 2021 to be the year that sport returned to "normal" after the pandemic, including two major events that achieved significant financial results after their postponement in 2020: the Tokyo Olympic Games, which generated an operating surplus of close to 30 million CHF, and the FINA World Swimming Championships (25m) in Abu Dhabi (UAE), which produced a positive margin in excess of 5 million CHF.

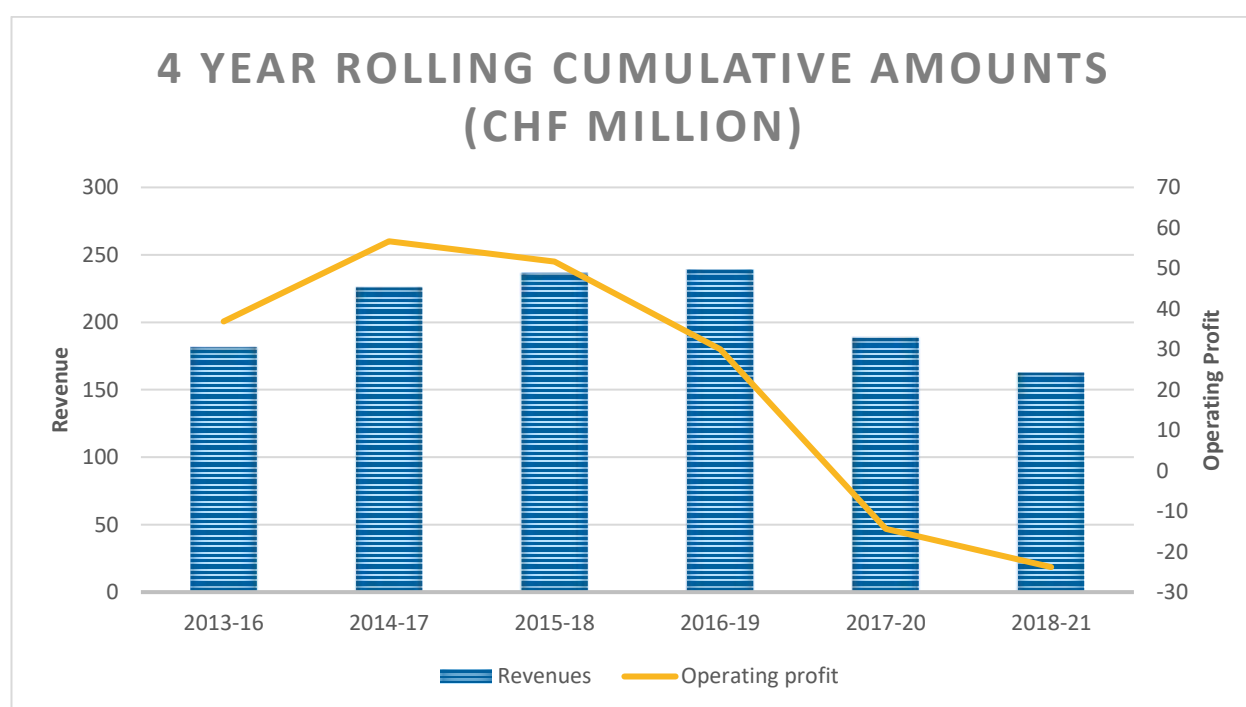
Nonetheless, there was considerable disruption to the FINA events calendar in 2021, with most competitions taking place in a reduced format, or not at all, with resultant financial repercussions.

FINA also experienced great change within its volunteer and professional staff leadership team in 2021, with the election of a new President and Bureau, the appointment of a new Executive Director, and the employment of an experienced Finance Director.

The net result for FINA in 2021 was a surplus of 16.1 million CHF, partly offsetting the deficit of 21.6 million CHF from 2020. For clarity, the 2021 operating result was a surplus of 11.9 million CHF, with investment and treasury management mandates generating a surplus of 4.3 million CHF.



However, while FINA can be pleased with this encouraging financial result and partial recovery from the 2020 pandemic year, the long-term financial impact will not be fully recognized until the completion of the cycle of postponed or repositioned championship events is completed, including the 2023 FINA World Championships in Fukuoka (JPN).



Despite the positive operating surplus in 2021, the graph above illustrates that our rolling four-year operating profit reduced again in 2021, primarily due to the postponement of the FINA World Championships scheduled to be hosted in Fukuoka (JPN).

Additionally, FINA decided to further postpone the FINA World Championships in Fukuoka (JPN) to 2023 and to relocate two other world championship events in 2022 due to the geopolitical situation caused by the invasion of Ukraine. These changes will create a significant impact on the 2022 income statement.

Through the extraordinary efforts of the FINA President and Executive Director, FINA will stage relocated events in Budapest (HUN) for the FINA World Championships; in Lima (PER) for the FINA World Junior Swimming Championships; and, Melbourne (AUS) for the FINA World Swimming Championships (25m). Although these replacement events will generate substantially lower margins than the previously scheduled championship sites, FINA will generate more than 15 million USD from competitions in 2022.

Furthermore, the impact of the pandemic continues to be felt in 2022 with a reduced number of competitions across all the aquatic disciplines. As a result, FINA will closely monitor the relaunch of series events, i.e., World Series and World Cups, carrying out an intensive economic assessment that enables good financial decision-making and stewardship.

The FINA Development Programme provided a broad range of support to National Federations, athletes, coaches, and technical officials, despite the challenges created by the pandemic. Excluding capital projects (training centres and swimming pools), the program expenditure in 2021 was 6.1 million CHF, an increase

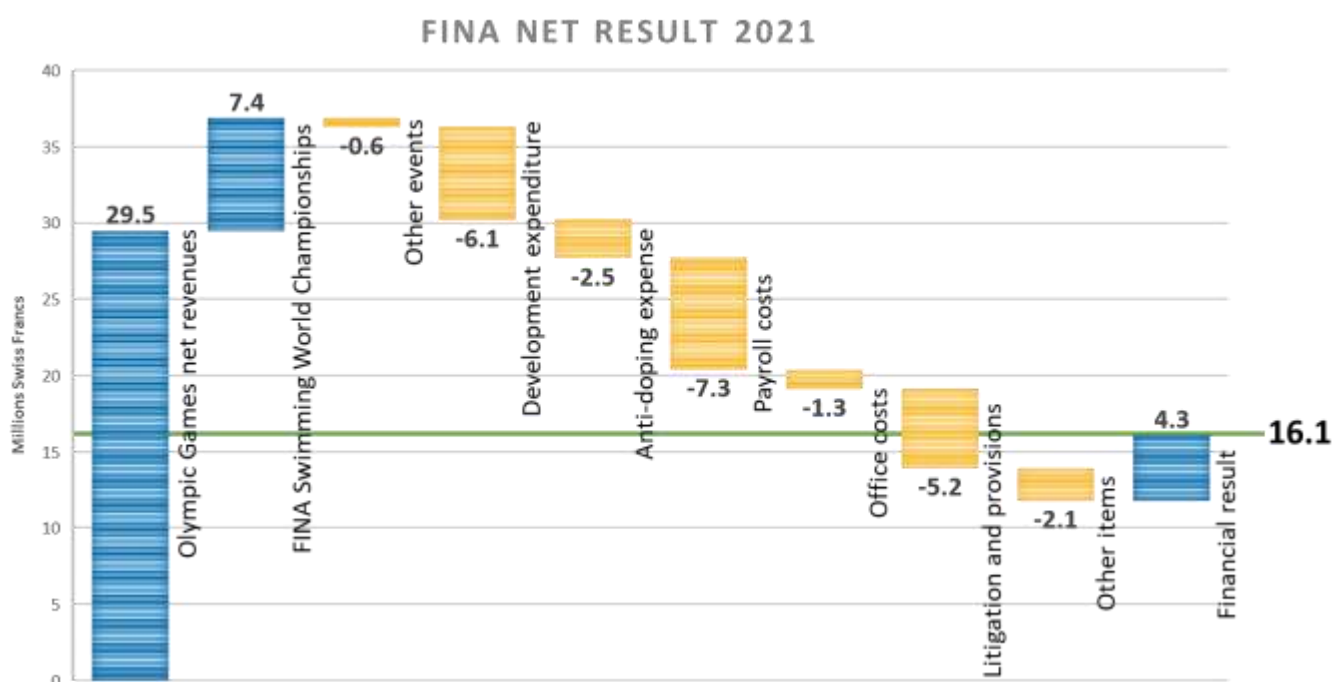
of 8% compared to 2020. Scholarship support to athletes was 1.83 million CHF, or three times the level of 2018 spending. Expenditure on clinics and schools was below planned levels because of an increased number of online events, as well as pandemic travel restrictions.

With FINA staff returning to full-time work throughout 2021, administration expenses returned close to their 2019 levels. In 2022 and onward, administration costs will diminish through staff reorganisation. Additional provisions were made due to staff terminations.

Significant legal costs were incurred in conjunction with ongoing litigation within United States Federal Court.

FINA's investment portfolio generated a net positive result of 3.4 million CHF, as compared to a net loss of 0.5 million CHF in 2020. However, market volatility due to recent geopolitical events provides reason for pessimism in the performance of the portfolio in 2022.

Net income of 16.1 million CHF has been allocated to free capital in anticipation of an expected operating deficit in 2022, caused primarily by reduced event results associated with the relocation of championship sites.



Despite the substantial uncertainties created by the pandemic during the last two years, the FINA balance sheet remains strong, and cash reserves have been maintained with the receipt of revenues from the International Olympic Committee for the Tokyo Olympic Games.

Total cash and financial assets on 31 December 2021 amounted to 168 million CHF. With receivables of 25 million CHF, liquid assets of approximately 200 million CHF comfortably cover the 87 million CHF of deferred revenue collected or invoiced.

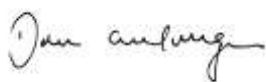
FINA's Organisation Capital returned to in excess of 100 million Swiss Francs at the end of 2021.

As indicated above, 2022 remains an atypical year. While FINA is fortunate that its three marquee events will take place in 2022, these events have been organised at late notice and therefore will generate lower margins than would normally be expected.

The ripples of the pandemic are likely to be felt into 2024 as FINA rebuilds its events calendar. Additionally, FINA will continue to actively monitor its financial performance across all departments, programs, and initiatives, fully recognising the global uncertainty caused first by the pandemic in 2020 and 2021, and then compounded by geopolitical events in 2022.

There are many reasons for cautious optimism as we look toward the opportunities created by future Olympic Games in Paris (FRA), Los Angeles (USA), and Brisbane (AUS), particularly through enhanced marketing and broadcast arrangements. We continue to believe there is huge untapped potential in our sport and will strive to unlock that potential by modernising and repositioning our organisation.

Dale Neuburger



FINA Treasurer



AUDIT COMMITTEE REPORT

TO THE FINA CONGRESS ON THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

In accordance with the FINA Constitution, the FINA Audit Committee is mandated to:

- Execute financial controls
- To review the financial statements, budget and the external auditors' report
- To assist the governing bodies in monitoring FINA's financial and compliance matters
- Liaise with the external auditors
- Conduct risk management
- Review the quality of the internal control system.

We confirm that we fulfil the criteria as defined under the FINA Constitution C21.13.1 which states that Audit Committee members shall be experts in auditing and financial statement matters.

The Committee met on the following dates in 2021 and prior to approval of the Financial Statements: virtual meetings on : 25 February 2021, 17 May 2021, 14 December 2021, 4 May 2022 (meeting with statutory auditor); in person meeting on : 16 June 2022. The Committee reviewed the annual statements of accounts prepared by the FINA Office under the supervision of the FINA Treasurer to be approved by the Bureau.

The Financial statements are prepared in compliance with the Swiss GAAP accounting principles, the Swiss Law (CO) and the FINA constitution.

The financial statements for the year ended December 31, 2021 have been audited by the independent auditor, PricewaterhouseCoopers which is responsible for expressing an opinion on the financial statements based on their audit. They recommend the approval of the Financial Statements for the year ended 2021.

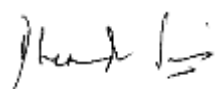
As per Swiss law, the external auditor is also responsible to assess an opinion on the existence of the Federation's internal control system for the preparation of the financial information but not to express an opinion on the effectiveness of the entity's internal control system.

The Audit Committee tracks the FINA office Internal Controls Action Taken Report and monitors all reports from the Internal Auditor. The Committee has followed up on recommendations made by the appointed internal auditor and the external auditor and continues to monitor and recommend improvements to the internal control system in all material areas to achieve FINA's objectives for the coming years.

The Audit Committee has studied and considered the 2021 Financial Statements (balance sheet, profit and loss statement, cash flow statement and notes to the accounts). In conjunction with the reviews and discussions referred to above, the Audit Committee recommends to the Congress the approval of the audited Financial Statements for the year ended 31 December 2021.

The Audit Committee takes note of the decision by the FINA Bureau in January 2022 that the Functional Currency of FINA shall be US Dollars with effect from 1 January 2022.

On behalf of the FINA Audit Committee



Debendranath Sarangi

Audit Committee Chairman

Budapest, June 16, 2022

Report of the statutory auditor

to the Bureau of Fédération Internationale de Natation

Lausanne

Report of the statutory auditor on the financial statements

As statutory auditor, we have audited the accompanying financial statements of Fédération Internationale de Natation on pages 8 to 26, which comprise the income statement, balance sheet, cash flow statement and notes, for the year ended 31 December 2021.

Treasurer's responsibility

The Treasurer is responsible for the preparation of the financial statements in accordance with the requirements of Swiss GAAP FER, Swiss law and the association's articles of incorporation. This responsibility includes designing, implementing and maintaining an internal control system relevant to the preparation of financial statements that are free from material misstatement, whether due to fraud or error. The Bureau is further responsible for selecting and applying appropriate accounting policies and making accounting estimates that are reasonable in the circumstances.

Auditor's responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Swiss law and Swiss Auditing Standards. Those standards require that we plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers the internal control system relevant to the entity's preparation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control system. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made, as well as evaluating the overall presentation of the financial statements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements for the year ended 31 December 2021 give a true and fair view of the financial position, the results of operations and the cash flows in accordance with Swiss GAAP FER, comply with Swiss law and the association's articles of incorporation.

Report on other legal requirements

We confirm that we meet the legal requirements on licensing according to the Auditor Oversight Act (AOA) and independence (article 69b paragraph 3 CC in connection with article 728 CO) and that there are no circumstances incompatible with our independence.

In accordance with article 69b paragraph 3 CC in connection with article 728a paragraph 1 item 3 CO and Swiss Auditing Standard 890, we confirm that an internal control system exists which has been designed for the preparation of financial statements according to the instructions of the Treasurer.

We recommend that the financial statements submitted to you be approved.

PricewaterhouseCoopers SA

Roberto di Grazia



Audit Expert, Auditor-in-charge

Lausanne, 17 June 2022

Mathieu Roth



Audit Expert

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

INCOME STATEMENT

Swiss Francs	Notes	2021	2020
Income			
Olympic movement	3	31 634 369	267 821
FINA Events Income	4	20 576 097	6 458 367
Penalty fees and other fees		247 429	298 605
Other Income	4	34 441	1 939 409
		52 492 336	8 964 202
Expenditure			
Olympic Games expenses	3	2 187 750	59 251
FINA Events expenses	5,9	14 995 384	5 860 442
Development activities	6	6 085 609	6 571 847
Anti-doping activities	7	2 473 572	2 198 116
Communication and promotion expenses		233 364	514 597
Digital assets management		716 974	894 725
Rules and regulations control activities		98 099	126 833
Administration expenses	8,9,10	8 694 801	8 074 588
Legal costs, litigation & provisions	11	5 155 220	3 833 389
		40 640 773	28 133 788
Operating result		11 851 563	(19 169 586)
Financial activities - Gain (Loss)	12	4 273 834	(2 396 256)
Net result before allocation	23	16 125 397	(21 565 842)
Organisation free capital at beginning of year	23	2 159 455	3 576 468
Free capital prior allocation to / release from tied capital	23	18 284 852	(17 989 374)

BALANCE SHEET

Swiss Francs		2021	2020
Assets			
Current assets			
Cash and cash equivalents	13	29 936 658	9 460 846
Financial assets at fair value	13	137 636 050	126 301 821
Guarantees received	13	1 905 035	1 845 092
Accounts receivable, net	14	25 233 131	15 565 554
Other short-term receivables		1 343 242	217 237
Prepayments and accrued income	15	4 732 628	6 053 023
Total current assets		200 786 743	159 443 573
Non-current assets			
Tangible fixed assets	16	16 866 042	17 071 242
Total non-current assets		16 866 042	17 071 242
Total assets		217 652 786	176 514 815
Liabilities and capital			
Current liabilities			
Short-term loan	3	-	883 944
Accounts payable	17	4 727 910	2 702 770
Other short-term payable	18	4 472 990	609 623
Accrued liabilities	19	9 271 241	6 920 359
Deferred income - short term	20	23 575 283	18 216 196
Host City guarantees in deposit	21	187 104	381 901
Total current liabilities		42 234 527	29 714 792
Non-current liabilities			
Deferred income - long term	20	63 304 826	52 301 955
Provisions	11	4 910 477	2 910 477
Host City Guarantees in deposit	21	5 681 558	6 191 590
Total non-current liabilities		73 896 861	61 404 023
Organisation capital			
Tied capital	23	83 236 544	83 236 544
Free capital	23	18 284 853	2 159 456
Total liabilities and capital		217 652 786	176 514 815

CASH FLOW STATEMENT

Swiss Francs		2021	2020
Net result before allocation		16 125 397	(21 565 842)
<i>Adjustments to net result</i>			
Depreciation and amortisation		402 030	391 598
Movement on provisions		754 368	500 000
Foreign exchange non-cash items		(1 098 554)	1 818 494
Fair value adjustments in investments		(3 598 706)	3 173 773
		12 584 535	(15 681 977)
Changes in working capital			
(Increase) in trade receivables	14	(7 406 293)	(7 296 355)
Decrease/(increase) in other current assets		246 893	(3 121 560)
Increase/(decrease) in trade payables	17	2 045 573	(3 656 402)
Increase in deferred income	20	16 361 958	36 409 558
Increase/(decrease) in other current liabilities		5 872 119	(2 034 185)
		17 120 250	20 301 056
Cash flow from operating activities		29 704 785	4 619 079
Financing Activities			
Loan received/(repaid)	3	(883 944)	883 944
Cash flow from financing activities		(883 944)	883 944
Investing Activities			
Acquisition of fixed assets	16	(196 831)	(77 475)
Net transfers (to)/from investment portfolios		(7 847 966)	(103 958)
Cash flow from investment activities		(8 044 797)	(181 433)
Change in net cash and cash equivalents		20 776 044	5 321 590
Cash and cash equivalents			
Balance on 1 January	13	9 460 846	31 321 276
Balance on 31 December		29 936 658	36 836 127
<i>Movement in cash</i>		20 475 812	5 514 851
Foreign exchange impact on cash balances		300 232	(193 261)
Change in net cash and cash equivalents		20 776 044	5 321 590

Cash & cash equivalents at 1 January 2021

9 460 846

1 Jan 2021 opening financial asset balances reported as cash at 31 Dec 2020

27 375 281

Closing cash reported on 31 December 2020

36 836 127

Certain cash flow statement details in the comparative statement for the year ended 31 December 2020 have been restated in order to provide better comparative information to readers

NOTES TO THE ACCOUNTS

1. ACTIVITY

The Fédération Internationale de Natation (FINA), the world governing body for the sport of Aquatics, domiciled in Vaud, Switzerland, is an international non-governmental non-for-profit organization in the form of an association incorporated in accordance with article 60 ff of the Swiss Civil Code.

The objectives of FINA are:

- a) to promote and encourage the development of Aquatics in all possible regards throughout the world
- b) to provide fair and drug free sport
- c) to promote and encourage the development of international relations
- d) to encourage participation in Aquatic disciplines at all levels throughout the world regardless of age, gender or race
- e) to adopt necessary uniform rules and regulations and to hold competitions in Swimming, Open Water Swimming, Diving, High Diving, Water Polo, Artistic Swimming, and Masters
- f) to promote and organise World Championships and other FINA competitions
- g) to encourage the increase of facilities for Aquatic disciplines throughout the world with the support of other interested parties
- h) to carry out such other activities as may be desirable to promote the sport.

FINA's resources are derived principally from FINA World Championships and the Olympic Games. FINA reinvests its surplus funds in the development of the sport via a number of programmes.

These financial statements aim to present a clear and complete picture of the financial situation and results of FINA in line with the best practices in force within the major international sports federations. The accounts are presented in accordance with Swiss GAAP RPC (Accounting and Reporting Recommendations).

The financial statements are presented in Swiss Francs (CHF).

1.1 Global Events

The Covid-19 pandemic continued to have a significant impact on the Federation's activities throughout 2021 and into 2022.

Although FINA sought to restart competitions in a number of its disciplines which had been suspended in 2020, the 2021 calendar remained limited. Meetings, including the FINA Congress, took place virtually or in a hybrid mode and many development activities were undertaken online.

However both the Tokyo Olympic games and the FINA World Swimming Championships in Abu Dhabi (UAE) took place having been postponed from 2020.

The FINA World Championships scheduled in Fukuoka (JPN) in 2021 were rescheduled for May 2022 and as a result of continuing unfavourable conditions related to the Covid-19 pandemic, will now take place in 2023. A replacement event is scheduled to take place in June 2022 in Budapest (HUN).

The invasion of Ukraine by Russia has led to the cancellation of a number of FINA events and is likely to have a negative impact on FINA's 2022 financial results, as a result of the relocation of the FINA Swimming World Championships and the FINA Junior Swimming World Championships from Kazan (RUS).

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

2.1 Basis of preparation

The financial statements have been prepared in accordance with the Swiss GAAP RPC.

Although FINA does not fully meet the criteria of a charitable non-profit organisation, as defined by Swiss Gaap RPC 21 (Accounting for Charitable Non-Profit Organisations), FINA has adopted the key presentation and disclosure aspects in order to meet best practice for international sports Federations.

The Income statement is presented using the activity-based costing method.

A number of reclassifications and presentational changes have been made to prior year comparatives in order to provide the reader with a better understanding of FINA's financial results and situation. The only adjustment impacting FINA's opening reserves relates to the change of policy in respect of fixed assets, detailed in Note 16, and below in 2.7."

2.2 Foreign currencies

Transactions in foreign currencies are accounted at exchange rates prevailing at the date of the transaction. Gains and losses resulting from the settlement of those transactions are brought to the Income Statement.

Monetary assets and liabilities denominated in currencies other than Swiss francs are converted based on exchange rates ruling at December 31. Exchange differences resulting from these transactions are recorded in the Income Statement under Financial Income (note 12). The Financial Assets under discretionary management are denominated in Swiss Francs. Although assets are held in multiple currencies, each fund manager is measured by results in Swiss Francs. For this reason, foreign exchange differences on Financial Assets under management are included in the fair value adjustment to the Financial Assets.

The exchange rates used for transactions conducted during the course of the year and for items in the income statement are the monthly AFC published exchange rates.

Non-monetary items, prepaid and deferred income in foreign currencies are reported using the historical exchange rate at the date of transaction.

The main exchange rates used are as follows:

Swiss Francs	Average2021	31.12.2021	31.12.2020
1 US Dollar	0.9143	0.9127	0.8839
1 Euro	1.081	1.0339	1.0816

In January 2022, the FINA Bureau took the decision to change FINA's functional currency to the United States Dollar with effect from 1 January 2022.

2.3 Revenue recognition

Revenue is recognized if it is probable that the economic benefit will flow to FINA and the amount can be reliably estimated.

Revenue and costs relating to FINA events and competitions are recorded when the events take place.

Revenue from the International Olympic Committee in respect of the Olympic Games is recorded in the year of the games to the extent the amount can be reliably estimated. Due to the additional costs of the Tokyo Olympic Games related to the Covid-19 pandemic and the resulting uncertainty around the total amounts to be distributed, only amounts already received have been recognised in the 2021 Financial Statements.

2.4 Cash and cash equivalents

Cash and cash equivalents are cash in hand and cash at the bank available for operations. All amounts under discretionary mandates, including cash balances and highly liquid short-term deposits, are recorded under Financial Assets.

Cash and cash equivalents are recorded at market fair value; cash and cash equivalents held in foreign currencies are converted into Swiss francs at year end rate.

2.5 Financial assets

Financial assets represent funds under discretionary management held at various financial institutions. The funds are highly liquid and are classed as current assets. The discretionary management mandates are Swiss Franc based and the fund managers are responsible for managing the exchange rate exposure of the funds invested. Financial assets are recorded at fair value at balance sheet date. Movements in the year are recorded in the Financial result.

2.6 Accounts receivable

Accounts receivable are recognised in the accounts at their fair value, invoiced amount less deduction of payment received if any; accounts receivable denominated in foreign currencies are converted at year end exchange rate.

An impairment review is performed at balance sheet date and a provision is booked in respect of impairment of debtors. The represents a change in policy; in prior years, a provision was booked in respect of any amount already recognised in the income statement and unpaid on the 28 February of the following year.

2.7 Tangible assets

Property and equipment are stated in the balance sheet at historical cost less amortisation.

Land & Buildings : The value represents the property's purchase, construction and renovation costs. The value of the property is amortised at a rate of 1.5% per annum (67 years) on a straight- line basis.

Computer equipment, furniture & office equipment : Items with a value of more than CHF 1000 are capitalised and amortised at a rate of between 13% and 30% (3-8 years) on a straight-line basis, depending on the type of material.

Motor vehicles : Vehicles are amortised at 20% (5 years) on a straight-line basis.

Amortisation commences in the month following acquisition.

2.8 Deferred income, prepaid expenses and other current assets

Any revenues or costs in relation to future events and competitions, deriving from Host City Agreements or media and marketing rights agreements recognised upon completion of the event they relate to. Amounts invoiced prior to this date are recorded on the balance sheet as deferred income. Any costs incurred are recorded under prepayments and deferred expenses.

Deferred income is recorded applying the exchange rate prevailing on the date of invoicing.

2.9 Provisions

A provision is recognised in the balance sheet when it is considered that a probable obligation exists in respect of a past event and the amount and/or due date of the obligation is uncertain but can be estimated.

2.10 Consistency of Presentation

Where necessary, comparative 2020 figures have been revised to conform with the current year 2021 presentation without any effect on the net result, nor on the Tied and Free capital.

3 OLYMPIC MOVEMENT

	2021	2020
	CHF	CHF
Share of IOC Olympic Games revenues	29 091 326	-
IOC contribution	1 568 434	-
Olympic Solidarity payments	227 803	267 821
Reimbursement of Olympic Games costs	746 806	-
	31 634 369	267 821

FINA incurred expenses of 2.2 million Swiss Francs delivering the Aquatics events at the Tokyo Olympic Games, of which 0.75 million was reimbursed by the Organising Committee. The equivalent expenditure in 2016 was 3.7 million Swiss Francs.

As part of a package of help to its member International Sports Federations at the height of the Covid-19 pandemic, the International Olympic Committee (IOC) granted an interest-free loan of 2 million US Dollars to FINA, of which 1 million US Dollars was received in 2020 and a further 1 million in March 2021. The loan was fully repaid in 2021 by deduction from revenues received from the IOC for the Tokyo Olympic Games which took place in 2021.

4 INCOME

i. FINA Events Income

Swiss Francs	FINA World Championships	FINA World Swimming Championships	Other Events	Total
Year ended December 31, 2021				
Bid and registration fees	-	5 040	52 664	57 704
Host Cities partnerships rights and fees	-	3 950 400	-	3 950 400
TV Rights and sponsorship income	298 716	8 282 590	4 028 237	12 609 544
Value in Kind	-	1 606 859	779 800	2 386 659
Other revenue	-	932 101	639 689	1 571 789
	298 716	14 776 990	5 500 390	20 576 097
Year ended December 31, 2020				
Bid and registration fees	-	-	12 521	12 521
Host Cities partnerships rights and fees	-	-	1 990 208	1 990 208
TV Rights and sponsorship income	1 530 006	19 923	1 800 363	3 350 292
Value in Kind	282 902	-	450 000	732 902
Other revenue	-	-	372 444	372 444
	1 812 908	19 923	4 625 536	6 458 367

ii. Other Income

In 2020 FINA received CHF 2 million in settlement of an insurance claim relating to ongoing litigation (note 11)

5 FINA EVENTS EXPENSES

Swiss Francs	FINA World Championships	FINA World Swimming Championships	Other Events / Unallocated	Total
Year ended December 31, 2021				
FINA Family Expenses				
Athlete support - prize money	-	2 769 946	2 865 202	5 635 147
Athlete support - other	-	62 079	213 795	275 874
National Federation support	-	719 564	576 714	1 296 278
Delegates hotel, travel & per diem	29 052	476 943	1 133 745	1 639 740
Members medical insurance	-	-	83 320	83 320
Professional & liability insurance	-	-	133 875	133 875
Protocol awards	-	2 636	97 515	100 151
Other expenses	-	-	91 996	91 996
	29 052	4 031 167	5 196 162	9 256 381
Third Party Services				
Marketing agent	50 675	1 455 075	910 952	2 416 702
TV services & HB costs	-	46 460	19 086	65 546
Data & timing services	-	1 606 859	856 000	2 462 859
Other third-party services	-	71 370	722 526	793 896
	50 675	3 179 764	2 508 564	5 739 003
	79 728	7 210 931	7 704 726	14 995 384
Year ended December 31, 2020				
FINA Family Expenses				
Athlete support - prize money	2 459	-	2 829 170	2 831 629
Athlete support - other	-	-	-	-
National Federation support	-	-	147 105	147 105
Delegates hotel, travel & per diem	1 669	-	417 117	418 786
Members medical insurance	-	-	70 000	70 000
Professional & liability insurance	-	-	45 664	45 664
Protocol awards	-	-	106 273	106 273
Other expenses	-	-	32 275	32 275
	4 128	-	3 647 604	3 651 732
Third Party Services				
Marketing agent	207 600	1 841	740 375	949 816
TV services & HB costs	-	-	82 880	82 880
Data & timing services	(18 046)	-	446 599	428 553
Other third-party services	-	-	747 461	747 461
	189 554	1 841	2 017 315	2 208 710
	193 682	1 841	5 664 919	5 860 442

6 DEVELOPMENT ACTIVITIES

	2021	2020
	CHF	CHF
Clinics, courses and certification programme	207 156	169 831
Athlete scholarships	1 828 643	1 265 221
Continental association contributions	424 673	474 999
Olympic Aquatic Support Programme (OASP)	3 439 381	3 575 583
Other programmes	175 998	156 408
Pools and training centres	9 758	929 805
	6 085 609	6 571 847

Clinics, courses & certification expenses cover organisation support, accommodation and travel expenses.

Scholarship programmes offer financial assistance to athletes to attend FINA recognised training centres or to hire coaches locally.

OASP provides financial support to FINA National Member Federations to develop Aquatics within their territories.

Other programmes include Aquatic days, Swimming for All, Water Polo Development and E-learning platform.

FINA provides grants for the construction of Aquatics facilities in partnership with National Federations, National Olympic Committees and third parties.

7 ANTI-DOPING ACTIVITIES

	2021	2020
	CHF	CHF
Anti-doping program	2 420 152	2 069 334
Other doping control related expenses	53 420	128 782
	2 473 572	2 198 116

FINA's out of competition testing program is contracted to the International Testing Agency. In-competition testing is the responsibility of the event organiser following a detailed protocol defined by FINA.

8 ADMINISTRATION EXPENSES

		2021	2020
		CHF	CHF
Payroll charges	Note 9	7 346 443	7 040 586
Staff vacation provision adjustment		75 000	(280 917)
Information technology & telecoms		544 670	477 144
FINA HQ equipment and maintenance		164 750	258 023
General administration costs	Note 10	161 908	188 154
Depreciation tangible assets		402 030	391 598
		8 694 801	8 074 588

9 COST OF GOVERNING ORGANS & FINA OFFICE

	2021 CHF	2020 CHF
<i>Included in FINA Event Expenses (Note 5)</i>		
Per Diem Payments		
President	5 070	2 646
Bureau Members	229 362	27 553
Committees, panels	644 069	64 584
Other officials	1 254	-
	879 755	94 783
Travel Costs		
President	38 470	20 185
Bureau Members	257 513	53 328
Committees, panels	389 389	87 836
Other officials	12 920	-
Executive Director	49 997	56 955
Staff	213 958	38 736
	962 248	257 040

The current President has waived Per Diem payments and receives no remuneration from FINA. Bureau Members receive no remuneration other than the per diems disclosed above. Certain third-party services provided to FINA have been or are provided by entities in which Bureau members may have an interest. It is not considered that any individual Bureau Member has the ability to exert significant influence for the purposes of compliance with Swiss GAAP FER 15, Related Party Transactions.

	2021 CHF	2020 CHF
<i>Included in Administration Expenses (Note 8)</i>		
Total Payroll Cost		
Gross salaries & per diem		
Executive/Senior Management	2 334 454	2 610 045
Other staff	3 709 531	3 646 869
	6 043 985	6 256 914
Covid-19 reduced working time	(23 508)	(442 692)
Retirement benefit contributions	652 602	559 211
Other payroll related costs	673 364	667 153
	7 346 443	7 040 586
Average Full-time Equivalent employees	39	40
Full-time Equivalent employees at 31 Dec	42	40

FINA contributes to two pension plans providing defined contribution retirement benefits for its staff in Switzerland. FINA therefore has no future economic obligation arising pension obligations to be recognised in the balance sheet and FINA's responsibility is limited to the annual contributions. As at December 31, the total liability towards the pension fund amounted to CHF 36 834 (2020 : CHF 19 146).

10 FEES PAID TO AUDITORS

	2021 CHF	2020 CHF
External audit fees	43 274	58 320
Other fees to external auditors	8 078	-
Internal audit fees	-	28 271
	51 351	86 591

The amounts above represent VAT-inclusive payments made and therefore differ from the income statement charge included under general administration costs.

Internal audit functions are carried out by a different third-party provider to external audit services. As a result of the many changes that took place at FINA in 2021, as well as the Covid-19 pandemic, no specific internal audit projects were undertaken in 2021.

11 LEGAL COSTS, LITIGATION & PROVISIONS

	2021 CHF	2020 CHF
Legal Costs charged in the year		
<i>Legal fees & experts fees in respect of the ISL case</i>	4 430 179	2 149 722
<i>Other legal fees</i>	155 673	157 573
	4 585 852	2 307 295
Constitution of provisions for risk	2 000 000	500 000
(Reduction in)/increase of provision for impairment of debtors	(1 430 632)	1 026 094
	5 155 220	3 833 389
Provisions as of January 1	2 910 477	2 410 477
Constitution of provisions	2 000 000	500 000
Provisions as of December 31	4 910 477	2 910 477

FINA is engaged in antitrust proceedings the United States of America brought by the International Swimming League and a small number of athletes. The litigation has been ongoing since 2019. The total legal costs charged to the income statement in 2021 were CHF 4.4 million (2020 : CHF 2.1 million). Total costs incurred since the outset of the litigation are 7.2 million US Dollars. In 2020, FINA booked insurance income of CHF 2 million, partly offsetting these costs. This insurance amount represented a full and final settlement in respect of this case.

At 31 December 2021 FINA carries a provision which the Bureau considers sufficient to cover remaining legal costs and any settlement amount in respect of the case.

Following the change of President, FINA has undertaken a complete restructuring of senior management positions in the organisation and long-standing employees have seen their contracts terminated. Certain of those ex-employees are contesting the basis for termination and are making financial claims against FINA. A provision has been booked to cover all expected remaining costs, including legal fees, in respect of those departed employees.

12 FINANCIAL ACTIVITIES

	2021 CHF	2020 CHF
Investment portfolio		
<i>Managed portfolios marked to market (including CHF hedging)</i>	3 720 794	(3 173 773)
<i>Dividends and interest received</i>	358 402	3 352 902
<i>Management & custody fees</i>	(667 952)	(601 209)
<i>Transaction costs</i>	(37 209)	(46 900)
	3 374 034	(468 980)
Current account bank charges	(46 917)	(39 389)
Net foreign exchange differences	946 717	(1 887 887)
Financials results – net income/(loss)	4 273 834	(2 396 256)

Foreign Exchange Differences - gain / (loss)

	Year Ended 31 December 2021		
	Unrealised	Realised	Total
Current cash balances	-	(300 232)	(300 232)
Loan from the IOC	-	(59 456)	(59 456)
Guarantees received	547 701	-	547 701
Trade receivables	830 652	13 456	844 108
Trade payables	20 433	(105 836)	(85 403)
	1 398 786	(452 068)	946 717

	Year Ended 31 December 2020		
	Unrealised	Realised	Total
Current cash balances	(291 718)	(87 748)	(379 466)
Loan from the IOC	-	-	-
Guarantees received	(174 146)	(42 976)	(217 122)
Trade receivables	(982 506)	(526 783)	(1 509 289)
Trade payables	(65 008)	282 997	217 990
	(1 513 377)	(374 510)	(1 887 887)



13 CASH, CASH EQUIVALENTS & FINANCIAL ASSETS

	2021 CHF	2020 CHF
Cash and cash equivalents	29 936 658	9 460 846
Financial Assets by category		
Liquidities, Money Market, Convertible notes	39 721 297	36 243 022
Bonds	55 261 631	52 361 381
Equity, convertible shares	25 845 138	24 458 617
Alternative investments	5 975 998	3 676 072
Raw Materials	1 387 876	1 711 517
Real Estate	9 444 110	8 027 169
Financial assets at fair value	137 636 050	126 477 778
Guarantees Received	1 905 035	1 845 092
Cash, cash equivalents and financial assets at fair value by currency		
Swiss Francs	84 762 970	78 546 866
US Dollars	60 579 542	40 710 533
Euro	15 634 149	11 201 902
Other currencies	6 596 047	5 479 323
	167 572 708	135 938 624

FINA invests its reserves based on a long-term defensive strategy in highly liquid products. Funds are invested approximately equally by four Swiss banks and one independent investment advisor, whose managed funds are held under custody with one of the four banks. Approximately 10% of invested funds are used to manage short term treasury and foreign exchange requirements.

The fund managers invest FINA's funds based on strategic allocations decided upon by the FINA Bureau. FINA management take no decisions and have no influence over the fund managers' day-to-day transactions.

Note that in 2020, accrued interest on portfolio instruments were not classed as financial assets on the balance sheet and therefore the total amount in this note does not tie to the balance sheet.



14 ACCOUNTS RECEIVABLE

	2021 CHF	2020 CHF
By category		
National Federations & aquatics bodies	806 860	618 955
Host cities	16 681 615	8 710 599
Broadcasters	3 855 674	4 041 836
Sponsors	4 791 943	5 208 374
Other debtors	122 759	272 750
	26 258 851	18 852 514
Unrealised foreign exchange	(411 135)	(1 241 787)
	25 847 716	17 610 727
Provision for doubtful accounts	(614 585)	(2 045 173)
	25 233 131	15 565 554
Aged amounts		
Not yet due	10 958 314	10 762 717
0-90 days	8 515 044	600 706
90-180 days	17 394	2 050 820
180-365 days	6 157 771	4 444 749
> 1 year	610 329	993 522
	26 258 851	18 852 514

Unrecognised revenue (deferred revenue) included in debtors amounted to CHF 15.9 million (2020 : CHF 8.4 million).

15 PREPAYMENTS & ACCRUED INCOME

	2021 CHF	2020 CHF
Deferred marketing commission	3 858 277	3 300 288
Prepaid event expenses	659 137	2 570 379
Other prepaid expenses and accrued income	215 215	182 356
	4 732 629	6 053 023

Deferred marketing commission is in respect of revenues on future events recorded in deferred income (note 20). Prepaid event expenses in 2020 consisted principally of costs related to the Tokyo Olympic Games.

16 FINA PROPERTY & OTHER TANGIBLE FIXED ASSETS

Swiss francs	FINA Property	Vehicles	Equipment & Furniture	Total
Cost				
1 January 2020	17 733 989	59 537	772 373	18 565 899
Additions 2020	-	-	77 475	77 475
31 December 2020	17 733 989	59 537	849 848	18 643 374
Additions 2021	-	101 504	95 326	196 830
31 December 2021	17 733 989	161 041	945 174	18 840 204
Accumulated amortisation				
1 January 2020	798 000	59 536	322 998	1 180 534
Charge for year 2020	266 000	-	125 598	391 598
31 December 2020	1 064 000	59 536	448 596	1 572 132
Charge for year 2021	266 000	6 967	129 063	402 030
31 December 2021	1 330 000	66 503	577 659	1 974 162
Net book value 31 December 2021	16 403 989	94 538	367 515	16 866 042
Net book value 31 December 2020	16 669 989	1	401 252	17 071 242

FINA changed its accounting policy in respect of capitalisation of fixed assets and the table above has been adjusted to reflect the new policy described in note 2.7. The table below summarises the opening adjustments made:

	CHF
Cost of capitalised assets previously expensed at 1 January 2020	772 373
Accumulated amortisation thereon	-322 998
Net book value brought to balance sheet at 1 January 2020 (increase in FINA reserves)	449 375
Previously expensed assets capitalised in 2020	77 475
Additional amortisation charge for 2020	-125 598
Adjustment to opening reserves 1 January 2021	401 252



17 ACCOUNTS PAYABLE

	2021 CHF	2020 CHF
Athletes	561 262	-
FINA Family	60 374	14 780
Host Cities	30 003	701 334
Marketing, TV	639 628	-
National Federations & aquatics bodies	2 507 974	489 909
Trade creditors	1 048 723	1 496 747
Unrealised exchange differences	(120 054)	-
	4 727 910	2 702 770

Amounts due to athletes, National Federations and aquatics bodies include prize money from FINA events

18 OTHER SHORT-TERM PAYABLES

	2021 CHF	2020 CHF
Value added tax	3 644 605	17 985
Employee related liabilities	828 385	591 637
	4 472 990	609 623

19 ACCRUED LIABILITIES

	2021 CHF	2020 CHF
Event related accruals	4 083 358	2 531 572
Marketing agency commission	2 495 963	2 205 176
Other accrued expenses	2 691 919	2 183 611
	9 271 241	6 920 359



20 DEFERRED INCOME

	2021 CHF	2020 CHF
Changes in deferred income balances		
Net value as of January 1,	70 518 152	34 108 594
Invoiced	28 075 355	36 439 484
Recognised in the year	(9 923 255)	(11 200)
Credit notes issued (Covid-19 adjustments)	(1 609 553)	-
Other adjustments	(180 587)	(18 726)
Value as of December 31	86 880 112	70 518 152
Deferred income by type of income		
World Championship Host City Fees	47 355 994	39 336 062
World Championship TV Production Fees	16 510 591	9 926 977
Broadcasters and sponsors	22 940 970	19 733 898
Olympic Games related and other income	-	1 439 308
Affiliation fees	2 800	4 400
Bid and registration fees	69 755	77 506
	86 880 110	70 518 151
Deferred income short-term/long-term		
Events scheduled < 1 year	23 575 283	18 216 196
Events scheduled > 1 year	63 304 826	52 301 955
	86 880 110	70 518 151

Deferred income relates to event revenues invoiced in the year or years preceding the event. Revenue is recognised in the year that the event takes place.

Deferred income in foreign currencies is recognised at the exchange rate prevailing on the date of invoicing.



21 HOST CITY GUARANTEES HELD ON DEPOSIT

	2021 CHF	2020 CHF
Changes in guarantees held in Deposit		
Carrying amount as of January 1,	6 573 491	10 604 318
Guarantees invoiced	73 694	23 018
Guarantees refunded or released	(230 824)	(4 053 845)
Foreign exchange revaluation	(547 700)	-
Carrying amount as of December 31,	5 868 661	6 573 491
Guarantees to release - < 12 months	187 104	381 901
Guarantees held - long term > 12 months	5 681 558	6 191 590
	5 868 661	6 573 491
Off balance sheet amounts covered by non-cash bank guarantees	1 767 888	1 767 888

Guarantees are funds received in deposit as contractually provided in relation with the organisation of an Event. Contractual guarantees covered by a formal bank guarantee are recorded off balance sheet.

22 SIGNIFICANT EVENTS OCCURRING AFTER THE BALANCE SHEET DATE

There were no significant adjusting events taking place after the balance sheet date. Global events and their potential impact in FINA's activities are discussed in note 1.1.

In January 2022, the FINA Bureau took the decision to change FINA's functional currency to USD with effect from 1 January 2022.



23 ORGANISATION CAPITAL & ALLOCATION OF THE RESULT

The excess of income over expenditure for the year ended 31 December 2021 has been allocated to FINA's free capital

Statement of changes in capital 2021 Swiss Francs	01.01.2021	Allocations	Use of funds	Internal transfer	31.12.2021
Tied capital					
FINA Digital projects	6 573 246	-	-	-	6 573 246
Development programmes	27 236 544	-	-	-	27 236 544
Event cancellation reserve	25 426 754	-	-	-	25 426 754
FINA functioning reserve	13 000 000	-	-	-	13 000 000
Financial assets fluctuation reserve	11 000 000	-	-	-	11 000 000
Total tied capital	83 236 544	-	-	-	83 236 544
Free capital	2 159 456	16 125 397	-	-	18 284 853
Total Organisation capital	85 396 000	16 125 397	-	-	101 521 397

Statement of changes in capital 2020 Swiss Francs	01.01.2020	Allocations	Use of funds	Internal transfer	31.12.2020
Tied capital					
FINA Digital projects	6 573 246	-	-	-	6 573 246
Development programmes	30 812 128	-	(3 575 584)	-	27 236 544
Event cancellation reserve	42 000 000	-	-	(16 573 246)	25 426 754
FINA functioning reserve	13 000 000	-	-	-	13 000 000
Financial assets fluctuation reserve	11 000 000	-	-	-	11 000 000
Total tied capital	103 385 374	-	(3 575 584)	(16 573 246)	83 236 544
Free capital	3 576 468	(21 565 842)	3 575 584	16 573 246	2 159 456
Total Organisation capital	106 961 842	(21 565 842)	-	-	85 396 000





FÉDÉRATION
INTERNATIONALE
DE NATATION