

2013 UCI ANNUAL REPORT



Union
Cycliste
Internationale

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01. PRESIDENT'S MESSAGE





I write these words during my first summer after taking up the post of UCI President. I would like to take this opportunity to express my thanks for the wonderful welcome I have received from all members of the cycling family since my election. Drawing on my previous experience as the President of British Cycling, channelling my passion for cycling and benefiting from the invaluable support of my colleagues, I immediately set to work on the vision that I had put forward throughout my campaign.

One of my commitments is to continue supporting further the international development of cycling, and with that objective in my first months I visited our National Federations and Continental Confederations during UCI events being held across the ACC (Asia), UEC (Europe), OCC (Oceania), COPACI (Pan-America) and CAC (Africa). In the year ahead I will be covering more ground as we seek to share knowledge and support each other's growth across the world of cycling.

It has also been a great year for UCI competitions. Our Congress took place in September 2013 in Florence, and our UCI Road World Championships benefited from the highest TV coverage of all time. Our many disciplines have offered great sporting and spectator experiences throughout the year, from the Cyclo-cross and Mountain Bike & Trials World Cup to the BMX Supercross and Track World Cups.

The UCI has a very broad range of activities and responsibilities, covering cycling in all its forms - from competitive sport through to cycling's unique role as a healthy leisure activity, mass participation sport and means of transport. For us to explore this potential it is key we have a solid foundation. I promised to restore confidence in cycling and in the UCI and to carry out the changes necessary to achieve this.

One of my first priorities was to rebuild the UCI's relationship with WADA and I am very grateful for their support in my first months as President, in particular for our work to establish the Cycling Independent Reform Commission. Together with the Director General and the UCI staff, I have been closely involved in this challenge, and in the review of our own anti-doping activities which are detailed in this report.

I also committed to greater transparency, and I have ensured this is further embedded into the governance of the UCI, and that the UCI's leadership sets the right example. I established a Remuneration Committee to consider my own remuneration and that of other members of the Management Committee. Information on our remuneration is published in this Annual Report. It was also my desire for a list of the interests of every member of the Management Committee, including my own interests, to be published in order to avoid any potential conflicts.

The development of women's cycling is also a subject close to my heart. One of my first actions was to improve the position of women in the governance of the UCI. For the first time in the history of the UCI, every Commission now has at least one female member and a woman has been elected Vice-President of our institution. Moreover, a Women's Commission has been set up, bringing together a range of external expertise to complement our own resources. Although our commitment here is for the long term, I am sure that by ensuring representation in the leadership of cycling we will see shorter term benefits too. Of course, we should not lose sight of the strength of women's cycling in many areas; but we need not only to build on this success but also address comparatively weaker areas, such as women's professional road racing. This has been a particular area of focus and I've been very pleased with the early progress made in the first season, with better television exposure and new elite events announced. We also look forward to building on the successes of women in all of other disciplines.

Men's elite road cycling, which is a great showcase for our sport and rightly tremendously popular, nonetheless needs some reform to give the discipline new momentum, greater economic strength and a clearer future. With this in mind, while carrying out the consultations that are vital to the success of the project, particular emphasis has been placed on the commercial aspect of the reform. While there are many good ideas both old and new as to how best this sport should develop to compete against others, an effective reform will need to be one truly supported by the full range of cycling's stakeholders.

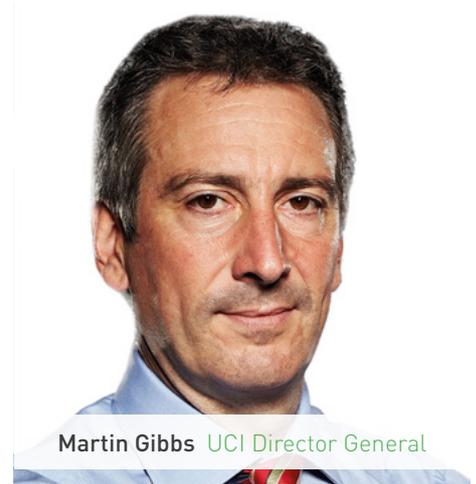
One of my greatest pleasures since taking office has been to experience firsthand the UCI's World Cycling Centre (WCC), a wonderful multi-discipline training facility at our headquarters in Aigle, which also has a growing number of satellite centres around the world. The UCI WCC is a central component of our development policy, and our young athletes have experienced a range of success this year including finals appearances at the UCI BMX World Championships and qualification for the Track Cycling World Championships.

Recently I was delighted with the opening of the BMX track at the WCC. This track is a superb facility for our trainees to assist in their pursuit of their Olympic dreams, and we are grateful for the generous support of our partners in making this possible.

Finally, I am pleased to say that I have every confidence in the Management Committee and the new management team and I am convinced that together, in cooperation with our stakeholders, we will achieve the very ambitious objectives that we have set ourselves. Cycling has incredible potential for development across the world and I am delighted to have the opportunity to contribute to that.

02. DIRECTOR GENERAL'S REPORT





Martin Gibbs UCI Director General

A very significant aspect of 2013 was of course Brian Cookson's election as UCI President at the Congress in Florence. As soon as he was in office the new President began work with me and the UCI's staff to implement the vision which he had developed throughout his campaign. It has been a privilege to work on the implementation of that vision and I am very grateful for the support of the staff and all others concerned for their hard work and commitment in what has been a demanding but rewarding period.

A first priority was to ensure we have the right team and resources in place to deliver our vision. This has involved a review of the organisational structure and how we work to leverage the skills across the organisation. At the same time as this organisational review the UCI has seen some changes in its senior team, and I have been delighted to welcome to the UCI talented new people to strengthen our resources. One area of focus has been communications. This reflects our commitment to transparency, recognising the importance of both traditional and digital communication in promoting the work of the UCI and of cycling in all its forms.

To set our plans for this year and the years ahead we have worked with the President, the Executive Board and the Management Committee to develop the UCI Global Strategy. This strategy sees a renewed focus in growing cycling in all its forms across the world and rests in four core principles: development, internationalisation, ethics and excellence.

Our strategy focuses on the development of the competitive sport in developing countries, while giving continued support in countries where cycling has historically been strong. Within the Olympic Games, the strategy looks to build on cycling's core position, and enhance its presence and contribution.

The new strategy embraces the breadth of the commitments of the UCI President, reflecting cycling's unique position as competitive sport, healthy living activity and means of transport across the world. We have a range of new initiatives in advocacy and international development, together with continued support to drive the growth and sustainability of women's cycling.

The breadth of this strategy does of course mean we need resources with which to deliver it, and while the UCI currently has a strong financial position following most notably the success of recent Olympic Games, it is important that we operate with the greatest efficiency possible and that we expand our sources of income over the long term, areas which are the subject of particular focus among the management team.

The President's message addresses some of these key principles of our strategy. I would like to emphasise the commitment and excitement among the management team and UCI staff to address the full spectrum of the UCI's work. Some examples may illustrate this breadth. 2013 will be remembered in part for Chris Froome's win at the Tour de France, a key event during the UCI WorldTour season. This was a first for a graduate of the UCI's World Cycling Centre. The year also saw UCI Cyclo-cross World Championships

organised outside Europe for the first time in Louisville (USA). Close to home, we started building our new BMX track at our headquarters to develop athletes from around the world in this exciting new Olympic discipline. Developing young athletes, promoting the sport and encouraging participation across the world, showcasing elite athletes and operating across a full range of disciplines - these are just some examples of the work of the UCI.

As expected the first months of President Cookson's tenure involved a lot of work related to anti-doping. We asked INADO (Institute of National Anti-Doping Organisation) to do a full independent audit of all our anti-doping activities and their recommendations have been a route map for us as we work to ensure that cycling has the best and most robust procedures in place. With the CADF, who plan and implement testing for cycling, now fully independent, we took the further step to put results management into a separate unit - Legal Anti-Doping Services. We also created a robust set of internal regulations to ensure that both the CADF and LADS operate with external scrutiny from both our outside legal counsel and WADA, and operate in a manner which is totally free from the possibility of interference from the UCI President or the UCI administration.

The UCI's Anti-Doping Commission has been revived and reinvigorated with new members and we are working with their support to adapt our Anti-Doping Rules and other procedures to ensure they are compliant with the 2015 WADA Code and best practice. The Anti-Doping Commission also renders decisions in certain cases related to whereabouts failures and we are very happy to have experienced members dealing with these issues. In line with President Cookson's commitment to transparency and co-operation we have also been putting in place data sharing agreements with several National Anti-Doping Organisations to improve the general effectiveness of anti-doping as well as building better working relationships between the UCI and those agencies.

The establishment of the Cycling Independent Reform Commission (CIRC), which is fully funded by the UCI, was another extremely important step which has involved our external legal counsel and internal resources. The CIRC will report on its findings at the beginning of 2015.

I would like to thank the staff team for their commitment and hard work over this period, and I look forward to an exciting year ahead. Soon we will have the UCI Road World Championships in Ponferrada - the 81st edition of this iconic event, where members of the cycling family across the world will congregate for a festival of cycling.

Finally, looking to the future, the year ahead promises to bring further technological innovations within cycling, changing how spectators interact with the sport. While we must respect and protect our sporting integrity, we share the excitement of cyclists and fans at what technology brings, and look forward to exciting things to come.

03. UCI – UNION CYCLISTE INTERNATIONALE



Developing cycling all around the world, in all its forms and at all levels

Founded on 14 April 1900 in Paris, the Union Cycliste Internationale is the association of National Cycling Federations recognised by the International Olympic Committee (IOC). The UCI represents the interests of some 180 National Federations, five Continental Confederations, nearly 1,500 professional riders, hundreds of thousands of licensed competitors, millions of sport cyclists and more than a billion leisure riders and everyday cyclists around the world. In particular, the interests of cycling are promoted in dealings with sports and administrative bodies.

The UCI's mission is to develop cycling all around the world in all its forms (as a competition sport, leisure activity and means of transport), at all levels (from grassroots to elite) and for all groups in society (men and women, young and old, disabled and able-bodied) in partnership with affiliated Federations and other stakeholders in the family of cycling. The UCI places the respect of ethics at the very heart of its work: the sport must be clean and administered in accordance with the highest standards of governance.

The UCI oversees the management and promotion of eight disciplines: road cycling, track cycling, mountain bike, BMX, para-cycling, cyclo-cross, trials and indoor cycling. The first four of these disciplines are part of Olympic programme, while the fifth discipline is a genuine highlight of the Paralympic Games. Cycling is an excellent Olympic sport: cycling competitions have been a major part of all the Olympic Games of the modern era. Cycling is one of the sports to award the most medals [54] at the biggest sporting event on the planet.

The UCI holds World Championships for each discipline every season. World Champion riders are entitled to wear the prestigious rainbow jersey for a year. The World Championships represent the culmination of the season for both the riders and their passionate fans. Most World Championships benefit from extensive international media coverage.

The UCI also organises World Cups – series that bring together the biggest events of the season. Riders score points in World Cup events and compete in an overall classification. The World Cup defines the structure of the season. Competition for the leader's jersey is fierce and winning a World Cup is a huge achievement for any athlete. Every World Cup event inspires a huge amount of interest among the general public and the media.

The UCI set up the World Cycling Centre (WCC) in 2002 to promote the genuinely global, equitable development of cycling. In addition to housing the UCI headquarters, the WCC is a high-level training and education centre which welcomes around 100 promising young athletes a year as well as individuals seeking to train in the professions of cycling. WCC programmes – also implemented at continental satellite centres under WCC supervision – aim to give every individual, irrespective of their origin and the resources available in their country, the opportunity to live their dream and fulfil their potential in the sport about which they are passionate.

Cycling is more than just an elite sport. It is even more than just a sport. It must not be forgotten that every professional rider was once a novice and that the use of bikes can address many needs outside the sports sector. For this reason the UCI, working in cooperation with relevant stakeholders, is committed to cycling for all programmes that focus on improving the conditions for cycling and its accessibility. All aspects of our sport deserve our attention and the UCI wants to act as a driver in this respect.

Among the UCI's primary concerns is anti-doping. The UCI is responsible for the fight against doping in cycling and is combating the phenomenon through the most advanced and effective programmes available (the biological passport in particular) in an ongoing partnership with the World Anti-Doping Agency (WADA). However, the UCI is not directly involved in anti-doping operations: it is essential for this function to remain independent. The credibility of anti-doping procedures relies on this. It is for this reason that the operational aspects in this field have been entrusted to an independent entity, the Cycling Anti-Doping Foundation (CADF).

While the UCI's strategy is defined by its Management Committee with the assistance of its Commissions, the day-to-day implementation of strategy is the responsibility of the UCI administration based in Aigle, Switzerland, close to the headquarters of the International Olympic Committee in Lausanne. The structure of the administration department complies with the strictest standards and has been subject to far reaching improvement since the election of Brian Cookson as UCI President in 2013.

Cycling is a magnificent sport – extremely popular and truly global – and still has considerable growth potential. It is the UCI's privilege to work towards fulfilling this potential together with all of cycling's stakeholders.

04. INTERNATIONAL RELATIONS



4.1 Continental Confederations

With their close regional knowledge of cycling, the five Continental Confederations – the Union Européenne de Cyclisme (UEC), Asian Cycling Confederation (ACC), African Cycling Confederation (CAC), Pan American Cycling Confederation (COPACI), and the Oceania Cycling Confederation (OCC) – occupy a vital position in the UCI's work to develop cycling around the world.

2013 was an important year for the Continental Confederations with two significant leadership changes. Ms. Tracey Gaudry (Australia) took her place on the UCI Management Committee after being elected as OCC President and Mr. David Lappartient (France) was elected as the new President of the UEC in March 2013.

Mr. Jose Manuel Pelaez (Cuba) was re-elected as COPACI President at the Congress in Havana in January 2013 and Dr Mohamed Wagih Azzam (Egypt) was re-elected as President of the CAC during the Congress of the Confederation in Cairo in February 2013. Mr. Hee Wook Cho (Korea) will serve another four year term as President of the ACC after being elected for a third term in New Delhi in March 2013.

We thank the Presidents and their Confederation colleagues for their invaluable contribution to the UCI's work and look forward to working with them in future.



Union Européenne de Cyclisme (UEC)

The UEC enjoyed an excellent year in 2013, with membership now standing at 48 National Federations. The Confederation organised 27 European Cups and Championships, representing a total of 62 days of competition across seven disciplines for several thousand participants from 13 countries.

Among the highlights of the year were the BMX European Championships, the 12 rounds of which attracted 7,650 competitors in total; the Mountain Bike Cross-country and Trials European Championships, in which 351 athletes from 28 countries took part; the Juniors and Under-23 Track European Championships (279 riders from 22 nations); the Elite Track European Championships (241 riders from 24 nations) and the Juniors and Under-23 Road European Championships (519 riders and 33 nations).

Asian Cycling Confederation (ACC)

With a membership of 41 National Federations, Asia is at the forefront of cycling's globalisation and is extremely active in hosting major cycling events. The number of races in the UCI Asia Tour has increased from 13 in 2005 to 37, and Beijing hosted the first ever Chinese cyclo-cross event in 2013. The number of teams and represented nations is also rising. There were 34 UCI Continental Teams registered in Asia in 2013, double the number in 2009. Sixteen countries hosted events in the 2013 UCI Asia Tour compared with 8 countries in 2005.

Looking ahead, Kazakhstan will welcome the world's best Juniors riders for the 2015 UCI Juniors Track World Championships and Qatar plays host to our flagship event when the UCI Road World Championships will visit the Middle East for the first time in 2016.

With a satellite centre already firmly established in Japan, 2013 saw the opening of a new World Cycling Centre satellite in Korea - a keirin training centre in Yeongju city and the international velodrome in Yang Yang county. The objective of the centre is to develop athletes and coaches across all the National Federations within the ACC. It welcomed 10 athletes and 5 coaches in 2013.

African Cycling Confederation (CAC)

The CAC now has a membership of 47 National Federations and the sport is rapidly developing across the continent. There are now seven UCI Continental Teams registered compared to just one in 2005. Eight countries hosted events in the 2013 Africa Tour, up from four in 2005. Events are also on the increase with 22 competitions registered on the UCI Africa Tour calendar in 2013, an increase of three on the previous year. Against this background, the CAC was pleased to see that extra Olympic qualification spots for road at Rio 2016 have been made available through the UCI Africa Tour circuit.

In a groundbreaking step, Kenyan-born Chris Froome, a former World Cycling Centre trainee won the Tour de France. Meanwhile, the 2013 UCI Mountain Bike & Trials World Championships were hosted in Africa for the first time in Pietermaritzburg, South Africa.

In collaboration with the UCI and the CAC, the World Cycling Centre in Potchefstroom, South Africa, continues to develop and improve the level of cycle racing across the continent by preparing African riders for international competition. Since it opened in 2005, more than 250 athletes from 25 different National Federations have trained at the satellite centre.

Pan American Cycling Confederation (COPACI)

With a membership of 39 National Federations, cycling in the COPACI region continues to thrive, and in Olympic BMX Champion Mariana Pajon and Giro d'Italia winner Nairo Quintana, South America and Colombia have two of the world's top cyclists who are both inspiring the next generation of riders.

We are witnessing expansion in the number of races on the UCI America Tour with events increasing from 17 in 2009 to 22 in 2013. The 2013 UCI Cyclo-cross World Championships were hosted in Louisville, the first time ever that they have been held outside Europe.

The coming years are set to be particularly exciting years for cycling in the Americas. The UCI is delighted to be taking the 2016 BMX World Championships to Medellin in Colombia. Rio de Janeiro will of course be holding the first Olympic Games in South America in 2016 followed by the 2018 Youth Olympic Games in Buenos Aires, Argentina.

With this in mind, the UCI is committed to creating at least one World Cycling Centre satellite venue in the COPACI region. This will be an important development, not just for the National Federation that will host the WCC satellite, but for aspiring athletes across the Americas who will benefit from world class training, coaching and support facilities.

Oceania Cycling Confederation (OCC)

With 4 National Federations, the OCC's influence across the region is solid and growing with different island nations expressing renewed interest in membership or affiliation.

Auckland (New Zealand) hosted the UCI BMX World Championships in July 2013 and representatives from Oceania now serve on eight UCI Commissions.

4.2 National Federations

179 National Federations (NFs) were affiliated to the UCI at the end of 2013. The development of cycling at all levels and across all disciplines is a core objective of the UCI's work and our ambitions extend to internationalising our sport around the world.

Collaboration with the NFs is therefore vital and the UCI does everything it can to assist them achieve their objectives.

A new International Development and National Federations Commission was established in October 2013. The Presidents of each of the five Continental Confederations are members of the Commission with the UCI President as Chair. This reflects the importance of the Commission's work to help grow our sport and work for the benefit of our NFs.

Education and knowledge sharing are key components of the UCI's development programme and the UCI Sharing Platform (USP) initiative provides an opportunity for our NFs to learn from each other by pooling their knowledge and expertise.

Established in 2013, the seminars are held at regular intervals around the world, Continental Cycling Championships, with workshops and discussions covering issues relevant to the cycling community.

The first edition of the UCI Sharing Platform was organised in May 2013 in Geneva, Switzerland, with 33 delegates from 25 NFs. Delegates from 12 NFs across Africa came together in Sharm El-Sheikh, Egypt, in December 2013 for a two day workshop to share knowledge and network.

The UCI Sharing Platform programme enables National Federations to find solutions based on successful case studies. Participants in Geneva talked about their visions for the future and their best practices already put in place to increase the participation of women in cycling, to attract children and adolescents into the sport and to develop the sport at all levels of the pyramid – from cycling as a leisure activity through to professional ranks. The Côte d'Ivoire Cycling Federation shared an inspiring story about the revival of their national tour which has helped promote reconciliation through sport and earned a spot on the UCI Africa Tour.

The programme continued in May 2014 with 26 delegates from 17 NFs attending the USP America workshop in Puebla, Mexico. In May 2014, the Kazakhstan capital of Astana played host to the final seminar of the first round of the UCI Sharing Platforms with 25 participants from 16 NFs attending the workshop.



05. A YEAR OF SPORT AND EVENTS



5.1 Road

Road racing is the undisputed king of cycling disciplines. It includes road races (peloton start) and individual or team time trials (starting times at regular intervals). There are one-day races (like the “Classics”) and stage races (like the Grand Tours, which last three weeks). Road races and individual time trials are both Olympic sports.

Over the past decade, road cycling has become a truly global sport. It is becoming increasingly popular around the world, something which the UCI aims to build on over the coming years. In 2013, the UCI International Calendar included around 650 races. Although the majority were organised in Europe (470), a significant number of high-level events took place across the four other continents - in addition to the extremely large numbers of national events - including 31 in Africa, 91 in America, 49 in Asia and 11 in Oceania. Every year, the UCI organises the World Championships, the major end-of-season event where winners are awarded the prestigious World Champion rainbow jerseys, and also various championships series that showcase the season’s biggest races in different categories, such as the UCI World Tour, the UCI Women Road World Cup and the UCI Juniors and Under 23 Nations’ Cups.

2013 UCI WorldTour

The UCI WorldTour brings together the most renowned events, the biggest teams and the best Elite Men riders from across the world. It includes landmark cycling events (Tours and one-day races), such as the Tour de France, Giro d’Italia, Vuelta a España, Paris-Roubaix, Tour of Flanders or Liège-Bastogne-Liège. In 2013, the UCI WorldTour comprised 28 races organised across four continents (starting with the Santos Tour Down Under in Australia in January and culminating in the Tour of Beijing in China in October).

2013 UCI Women Road World Cup

The 2013 UCI Women Road World Cup featured eight rounds, highlights in women’s classic racing. For the 2014 season, the UCI invested heavily in television production, in order to promote better TV and online coverage of the series. This is a crucial aspect as the possibility of watching events live focusses attention on the sport and therefore the teams and their sponsors, thereby attracting other investors. Progress made since then means that the future looks bright for the development of the UCI Women Road World Cup and women’s cycling in general.

2013 UCI Road World Championships

The 2013 UCI Road World Championships were held in Florence, Italy, from 22nd to 29th September, with the stunning backdrop of one of the most beautiful cities in the world, which attracts over 10 million visitors every year.

The 2013 World Championships enjoyed the best TV coverage the event has ever seen. Seven broadcasters with mobile studios were present on the finishing line. The events were widely broadcast across Europe, North and South America, Africa, the Middle East, Asia and Australia. International broadcast licenses for the event were sold to around 30 television networks, increasing visibility across both free and premium TV networks. The World Championships were also available for viewing in new regions for the first time, for example, in the Middle East with Al-Jazeera, Israel with Charlton, and South America with Direct TV. In the traditional markets, TV viewers enjoyed better coverage, with a wider choice of channels available for watching the competitions. In France, for example, both BeIN Sport and France Télévisions broadcast the event. In Scandinavia and the Baltic countries, the Viasat Group broadcast the event on both its free and premium platforms.

TV coverage of the 2013 UCI Road World Championships

Australia	Austria	Belgium	Brazil
Canada	China	Columbia	Czech Republic
Denmark	France	Hungary	Israel
Italy	Japan	Middle East	Norway
Netherlands	Pan-Asia	Poland	Slovakia
Slovenia	South Africa	South America	Spain
Sweden	Switzerland	United Kingdom	United States

Broadcasting/viewer statistics

Broadcast duration	1,211 hrs 41 mins
Total viewers (in millions)	181.94
Number of live broadcasts	374
Total live viewers (in millions)	17.55



5.2 Track

Track cycling has been popular for over a century. Events take place in a velodrome and can be broken down into three formats: **sprint (individual* and team* sprint, kilometre time trial and Keirin*)**, **endurance races (individual and team pursuit*, points race, Madison and Scratch race) and combined events (Omnium*)**. The track events marked with an asterisk (*) above are Olympic events.

Alongside road cycling, track cycling is one of the oldest cycling disciplines. Every four years, it enjoys extensive coverage at the Olympics, where it is the cycling speciality with the highest number of medals awarded. Track cycling is popular with audiences, who enjoy the highly tactical and spectacular events. Its main competitions (World Cup and World Championships) always attract significant interest from the National Cycling Federations. The number of events featured on the UCI International Calendar tripled between the 2012-2013 and 2013-2014 seasons, now numbering around a hundred events. In light of this, the UCI has begun working on a plan to encourage further growth of this discipline, which still has huge potential. New velodromes capable of hosting large events are regularly being built. Recent examples include the London VeloPark in Great Britain (used during the 2012 Olympics), the Vélodrome National de Saint-Quentin-en-Yvelines (near Paris, France), which opened in early 2014, or the Rio de Janeiro Velodrome in Brazil, built for the 2016 Olympics. On a different note, there is currently renewed interest in attempts to break the prestigious Hour record.

5.3 Mountain bike

Mountain bike includes endurance races (cross-country Olympic, cross-country Marathon and cross-country Eliminator) and Gravity events (downhill racing and four-cross). Cross-country events are held on rough and technically complex terrains, often in the great outdoors, for 1 hr 45 mins or more. Downhill racing involves quick and extremely spectacular individual time trials. Four-cross is an event that sees four riders race head to head on a relatively short and clear downhill track. Cross-country Olympic is an Olympic sport .

Mountain bike is maturing as a sport. The discipline is attractive and widely practiced all across the world. Technology such as mini on-board cameras provides for exciting TV images. Today, the UCI Mountain Bike World Championships are one of the highlights of the cycling season for all disciplines, and the Mountain Bike World Cup is very popular with riders, teams, audiences, organisers and the media. National Federations are just as enthusiastic. In 2013, the UCI International Calendar included 422 races in 67 countries across all five continents - an all-time record.

2013-2014 UCI Track Cycling World Cup

The latest Track Cycling World Cup had three rounds, one in Great Britain and two in Mexico. The two Central American events for the 2013-2014 edition are a continuation of the previous season's trend, which saw a round take place in South America (Colombia) and another in Central America (Mexico). The 2011-2012 World Cup showcased Asia (China and Kazakhstan). In the future, the UCI is hoping to fix the series' programme, with a few "classic" rounds providing the backbone of each season and new dates supplementing the World Cup calendar. A number of strengths will help the series reach this goal, particularly the existence of the necessary infrastructure, as mentioned above, and the fact that it is easy to produce high-quality TV images inside a velodrome.

2013 UCI Track Cycling World Championships

The UCI Track Cycling World Championships were held in Minsk, Belarus, from 20th to 24th February. This superb event drew large audiences, particularly from Europe (especially the UK) and the Pacific region. In total, 205 programmes were broadcast on around 30 TV channels, with a total audience of approximately 103 million viewers.

2013 UCI Mountain Bike World Cup presented by Shimano

The 2013 UCI Mountain Bike World Cup took place across eight countries (Germany, Andorra, Austria, Canada, Italy, Great Britain, Norway and the Czech Republic), with rounds including cross-country Olympic, downhill and/or cross-country Eliminator races. A total of 1,453 riders from 54 nations took part in the events.

TV production and coverage of the event vastly improved in 2013, particularly thanks to the UCI's partnership with Red Bull Media House (RBMH). A greater number of cameras were used and there was increased use of special cameras or specialised technical production. This attracted the large TV channels (e.g. Canal+, ZDF, SVT, SRG, Česká Televize, Universal Sport, ESPN Brazil, Eurosport Asia Pacific, SBS Australia and Rogers Sportsnet Canada). For the second time, the UCI was able to offer live online coverage of all series' events free of charge, in partnership with RBMH. The number of online viewers for the World Cup reached a new record of 1.93 million, including 1.26 million live viewers.

2013 UCI Mountain Bike World Championships

The UCI Mountain Bike World Championships took place in Africa for the first time: in Pietermaritzburg, South Africa, from 26th August to 1st September. Around 740 riders from 51 National Federations took part, nineteen of whom were awarded medals. For the first time, the Four-cross World Championships were organised separately, primarily for logistical reasons, taking place in Leogang, Austria. The 2013 UCI Mountain Bike Marathon World Championships were held in Kirchberg, Austria, bringing together 200 riders from 36 countries.



5.4 BMX

BMX is a fun, young and spectacular sport that takes place on a 350 m track featuring a mix of bumps, berms and flat sections. The riders begin from an 8 m high starting hill (Supercross format), gathering considerable speed. Jumps throw the riders up to 5 metres into the air. BMX also has a freestyle variety, comprising several disciplines, where riders are judged on their style and the difficulty and originality of the tricks they pull. BMX Supercross is an Olympic sport.

As the most recent Olympic cycling sport, BMX is particularly popular with young people. The sport has thriving scenes across all five continents. The UCI BMX International Calendar featured around 100 competitions in 2013. The success of BMX is also due in large part to social networks, where riders are very active, posting lots of videos filmed by mini on-board cameras. The UCI has decided to encourage this initiative and to play a central role in keeping this trend alive.

2013 UCI BMX Supercross World Cup

The UCI outsourced the management and marketing of the 2013 BMX Supercross World Cup to GSX Events, while retaining its responsibilities for the sport. The 2013 edition comprised four rounds in Great Britain, the Netherlands, Argentina and the USA. The UCI has begun working on a programme that aims to maximise the potential of the BMX Supercross World Cup. The sport's busy International Calendar in 2013 (91 events in 34 countries) shows that there is still vast room for growth in this series.

2013 UCI BMX World Championships

The BMX World Championships took place for the first time in Auckland, New Zealand, from 24th to 28th July. For the second consecutive year, they were held in an indoor arena. The event was a huge success, despite the geographic remoteness of the host country. Over 1,800 athletes came head to head in the various Challenge categories and 175 competed in the Elite World Championships. A total of 36 countries were represented. Over 110 passes were issued to media representatives. 106 hours of TV coverage were broadcast (25 live broadcasts) in 14 countries with a total of 3.1 million viewers. There were 14% more viewers than in 2012, with 52% more hours of TV broadcasts.

5.5 Para-cycling

Para-cycling is practised by athletes with disabilities. It includes both road events (road racing, individual time trial and team relay) and track events (kilometer, tandem and team sprint, individual pursuit and Scratch race). Depending on their handicap, the athletes join one of the following groups: conventional bikes with minor adaptations, handbikes, tandems or tricycles. Each of these groups is divided into different sport classes, in line with the severity of the handicap. Para-cycling is featured in the Paralympic Games programme.

Para-cycling was officially integrated into UCI at the signature of the transfer of governance of the discipline from the International Paralympic Committee (IPC) on February 7th 2007. This integration of para-cycling is important and natural for UCI; it demonstrates our wish to include all categories of athletes in the cycling family, regardless of their condition. Within this context, it organises each year a Road Para-cycling World Cup and two World Championships in the discipline – one on road and the other on track. In addition, every four years UCI organises, following the Olympic Games, the para-cycling events of the Paralympic Games, which met with great success in London in 2012.

In 2013, UCI renewed the composition of its Para-cycling Commission. Today, it is chaired by one of the members of the Management Committee, Mr Mohamed Belmahi, and has begun to reflect on the steps that need to be taken in order to develop the World Cup in this discipline and its general audience.

2013 UCI Road Para-cycling World Cup

The World Cup included three rounds in 2013; one in Italy, one in Spain, and one in Canada. The latter event preceded the World Championships in the discipline, which were organised at the same place. This proximity enabled significant savings in terms of logistics. In that post-Paralympic year – having witnessed, as in all such years, a number of athletes taking their retirement – we noticed a healthy renewal of the squads of the various teams. UCI is aiming to encourage this trend, in close cooperation with its National Federations.

2013 UCI Road Para-cycling World Championships

The season finished at Baie-Comeau, in Canada, following the final round of the 2013 UCI Road Para-cycling World Cup, with very positive overall results.



5.6 Cyclo-cross

Cyclo-cross races take place on multiple circuits of around three kilometres, and on a variety of surfaces – both very challenging and technical. Sometimes, the riders have to carry their bikes – quite similar to the models used on the road – over certain sections. Events in this discipline, which usually takes place in rather wintry conditions, last about one hour.

Cyclo-cross is a popular discipline in around 20 countries, its centre of gravity being clearly situated in Belgium. The Cyclo-cross World Cup rounds, as well as the World Championships, bring together each year a very large number of supporters, who display a great deal of enthusiasm. However, this discipline has a potential for development outside its traditional base, as shown in 2013. The World Championships thus took place, for the first time in the history of cyclo-cross, outside of Europe (on the American continent).

On the national level, countries such as New Zealand and Australia organised National Championships in the discipline, while Austria and Italy created numerous national events. For the first time, China hosted a competition, in Beijing. In total, the 2013-2014 UCI International Cyclo-cross Calendar included almost 140 events in 17 countries.

With a strong wish to build on this trend, UCI organised – at the World Cycling Centre (WCC) in Aigle in Switzerland – a training camp designed mainly for riders in the Juniors and Under 23 categories, in which 18 riders took part. Proof of the pertinence of this programme, 15 riders who participated in the WCC camps took part in the 2014 UCI Cyclo-cross World Championships.

2013-2014 UCI Cyclo-cross World Cup

Five countries (Belgium, France, Italy, the Netherlands and the Czech Republic) hosted the seven rounds of the season. A total of 21 countries and 415 riders (a record) took part in the series. To ensure as far as possible that all was equitable, all the categories (Men, Women, Juniors Men and Men Under 23s) took part in an identical number of rounds.

The TV viewing figures illustrate the success of the 2013-2014 UCI Cyclo-cross World Cup in some countries. According to the statistics of the Belgian radio and television company VRT, during each event, the Elite Men race attracted more than half of the country's viewers during the TV cycling slot. The events at Koksijde (Belgium) held the most interest for the viewers, with 62.3% of market share for the live broadcasting of the Elite Men race. These were followed by those of Rome (61.09%) and Heusden-Zolder (58.46%).

The statistics of the VRT indicate that the most popular event of the World Cup in terms of viewers was that of Rome, with 885,885 viewers following the live broadcast of the Elite Men race. The rounds at Hoogerheide (862,508) and Namur (786,892) also attracted a lot of attention. Apart from the live broadcasting and the highlights of the Men's and Women's races covered by the VRT, the Czech station Česká Televize also broadcast the UCI Cyclo-cross World Cup events live.

2013 UCI Cyclo-cross World Championships

The World Championships held in Louisville (Kentucky) in the USA attracted 151 participants from around twenty countries. This figure is in line with the average from preceding years, in spite of the geographical distance of the site of the Championships from most of the competing countries. The best riders did, however, undertake the journey, which guaranteed the high sporting level of the event, which was followed locally by more than 9000 spectators.

The statistics from the VRT, as well as those from the Dutch channel NOS 1, reflect the public's interest in these World Championships: the Men Elite race broadcast on the Belgian channel attracted the remarkable percentage of 58.7% of national market share (almost 1.5 million televisions tuned in to the Cyclo-cross World Championships). As for the NOS 1 channel, it achieved a market share of almost 20% during the Elite Men race. The coverage of this event was also broadcast – free and live – on YouTube for the first time. In spite of the novelty of this viewing option, still little-known, the Men Elite race recorded 200,000 viewings (both live and re-transmissions). For all the races together, the number of viewings totalled more than 3.7 million.

It is worth noting that, for the first time, the prizes awarded to the Women were equivalent to those of the Men.



5.7 Trials

Trials is a discipline that consists of getting over obstacles, grouped in sections, without putting one's foot on the ground, or having a given part of the bike touch the ground, which would result in penalties. The winner is he or she who has the fewest penalty points after riding the various sections. There are several classes of entry, which are distinguished by the sizes of the wheels. Trials can be practised just as well on natural routes as in urban areas with artificial obstacles.

Each year, UCI organises a World Cup and World Championships in the discipline. This event is held at the same place, and on the same dates, as the Mountain Bike World Championships. The Trials World Youth Games constitute the third-largest annual international event in this discipline. Trials is now established and running smoothly, and is characterised by a steady growth.

2013 UCI Trials World Cup

The Trials World Cup took place over five rounds, in Germany, Belgium, France and Poland. The average number of participants by round (about hundred) increased in comparison with the preceding year.

2013 UCI Trials World Championships

The World Championships in this discipline took place in Pietermaritzburg in South Africa. More than 90 trialists from 16 countries and 3 continents (Asia, Europe and Oceania) took part.

2013 Trials World Youth Games

This annual competition plays an important role in the development of the discipline and the renewal of its competitors: it includes both girls and boys of less than 16 years of age. The 2013 event took place in Moudon (near Lausanne) in Switzerland, and brought together 125 young trialists from 14 countries in Europe and Asia.

5.8 Indoor cycling

Indoor cycling is a discipline which comprises two very different specialties: artistic cycling and cycle-ball. Artistic cyclists present, as individuals or in couples, a five-minute programme accompanied by music and composed of various figures, whose quality is marked by a jury. As for cycle-ball, it puts in competition two teams of two players (acting as both goalkeepers and outfield players). The objective consists of getting the ball into the goal of the opposing team by hitting it with the front wheel, the back wheel, or the body. Fouls can be sanctioned by the awarding of free-kicks or penalties.

In 2013, indoor cycling continued to demonstrate that it is a very stable discipline: the events have regularly attracted a loyal and enthusiastic audience of connoisseurs, in particular in those countries neighbouring Germany. As every year, UCI organised the World Championships in this discipline, as well as a Cycle-ball World Cup.

2013 UCI Cycle-ball World Cup

In 2013, 36 teams representing 14 countries and 3 continents (America, Asia and Europe) took part in nine matches in the series, played in Germany, Austria, Hong Kong – which organised a round of the World Cup in this specialty for the first time in history – the Czech Republic and Switzerland.

This year, cycle-ball enjoyed a very welcome increase in visibility. In the context of the 2014 FIFA World Cup, a Brazilian television team made a film during the round of the World Cup in Chemnitz, Germany, as part of a series presenting ball sports practised on different continents.

2013 UCI Indoor Cycling World Championships

This event took place from the 22nd to the 24th of November in Basel, Switzerland, close to the borders with France and Germany, and was a big success. Some 9000 people came to watch the competitions, in which 136 competitors from 17 countries and 3 continents (America, Asia and Europe) took part.

On the sporting front, it is important to note that while the representatives from Europe – where the discipline is most solidly established – dominated the events, an athlete from Hong Kong managed to get on to the podium (artistic cycling, Men Individual). This performance shows that the discipline has a potential for growth outside the continent where it first developed.

The World Championships in Basel benefitted from live TV coverage by the Swiss German-language national public service channel SRF2.



06.

THE UCI WORLD CYCLING CENTRE



Based in Aigle, Switzerland, the UCI World Cycling Centre (WCC) is a training and education centre that also houses the headquarters of the Union Cycliste Internationale (UCI). The WCC plays a central role in the strategy devised and implemented by the UCI to develop cycling all around the world. The main missions of the WCC are:

- the training and education of athletes, in partnership with the National Federations
- improving the skills of individuals involved in the professions of cycling by means of training courses led by recognised experts, leading to diplomas.

WCC training courses are intended for individuals from all countries and in particular those whose National Federations do not yet have the necessary resources to allow riders to develop their potential and participate in major international races, nor allow individuals to acquire the cycling knowledge and skills that are necessary to carry out team support roles. Raising the standards of athletes from countries who wish to join the elite and improving the skills of their team personnel represent the foundations of a global, durable development of cycling.

Numerous training courses are also held all around the world under the supervision of the WCC and its expert staff in collaboration with Olympic Solidarity, Continental Confederations, National Federations and the three satellite centres of the WCC (at Potchefstroom in South Africa, Yeongju in the Republic of Korea and Shuzenji in Japan).



Training athletes at the WCC

Almost 100 athletes were involved in training courses at the WCC in 2013 in one of the four disciplines concerned (road, track, BMX and cyclo-cross). Of these, 18 came from Africa, 35 from America, 18 from Asia and 28 from Europe.

Number of athletes trained at the WCC in 2013 by discipline

	TRACK	ROAD	YOUNG ATHLETES ROAD	BMX	CYCLO-CROSS	TOTAL
No. of athletes	33	22	6	18	20	99

Training activities for the professions of cycling at the WCC

In 2013, 82 trainees – coaches, sport directors, riders' agents and mechanics – took part in training courses at the WCC, representing a total of 1,391 days of training. Of these, 6 came from Africa, 6 from America, 14 from Asia, 52 from Europe and 4 from Oceania.

Number of trainees taking part in educational activities for the professions of cycling at the WCC in 2013

	COACHES	SPORT DIRECTORS	RIDERS' AGENTS	MECHANICS	TOTAL
No. of trainees	18	46	13	5	82



Training organised outside the WCC

During the year, the WCC organised training sessions for coaches in collaboration with Olympic Solidarity (in eight countries), Continental Confederations (three countries), National Federations (two countries) and its South Korean satellite centre. Participants came from thirteen countries.

The three WCC satellite centres also held special training courses for athletes and coaches. Five courses took place in South Africa, two in the Republic of Korea and four in Japan. In total, participants from 28 countries took part.

Number of participants in training activities organised around the world and days of training in 2013

CONTINENTS	NO. OF COACHES	NO. OF DAYS TRAINING FOR COACHES	NO. OF ATHLETES	NO. OF DAYS TRAINING FOR ATHLETES	TOTAL NO. OF PARTICIPANTS	DAYS OF TRAINING
Africa	84	1,006	84	4,092	168	5,098
America	68	726	0	0	68	726
Asia	86	1,275	62	1,662	148	2,937
Europe	50	425	0	0	50	425

Equipment donated around the world

The WCC implemented a programme to donate equipment to those National Federations that lack resources. This recognises the fact that riders need reliable, recent equipment in order to train and race properly. This equipment mainly came from WCC sponsors or was donated when WCC equipment was replaced.

The WCC donated 81 bikes to 11 National Federations in 2013, mainly in Africa, South America and Asia.

Strengths

As 2013 was a post-Olympic year, the WCC coaches mainly focused their efforts on rebuilding the number of athletes in their groups. As a result, several promising athletes, who could ultimately challenge for podium places at the 2016 Rio Olympic Games, were welcomed to the Centre. There is much scope for these trainees to develop considerably before the Olympic Games in Brazil.

One of the successes of the year was the promotion of a WCC trainee to the professional ranks – Merhawi Kudus Ghebremedhi from Eritrea joined the UCI Professional Continental Team MTN Qhubeka. The African rider showed his class at the UCI Road World Championships in Florence, Italy, finishing 15th in the Under 23 road race.

Construction started on a new BMX Supercross track at the WCC at the end of 2013, a magnificent training facility for BMX riders (whether existing or future champions). At the time of writing, the track had been completed and was in regular use.

Plans to extend the WCC (Training and Education Centre) were being studied in autumn/winter 2013. This development would allow further training and education activities to be carried out in Aigle in even better conditions.

07. CYCLING FOR ALL





Following the election of Brian Cookson as President of the UCI, in September 2013, the then existing Cycling for All Commission, whose range of activities was very wide, was replaced by two new Commissions – called “Mass Participation Events” and “Advocacy” – with more precise roles.

Mass Participation Events

Mass participation events, designed above all for non-licensed cycling sport enthusiasts, but also for more occasional ones, have experienced strong growth over the last 20 years. The number of cyclists practising regularly and wanting to take part in races suited to their level, or people who simply want to take part in popular and family cycling gatherings, has increased a lot and continues to do so. In many countries, there is still huge growth potential in this sector.

Traditionally not particularly active in this area, UCI must redefine its role within this extremely favourable context. It was for this purpose that the Mass Participation Events Commission was created. Chaired by Renato Di Rocco, a member of the UCI Management Committee and President of the Italian National Cycling Federation – one of the countries where this type of event is popular – the Commission has begun work to see how it could encourage, together with its National Federations, the development of mass events. It will study in particular the opportunity for developing a coherent international calendar of events, the potential value of a framework of regulations, the redefining of the range of series that it recognises, and on possible initiatives linked to this activity, especially in the area of sustainable development.

Advocacy

So that it may be possible (or even better, pleasant) to cycle, a given number of aspects must be brought together. The existence of sections of road on which you can ride in safety, even if you are not an experienced cyclist, is one of them. It is precisely with a view to improving the conditions for cycling, and its accessibility to all, that the Advocacy Commission has been set up. This area of concern relates to all cyclists without exception, from the professional cyclist to the individual who bikes to work, because all of them ride on public roads and have similar needs.

The new Advocacy Commission is chaired by the UCI Vice-President, Tracey Gaudry. She is already very involved in this area, as she is at the head of the Amy Gillett Foundation, an Australian organisation that is very active on behalf of cyclists on questions of road safety, especially through awareness and prevention campaigns. The other members are: Pia Allerslev, Copenhagen’s Deputy Mayor for Children and Youth, who is very active in promoting cycling as a means of transport, healthy physical exercise or elite sports; Tim Blumenthal, President of the PeopleForBikes Coalition, the association of the American bicycle industry, whose goal is to encourage a maximum number of people to use their bikes more regularly and to improve the conditions for practising cycling for everyone – he is also at the head of the Foundation of the same name, which aims at developing secure bicycle paths and lanes; and lastly, Patrick François, President and founder of the European Cycling Association, coordinator of cycling for all at the French Cycling Federation and instigator of Eco-Cyclo, a programme encouraging cyclists and organisers to adopt environmentally friendly practices.

This Commission will cooperate with organisations promoting the rights of cyclists in order to foster all those initiatives aiming to encourage the setting up of infrastructures adapted to the practice of cycling, and to raise the general public’s awareness of the advantages of using a bicycle.

08. **CLEAN SPORT**



An in-depth reform of the UCI's anti-doping procedures commenced immediately after the election of Brian Cookson as UCI President on 27 September 2013. The changes that have been introduced to date essentially concern reinforcing the independence and improving the effectiveness of the fight against doping in cycling. These new measures are considered essential, particularly in order to restore the confidence of the public, media and sponsors in the anti-doping programme in place for our sport.

A redefinition of roles and the appearance of new players

The UCI has taken measures to reinforce the independence of the Cycling Anti-Doping Foundation (CADF), the body at the centre of the fight against doping in cycling. In particular, the UCI has afforded the CADF the mandate to define and implement the rider testing strategy and oversee the proper operation of the biological passport programme. As a consequence, the CADF Foundation Council has been entirely renewed. All Council members are now independent of the UCI. Furthermore, in order to ensure that the work of the CADF meets expectations, the UCI has defined the main lines of CADF activity by means of a contract of services. This contract will be amended annually subject to an evaluation of the results obtained and the situation arising from the controls carried out.

Another significant initiative by the UCI has been the creation of a new entity, the Legal Anti-Doping Service (LADS). Essentially composed of legal experts, this body is responsible for proceedings that may, or may not, result in the sanction of a rider if an apparent breach of the anti-doping rules is reported to it. This innovation represents a major step forward for the independence of anti-doping. Previously, the legal management of potential doping cases was carried out by the UCI Legal Service. LADS has been set up as a separate entity from the rest of the UCI. Working relationships with UCI employees are strictly defined by the "Internal rules for anti-doping procedures". LADS does not receive any instructions from the UCI Management.

These rules allow conflicts of interest to be avoided and guarantee that those engaged in the fight against doping (scientific personnel and legal staff in particular) can carry out their work without interference of any kind. The UCI is the first organisation involved in this domain to adopt such rules and make them public. The UCI is thus acting transparently, respecting the principle of accountability and guaranteeing long-term credibility.

The UCI has also decided to make use of the services of an external legal counsel whose role is to offer a second opinion in addition to that of the Legal Anti-Doping Service. Resorting to an external entity also reinforces the independence of the anti-doping approach.

An audit to improve the anti-doping programme

With a view to improving the relevance and effectiveness of its anti-doping programme, the UCI requested iNADO (Institute of National Anti-Doping Organisations) to carry out an appropriate audit and made a commitment to follow the resulting recommendations. iNADO has an excellent global reputation in the fight against doping and is governed by a Board of Directors made up of representatives from the anti-doping authorities of several countries (Australia, Canada, Germany, Great Britain, Japan, Norway and Singapore). iNADO has delivered its report; while offering suggestions to improve the programme, the Institute gave cycling's anti-doping programme a very positive assessment.

The Cycling Independent Reform Commission

The UCI put the final touches to the setting up of the Cycling Independent Reform Commission (CIRC) at the end of 2013. The official launch of the Commission and the announcement of its members took place on 8 January 2014. The Commission's mission is to investigate the problems that our sport has faced in recent years, notably the allegations – particularly damaging to our image – that the UCI was implicated in wrongdoing in the past. On this basis, the CIRC will issue recommendations on what should change such that, as far as possible, the mistakes of the past will not reoccur. All individuals wishing to provide the CIRC with information related to its area of investigation have been encouraged to make contact with the Commission. The UCI also drew up special regulations over this period to formalise the CIRC's mission, implementing procedures to allow the Commission, from 1 February 2014, to propose reduced penalties for those individuals admitting – within the scope of their collaboration with the CIRC – to having infringed the anti-doping rules (or to renounce all penalties against such individuals).

The UCI anti-doping programme: facts and figures

The CADF has been given a mandate by the UCI to carry out blood and urine tests, both in and out of competition. Riders are required to provide information on their whereabouts on a daily basis using the ADAMS programme overseen by the World Anti-Doping Agency (WADA).

This allows athletes to be tested at any time without prior notice. The CADF carried out 14,459 anti-doping controls in 2013 for all cycling's disciplines. The table below shows distribution by type of test.

Total number of anti-doping controls

	Urine	Blood	Total
In-competition controls	5,739	2,582	8,321
Out-of-competition controls	2,939	3,199	6,138
Total			14,459

The vast majority of blood tests allowed samples to be collected and analysed and the results incorporated into the athletes' biological passports. The UCI was the first international sports federation to use this state-of-the-art tool for the indirect detection of doping.

In 2013, 937 riders were included in the biological passport programme. The table below provides details of this programme.

Number of teams and riders included in the biological passport programme

	Number of teams	Number of riders
UCI ProTeams	19	529
UCI Professional Continental Teams	20	408
Total	39	937

The anti-doping programme for professional road riders (men) is funded in the following manner:

- 71% by UCI ProTeams and UCI Professional Continental Teams
- 13% by the UCI
- 12% by organisers
- 4% by riders.

The total funding amounted to CHF 6.5 million in 2013.



09. FINANCIAL REPORT



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1. Analysis and comments on the accounts



Brian Cookson UCI President

INTRODUCTION

The aim of this financial report is to give the cycling community a clear and objective overview of the financial situation of the UCI, its revenues and the allocation of its resources to its various activities. I consider financial transparency to be an essential component of good governance and my objective is for the UCI to adopt the best practices applied by international sports federations in this domain. This transparency will also be applied to the top of the Federation's organisation chart, by setting up a remuneration committee and a conflict of interests register as of 2014.

I am happy to confirm to you the UCI's good financial health. Our equity reached a record level at the end of 2013. The revenue generated by the London Olympic Games were responsible for a very large portion of that and reflecting the results of the efforts made to ensure and reinforce cycling's place in the Olympic family. These efforts continue and will be intensified to ensure we consolidate our position in the Olympic movement.

As I assume responsibility for the UCI, and taking into account the necessary reforms and the developments to which I committed myself before being elected, the Management Committee and I are pleased to be able to rely on a solid financial basis.

In 2013, we have already been able to invest in development projects, both directly and through the support of the Continental Confederations and National Federations. We continue to build up our Reserve Fund for development projects and have already ensured the financing of major projects in this way, for example, in the area of women's cycling and grassroots development of our sport. We are also preparing to extend the activities of the World Cycling Centre, a historic achievement for our Federation. We have also set up a reserve for the development of the UCI website, which is an indispensable tool for improved promotion of our sport.

Our Federation is in a transitional phase. The Management Committee and management of the UCI are working on several projects which, like the operations of the Cycling Independent Reform Commission (CIRC) - require certain investments. I am convinced that these efforts will pay off with regard to the sport, in terms of both operations and image, and also, eventually, in the form of a major progressive increase in our revenues.

“We continue to build up our Reserve Fund for development projects”



Alain Siegrist **Financial Director**

ANALYSIS

For the fourth year in a row, UCI has achieved a positive accounting result. After having seen the financial reserves of the Federation increase considerably in 2012 thanks to the London Olympics, the result for 2013 makes it possible to continue the movement towards a stronger equity position. Overall, the financial year 2013 was very positive from a financial point of view. The financial health of UCI at the end of 2013 is very good and we can look forward to the future with confidence, even though there is no shortage of challenges.

The income statement for 2013 shows earnings of CHF 2,605,966 before allocations to reserves, an amount that greatly exceeds the budget approved by the Congress. This improvement results essentially from two factors: receipt of the payment for marketing and TV rights for the London 2012 Olympic Games were not included in the budget (CHF 1,188,194) and the greater than expected positive financial results (net CHF 636,888). For the remainder, it should be noted that the recurring revenues from UCI activities (competitions and others) are in global stagnation in comparison with 2012. Fortunately, it has also been possible to keep the costs of activities under control. With regard to overheads, these are finally lower than budgeted despite the additional legal and communications costs that the UCI had to absorb before the Florence Conference 2013. These additional costs were offset by savings in other items, in particular personnel costs and day-to-day management.

This result made it possible for our Management Committee to allocate CHF 1,307,882 to the reserve for development projects and CHF 1,200,000 to UCI general reserves. In this way, at the end of 2013, the UCI's equity reached a record level of CHF 19,221,982, of which CHF 1,924,882 are reserved for specific development

projects. This positive financial situation has continued to contribute to a cash position; the total cash and monies held at banks reached CHF 27,205,679 at the end of 2013. A portion of this sum has already been invested in the long term in securities portfolios with a defensive profile (conservation of assets) and this allocation strategy will be continued and maintained in 2014 for most of the Federation's equity, which corresponds to its long-term reserves.

The UCI is therefore well on track to meet its goal for financial reserves (CHF 20,000,000 in 2020). It must be noted, however, that in 2014 it will be necessary to utilise some of the reserves to cover the budget allocated to the Cycling Independent Reform Commission (CIRC) - (CHF 3,000,000). In addition, we have already launched or are planning a number of strategic projects for which we have increased our reserves for development. As for any long-term investment, the financial return on these projects will not be immediate.

It should also be noted that the UCI's affiliates (World Cycling Centre and Global Cycling Promotion) performed well during the financial year 2013 making positive contributions.

The Cycling Anti-Doping Foundation is now managed separated from the UCI, which is why its financial information is not included in this report.

Enjoy reading this financial report. Many thanks to everyone who has contributed to making the finances and results of the Federation more transparent, as well as the managers who support me in my task of consolidating the UCI's financial position. Many thanks also to the UCI administration for its cooperation.



1.1 KEY FIGURES AND NON-FINANCIAL INDICATORS

REVENUE STRUCTURE (in thousands of CHF)

	2013	2012	2011	2010	2009
Competitions	20,102	18,907	14,932	14,011	13,575
Other activities	11,400	13,102	11,847	11,542	13,242
Olympic Games					
Gross income	1,888	21,507			
Share allocated to training (CMC)	0	-12,400			
Net Olympic Games	1,888	9,107	0	0	0
Total	33,390	41,116	26,779	25,553	26,817

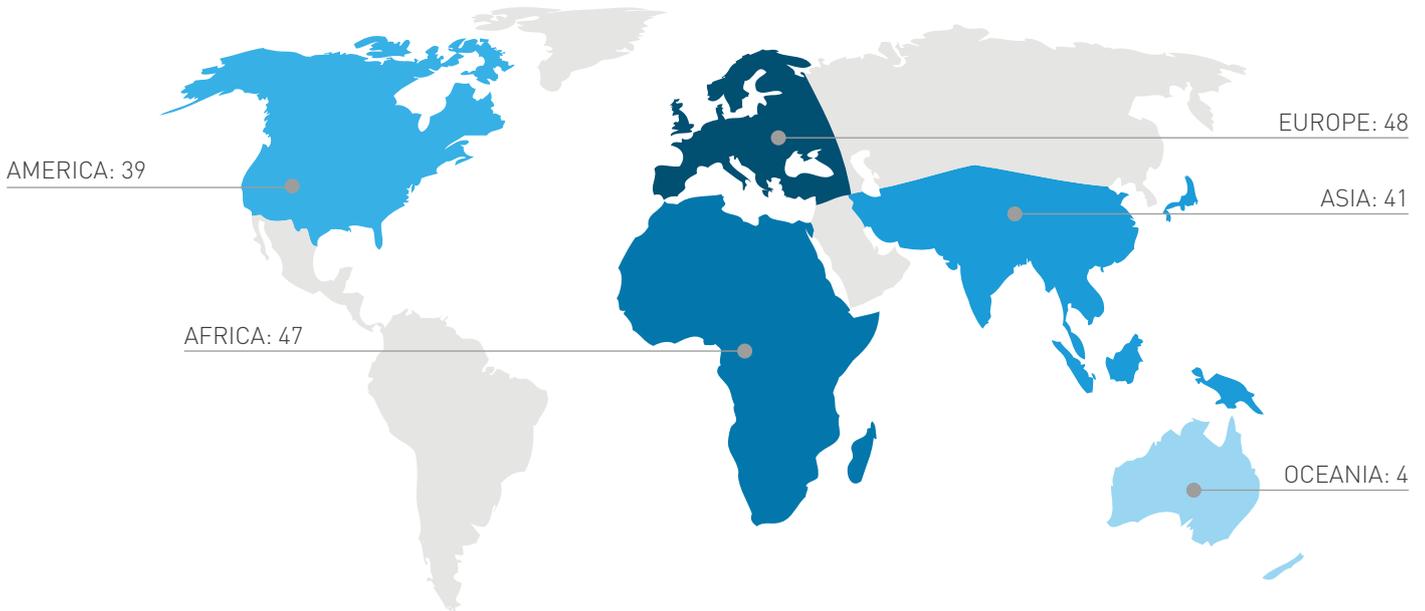
EXPENDITURE STRUCTURE (in thousands of CHF)

	2013	2012	2011	2010	2009
Competitions	8,982	5,888	5,883	4,499	6,148
Other activities	10,593	11,382	9,701	8,748	8,822
Personnel	7,339	7,105	7,132	6,445	9,046
Other expenses	4,282	7,439	3,513	3,611	3,529
Total	31,196	31,814	26,229	23,303	27,545

SUMMARY OF THE BALANCE SHEET (in thousands of CHF)

	2013	2012	2011	2010	2009
Balance sheet total	53,233	54,487	34,475	37,135	39,901
Equity	19,222	17,295	8,050	7,596	8,822

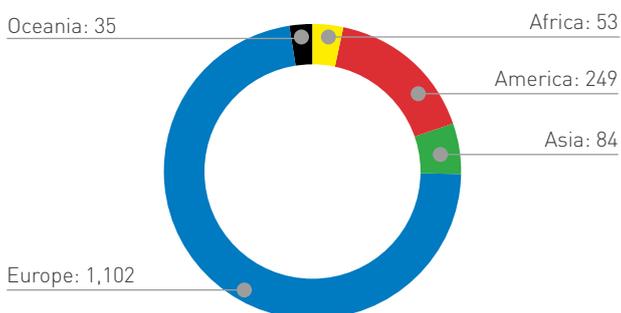
MEMBERS AS OF 31/12/13



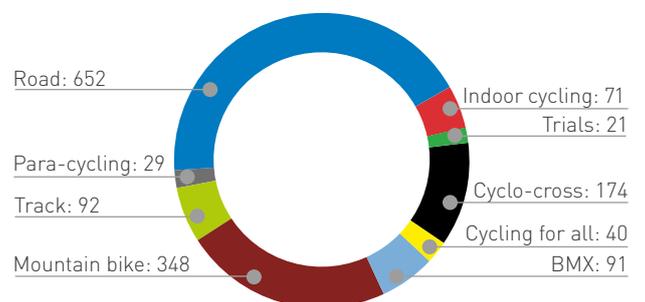
UCI CALENDAR BY DISCIPLINE 2013

	AFRIQUE	AMÉRIQUE	ASIE	EUROPE	OCÉANIE	TOTAL
Road	31	91	49	470	11	652
Track	0	8	5	74	5	92
Cyclo-cross	0	55	3	114	2	174
Mountain bike	20	57	13	252	6	348
BMX	1	33	9	39	9	91
Trials	1	0	0	25	0	26
Indoor cycling	0	0	4	67	0	71
Para-cycling	0	5	1	21	2	29
Cycling for all	0	0	0	40	0	40
Total 2013	53	249	84	1,102	35	1523

UCI CALENDAR BY CONTINENT 2013



UCI CALENDAR BY DISCIPLINE 2013



2. Annual Financial Statements

2.1 BALANCE SHEET

ASSETS	NOTES	31.12.2013 CHF	31.12.2012 CHF
Current assets			
Cash		60,084	8,335
Banks - current accounts		17,919,683	24,859,279
Negotiable securities		9,225,912	5,347,567
Cash and cash equivalents	3.3.1	27,205,679	30,215,181
Accounts receivable	3.3.2	9,522,343	7,192,161
Accrual assets		2,157,887	1,372,428
Other current assets		11,680,230	8,564,589
		38,885,909	38,779,770
Fixed assets			
Fixed financial assets	3.3.3	825,685	226,756
Administrative building	3.3.4	7,920,000	8,100,000
Tangible fixed assets	3.3.4	644,067	576,556
Intangible fixed assets	3.3.5	0	23,846
		9,389,752	8,927,158
Allocated assets			
UCI WorldTour – Reserve Fund		2,835,416	3,641,402
Bank guarantee for ProTeams		2,122,227	3,139,077
		4,957,643	6,780,479
Total Assets		53,233,304	54,487,407
LIABILITIES			
		31.12.2013 CHF	31.12.2012 CHF
UCI third party funds			
Accounts payable		3,151,874	2,566,828
Accrued liabilities		1,567,532	3,424,111
Short-term commitments	3.3.6	4,719,406	5,990,939
Income received in advance (for competitions and activities)	3.3.7	16,214,914	12,681,698
Provisions for risks and costs	3.3.8	1,901,800	2,421,900
Long-term commitments		18,116,714	15,103,598
		22,836,120	21,094,537
Allocated funds			
"UCI WorldTour" reserve funds (UCI)		2,835,416	3,641,402
"Bank Guarantee" Commitments (Third party)		2,122,227	3,139,077
		4,957,643	6,780,479
2012 Olympics income to be spread over the period 2012-2015 (UCI)	3.3.10	6,200,000	9,300,000
"ECF Project" Solidarity Funds (UCI)		17,559	17,559
		11,175,202	16,098,038
Equity			
UCI general reserves		14,937,712	13,737,712
Reserves for development projects		1,924,882	1,284,000
Reserves for the development of National Federations		236,730	248,546
Reserves	3.3.11	17,099,324	15,270,258
Fortune at the beginning of financial year		2,024,574	1,811,320
Result for the financial year		98,084	213,254
Total fortune at end of financial year		2,122,658	2,024,574
		19,221,982	17,294,832
Total Liabilities		53,233,304	54,487,407

2.2 INCOME STATEMENT FOR THE FINANCIAL YEAR

	NOTES	2013 CHF	2012 CHF
Revenue from competitions			
World Championships		16,580,882	15,380,594
World Cups		3,407,997	3,311,897
Other competitions		112,762	214,904
	3.3.12	20,101,641	18,907,396
Revenue from activities			
Affiliations, calendars and licenses		6,414,682	6,495,335
Appeals and fines		169,345	206,692
Anti-doping fines	3.3.12.2	275,763	1,276,881
Annual share of Olympic Games income (Training /CMC)	3.3.10	3,100,000	3,100,000
Expenses charged to third parties		1,439,901	2,023,184
		11,399,691	13,102,092
Revenues from the Olympic Games (London 2012)			
London 2012 marketing and TV rights		1,888,194	21,506,733
Allocation to Training (CMC) 2012-2015		0	-12,400,000
		1,888,194	9,106,733
Total income		33,389,526	41,116,220
Direct competition expense			
World Championships		-5,108,067	-2,724,702
World Cups		-3,841,530	-3,125,484
Other competitions		-32,492	-37,507
		-8,982,089	-5,887,693
Direct activity expenses			
Meeting and allowance costs		-2,407,485	-2,287,744
Commission contributions		-1,960,207	-1,714,182
International calendar		-1,044,795	-932,545
UCI's contribution to fight against doping (CADF)		-860,000	-1,100,000
Riders, contribution to fight against doping (CADF)		-240,000	-260,000
Contributions to the Continental Confederations	3.3.11	-368,995	-384,268
Contributions to training (CMC)	3.3.10	-3,100,000	-3,100,000
Olympic Games and Youth Olympic Games		-29,070	-959,206
Other contributions		-582,476	-643,774
		-10,593,028	-11,381,718
Total direct expenses		-19,575,117	-17,269,411
Gross result		13,814,409	23,846,809
Personnel expenses		-7,173,034	-6,932,346
Travel and representation costs		-166,114	-172,302
Total personnel expenses		-7,339,148	-7,104,648
Infrastructure costs		-843,155	-1,355,058
Administrative costs		-858,937	-934,626
Marketing and communication costs		-1,355,646	-945,357
Fees and expenses		-1,983,984	-3,030,931
Allocation (-) / reversal (+) of provisions for risks and costs	3.3.8	760,000	-1,173,300
Total other expenditures		-4,281,722	-7,439,271
Gross operating result		2,193,539	9,302,889
Net financial result	3.3.13.1	636,888	378,376
Depreciation	3.3.4.1 - 3.3.5	-387,449	-498,513
Extraordinary income and expenditure (net)	3.3.13.2	358,296	6,030
Expenses and income from previous financial years (net)	3.3.13.3	-195,308	12,473
Development projects - Expenses for the financial year	3.3.11	-667,000	0
Result before allocation of reserves		1,938,966	9,201,256
Development projects - Reversal from reserves	3.3.11	667,000	0
Allocation to reserves	3.3.11	-2,507,882	-8,988,000
Total of net reserve variations		-1,840,882	-8,988,000
Net result for the financial year (surplus revenue)		98,084	213,256

2.3 CASH FLOW

OPERATING ACTIVITIES	2013 CHF	2012 CHF
Net result for the financial year	98,084	213,254
Adjustments for:		
Net variation in reserves for development of national federations	-11,816	43,748
Net variation in reserves	1,840,882	8,988,000
Olympic Games income to be distributed	-3,100,000	9,300,000
Net variation of provisions for risks and costs	-520,100	1,173,300
Depreciation	387,449	498,513
Net financial result	-636,888	-378,376
	-1,942,389	19,838,439
Net variation of:		
Accounts receivable	-2,330,182	-477,785
Accrual assets	-785,458	-238,128
Accounts payable	585,046	1,011,597
Accrued liabilities	-1,856,579	1,744,137
Income received in advance from competitions and activities	3,533,216	-849,570
	-853,957	1,190,251
Cash flow from operational activities	-2,796,346	21,028,690
Investment activities		
Variation in guarantee deposits	1,070	1,107
Participation and loans	-600,000	0
Acquisition of tangible fixed assets	-251,115	-178,389
Net Financial result	636,888	378,376
Cash flow from investment activities	-213,157	201,094
Cash flow from financing activities	0	0
Variation in cash and cash equivalents	-3,009,503	21,229,785
Cash and cash equivalent		
At the beginning of the financial year	30,215,181	8,985,396
At the end of the financial year	27,205,679	30,215,181
Variation during financial year	-3,009,503	21,229,785
Definition of cash		
Cash	60,084	8,335
Banks - current accounts	17,919,683	24,859,279
Negotiable securities	9,225,911	5,347,567
	27,205,678	30,215,181

2.4 CHANGE IN EQUITY (in thousands of CHF)

	GENERAL UCI RESERVES	DEVELOPMENT PROJECT RESERVES	NATIONAL FEDERATIONS RESERVE	TOTAL RESERVES	TOTAL ASSETS	RESULT	TOTAL EQUITY
Balance as at 1 January 2012	5,788	246	205	6,240	1,576	235	8,051
Allocation to reserves from the profit account	7,950	1,038	100	9,088	235	-235	9,088
Write-back from reserve for NF projects			-57	-57		-57	
Profit for financial year 2012						213	213
Total as at 31.12.2012	13,738	1,284	248	15,271	1,811	213	17,295
Balance as at 1 January 2013	13,738	1,284	248	15,271	1,811	213	17,295
Allocation to reserves from the profit account	1,200	1,308	106	2,614	213	-213	2,614
Balance as at 1 January 2013		-667		-667			-667
Write-back from reserve for NF projects			-118	-118			-118
Profit for financial year 2013						98	98
Total as at 31.12.2013	14,938	1,925	236	17,100	2,024	98	19,222



3. Financial Report

3.1 PRELIMINARY REMARKS

3.1.1 LEGAL STATUS AND GOALS OF THE UCI

UCI is a non-governmental, international, non-profit organization. It has the status of an association under Swiss law. Its statutory goal is: the management, development, regulation, control of disciplines and promotion of cycling in all its forms, at international level. Its resources are: contributions, sponsoring and royalties generated by the sporting activities.

3.1.2 THE FINANCIAL REPORT

The object of the present report is to provide readers and the cycling community in particular, with a clear and complete picture of the financial situation and results of the Federation. UCI believes in and applies the principle of financial transparency. It aligns itself with the best practices in force within the major international sporting federations.

3.1.3 OBJECTIVES

The accounts and financial data that make up the report respect the general principle of "true and fair view", or "accurate picture", which aims to provide the most reliable overview possible of the global assets and results of the organization thanks to data that is complete, genuine, clear and appropriate.

3.1.4 MAIN EVENTS DURING THE FINANCIAL YEAR IMPACT ON THE ACCOUNT STATEMENTS

The accounts presented in this report have been influenced by the following decisions and facts:

- The costs resulting from the first independent commission put into place by the UCI at the end of 2012 and whose work ceased in January 2013 were charged in full to the financial year 2012. These costs therefore do not appear in the 2013 accounts.
- Expenditure linked to the consultation of stakeholders and the governance study, finalized in 2013, were the subject of a provision in the 2012 accounts. The costs incurred in 2013 are included in the expenses for the financial year and the relating provision has been dissolved. The impact on the 2013 results has therefore been neutralized.
- At the start of 2013, the UCI received a sum of KCHF 1,888 in payment for the marketing and TV rights for the 2012 London Olympic Games. This amount was reflected in the 2013 revenues and is presented separately in the income statement.
- In 2012, the "Reserve for development projects" was increased to take into account the launch of various strategic projects. The reserve was used partially in 2013 and a new attribution has been decided on by the Management Committee and booked at the end of 2013.
- The budget allocated to the new Independent Commission for Cycling Reform (CIRC), which was put into place in 2013 but whose work began in 2014, will be levied in the UCI reserves in 2014. The 2013 account will therefore not be affected by the decision of the Management Committee.



3.2 ACCOUNTING PRINCIPLES

3.2.1 BASIC STANDARDS AND RULES APPLIED

As an “economic association” under Swiss law, UCI operates according to the rules set out by the Swiss Code of Obligations (CO) and presents its accounts in accordance with the law governing limited-liability companies. The Federation has chosen not to apply more restrictive standards (for example the IFRS, International Financial Reporting Standards) because the additional cost incurred would be disproportionate to any increase in the quality of the data. In addition, some of these norms are not compatible with the objectives and specific requirements of an international sporting federation, in particular, with the four-year time frame dictated by the Olympic Movement. Generally accepted accounting principles have nevertheless served as a working basis and guideline for the presentation of annual accounts.

3.2.2 PRINCIPAL RULES FOR DRAWING UP THE ACCOUNT STATEMENTS

3.2.2.1 Basic principle

The annual accounts are presented in Swiss Francs (CHF). They have been drawn up according to the principle of historic cost, with the exception of financial assets which are recognized at their true value (adjusted by the income statement). UCI is not required to present consolidated accounts under Swiss law. Information about foundations and holdings can be found on page 14.

3.2.2.2 Assessment of transactions in foreign currency

Transactions in foreign currency are converted according to the exchange rate in force at the time of the transaction. Monetary assets and liabilities in foreign currency are converted according to the exchange rate in force on the closing date of the financial year. The exchange differences that result from these transactions are recorded in the income statement. As a result, the closing exchange rates are as follows:

	2013	2012
USD / CHF	0.8893	0.91535
EUR / CHF	1.2254	1.206797

3.2.3 BALANCE SHEET

3.2.3.1 Cash and cash equivalents

Cash and monies held at banks are recorded at nominal value; foreign currencies are converted at the closing exchange rate. Securities held in the portfolio (financial investments) are shown at their fair value (market value based on information provided by the custodian banks).

3.2.3.2 Accounts receivable

This item consists of amounts owed by UCI members (contributions by the National Federations) and other members of the cycling community (royalties and revenues to be received from the organizers, teams and sponsors). The accounts receivable are shown at their nominal value. Necessary depreciation resulting from a risk analysis on open items is included as a provision on the liability side of the balance sheet (see 3.2.3.11)

3.2.3.3 Fixed financial assets

Guarantee deposits are shown on the balance sheet at their nominal value. Shareholdings and long-term loans are valued at their historic cost, after deducting amortizations as required by the circumstances.

3.2.3.4 Tangible fixed assets

They appear on the balance sheet at their acquisition cost, less cumulative depreciation calculated over their estimated lifetime (straight-line depreciation). Depreciation begins the year after purchase.

The time periods applied are as follows:

– Administrative building	50 years
– Equipment, furniture and fittings	10 years
– Operating equipment, IT	3 years
– Vehicles	4 years
– Sports equipment	5 years
– UCI Uniforms	4 years

As a general rule, expenditure of less than CHF 5,000 is stated directly as an expense in the financial year.

3.2.3.5 Intangible fixed assets

Only acquisitions and acquisition costs or registration costs are shown as assets. UCI does not record the value of its own trademarks and licences and does not value internal services dedicated to development projects. The amortisation periods are fixed for each investment according to its nature, usually between 2 and 5 years.

3.2.3.6 Assigned assets

This item consists of credits on account open in the name of UCI, but of which it is not the beneficial owner, or whose use is subject to regulatory constraints. These include:

- bank accounts and other assets of the Relief Fund of the UCI World Tour (managed by the Professional Cycling Council)
- sums blocked on the bank guarantees deposited by professional road racing teams (in accordance with the UCI Regulations, by way of guarantee for commitments to the riders), and this for the part of guarantees which have had to be blocked by UCI legal department following disputes;

The counterpart of these assets appears as a liability for the same amount, under “Allocated funds” (see 3.2.3.12).

3.2.3.7 Accounts payable

This includes for the most part outstanding suppliers, invoices and current creditors, stated at their nominal value.

3.2.3.8 Income received in advance (from competitions and activities)

Contracts signed with organizers of large events and certain sponsors stipulate the payment of instalments in advance one to two years before the event. Similarly, licences, calendar taxes and membership taxes are in general payable in advance, even several years in advance. Amounts “received in advance” are recorded on the liability side of the balance sheet.

3.2.3.9 Financial debts

UCI has a credit limit of up to CHF 3,000,000 that was not used in 2012 or 2013.

3.2.3.10 Income from the 2012 Olympic Games spread over the period 2012-2015

This reserve is set up each Olympic year (UCI's share of Olympic Revenues); it is allocated to training and development support within the sport (World Cycling Centre). The Olympic contribution is spread out over the four years of the Olympiad, by withdrawal from this account to cover the expenses of the Training Department and other direct expenses for development, training and Continental Centres (contribution from UCI to CMC Exploitation SA).

3.2.3.11 Provisions

The provision for bad debtors is calculated on the basis of an analysis of the known risks at the time the accounts are closed. The age of the debt and history of relations with the client are taken into account in the risk assessment, as well as all other relevant information that is available. The amount of the provision for legal risks is adjusted each year to account for probable risks (including any court sentences and legal costs), based on a report established by the legal advisor of UCI. Other provisions are recorded in case of probable commitments, based on a past event, the amount and/or due date of which are uncertain but can be reliably estimated. Provisions set up and written back are recorded in the income statement.

3.2.3.12 Assigned funds

This item covers the counterpart (commitment) of the assigned funds (see 3.2.3.6) with respect to bank guarantees and the UCI World Tour. Increases and decreases in these funds are recorded directly in their respective accounts, with no impact on UCI's income statement.

3.2.3.13 Equity

The constitution and dissolution of reserves are decided by UCI's Management Committee, and are recorded in the income statement. The book result for each financial year is recorded as an increase or a reduction of the association's global assets.

3.2.4 INCOME STATEMENT (CONTENT OF HEADINGS, ASSESSMENT RULES, ADDITIONAL INFORMATION)**3.2.4.1 Structure of the income statement**

The gross result is shown after income and costs directly related to the management of cycling; that is, competitions and activities. To determine the operating result, the Federation's operating costs are deducted from these figures. The net result also includes the financial and non-operational results, as well as fluctuations in reserves.

3.2.4.2 Acknowledgement of income and expenditure

Revenue relating to competitions is recorded for the financial year during which the events take place. Any instalments received during previous years are recorded on the liability side of the income statement. Expenses are treated in the same way, with the exception of travel costs and preparatory missions that may be shown directly as expenses. The contribution paid by the IOC after the summer Olympic Games (cycling's share of the marketing royalties for the Olympic Games) is recorded in the revenues for the year of the Olympic Games. A large part of this contribution is allocated to training (CMC) in accordance with UCI's policy which is to allocate income from the OG on a priority basis to training and development. This reserve is written back on a straightline basis over four years starting in the year of the Olympic Games. The amount of this allocation is determined by the Management Committee and the unallocated balance of the contribution is used to increase UCI's general reserves. Other revenue is recorded when it has been acquired with certainty, and expenses as soon as they become probable and can be valued.

3.2.4.3 Financial revenues and expenditure

Monetary assets and liabilities are valued at the end of the financial year, and exchange and price gains and losses, regardless of whether they are realized or not, are shown on the income statement.



3.3 DETAILS OF CERTAIN ITEMS

3.3.1 CASH AND CASH EQUIVALENTS

3.3.1.1 Cash management strategy

The objectives of the cash management strategy are to ensure that the organization has the necessary financial resources available at all times, and to minimize the risks associated with exchange rates. The primary instruments used for management in the short-term are the current accounts in CHF, EUR and USD opened with first-class Swiss banks, as well as short-term investments (under one year) and financial derivative instruments to cover exchange risks with these same establishments. The part of the financial reserves which is not required in the short- or medium-term has been entrusted to two Swiss banks. The strategic framework of these mandates (strategic allocations) is approved by UCI's Management Committee. Distribution by currency.

3.3.1.2 Summary by currency (in thousands of CHF)

SUMMARY BY CURRENCY	CHF	EUR	USD	VARIOUS	TOTAL
Cash	60	-	-	-	60
Banks - current accounts	8,186	5,646	3,991	97	17,920
Negotiable securities	8,274	399	382	171	9,226
Total	16,520	6,045	4,373	268	27,206

3.3.1.3 Distribution of negotiable securities by type of investment (in thousands of CHF)

	CHF	EUR	USD	VARIOUS	TOTAL
Bonds in CHF	3,989	-	-	-	3,989
Foreign currency bonds	685	74	62	65	886
Swiss stocks	1,309	-	-	-	1,309
Foreign stocks	738	116	140	70	1,064
Diversified investment funds	1,553	209	180	36	1,978
Total	8,274	399	382	171	9,226

3.3.1.4 Information on the yield of investments

Rates in force on banking investments at 31/12/13 were as follows:

- Current accounts at banks in various currencies: from 0.00% to 0.250%
- Short-term investment in CHF: 0.00%

For securities portfolios, the average yield for the financial year 2013 stood at 5.30% (6.06% in 2012). These results are included in the financial income outlined section 3.3.13.1.

3.3.1.5 Hedging instruments outside the balance sheet

A significant part of UCI revenue depends on contracts or partnerships concluded in currencies (EUR and USD), whereas expenses are mainly paid in CHF. In order to protect it from exchange losses which can result from this situation, the UCI regularly uses simple currency-risk hedging instruments (forward sales and put options, sometimes combined with the sale of call options). Since they are pure hedging of future revenues, these instruments have not been recorded on the balance sheet. There were no open positions as of 31/12/2013 (end of 2012: market value of CHF 17,589).

3.3.2 ACCOUNTS RECEIVABLE (in thousands of CHF)

	31.12.2013	PROVISION	BALANCE 2013	BALANCE 2012
National Federations	1,941	-653	1,288	1,323
Race organizers	1,940	-431	1,509	2,269
Teams	453	-76	377	583
Sponsors	1,944	-161	1,783	662
World Cup and World Championship Organizers	2,255	-205	2,050	1,217
	8,533	-1,526	7,007	6,054
Various	989	-	989	1
Total 2013	9,522	-1,526	7,996	6,055
Total 2012	7,192	-1,137	6,055	

3.3.3 FIXED FINANCIAL ASSETS**3.3.3.1 Details** (in thousands of CHF)

	31.12.2013	31.12.2012
Blocked accounts (guarantees)	26	27
Participations	200	200
Loan to CMC Exploitation SA	600	
Total	826	227

In 2013, the UCI granted a loan of CHF 600,000 to CMC Exploitation SA to allow it to acquire land adjacent to the World Cycling Centre under particularly favourable conditions, which will be used to build a new BMX track. This loan has interest of 1% and will be repaid over 20 years.

3.3.3.2 Analysis of subsidiaries (in thousands of CHF)

31.12.2013	SHAREHOLDING	GROSS VALUE	LOSS OF VALUE	NET VALUE
Subsidiaries :				
CMC Exploitation SA, Aigle (CH)	0.32%	40	-40	-
Global Cycling Promotion SA, Aigle (CH)	100%	200	-	200
Total		240	-40	200

The objective of this Global Cycling Promotion SA, Agile, which is wholly-owned by the UCI, is to develop and promote commercial activities on an international level on behalf of UCI, particularly organizing professional cycling races. The aim of CMC Exploitation SA, Aigle is to manage and maintain a centre for development and training for the disciplines of cycling and all other sports in order to contribute to the training of high-level athletes.

3.3.3.3 Information on subsidiaries and foundations at the end of 2013.

The summarized financial positions of CMC Exploitation SA and Global Cycling Promotion SA are shown on pages 56 to 59 of the financial report.

3.3.4 TANGIBLE FIXED ASSETS**3.3.4.1 Changes in tangible fixed assets (in thousands of CHF)**

	31.12.2012	ACQUISITION (+) DISPOSAL (-)	DEPRECIATION	31.12.2013
Balance sheet value				
Administrative building	8,100	-	-180	7,920
Equipment, furniture and fittings	285	89	-51	323
Operating equipment	-	-	-	-
Information Technology (IT)	231	202	-113	320
Vehicles	60	-40	-20	-
Total	8,676	251	-364	8,563

The building, located in Aigle, is home to the headquarters of UCI (administrative part of the building).

3.3.5 INTANGIBLE FIXED ASSETS**3.3.5.1 Changes in intangible fixed assets (in thousands of CHF)**

	31.12.2012	INCREASE	DEPRECIATION	31.12.2013
Balance sheet value				
Database development	23	-	-23	0
Total	23	-	-23	0

3.3.6 SHORT-TERM COMMITMENTS (in thousands of CHF)

The accrued liabilities and creditors are largely composed of current commitments linked to events, general administration, and reciprocal operations with CMC Exploitation SA and Global Cycling Promotion SA..

	31.12.2013	31.12.2012
Current suppliers and creditors	3,152	2,567
Accrued liabilities General administration	1,095	1,804
Events	472	1,620
Total	4,719	5,991

3.3.7 INCOME RECEIVED IN ADVANCE (FROM COMPETITIONS AND ACTIVITIES) (in thousands of CHF)

	31.12.2013	31.12.2012
Sponsors and events	12,700	7,875
Organizers	990	2,433
Teams	2,525	2,374
Total	16,215	12,682

The increase in the item "Sponsors and events" results mainly from sums received from the organizers of the road world championships 2015 and 2016.

3.3.8 PROVISIONS FOR RISKS AND EXPENSES

3.3.8.1 Analysis of movements during the financial year (in thousands of CHF)

	31.12.2012	INCREASE	DISSOLUTION	31.12.2013
Provisions for legal disputes	70	-	-	70
Provision for bad debtors	1,285	249	-10	1,524
Other provisions for risks and costs	1,067	-	-760	307
	2,422	249	-770	1,901

The increase in the provision for bad debtors is mainly due to the increase of late payments and risks on receivables regarding Federation members, organizers and sponsors. The dissolution of provisions involve CHF 560,000 in costs linked to stakeholders, consultation, the governance study (which are included in the income statement under the heading "Fees and expenses") and CHF 200,000 in compensation for a shortfall in an onerous contract.

3.3.9 ALLOCATED FUNDS

This includes:

- UCI World Tour reserve fund: see analysis under "UCI WorldTour" page 55.
- Bank Guarantee Commitments: counter value of assets blocked based on bank guarantees deposited by professional cycling teams to cover their commitments.

The corresponding amount appears under "assigned assets".

3.3.10 2012 OG INCOME TO BE DISTRIBUTED 2012-2015

3.3.10.1 Analysis of movements during the financial year (in thousands of CHF)

	31.12.2012	INCREASE	DISSOLUTION	31.12.2013
2012 London Olympics income	9,300	-	-3,100	6,200
	9,300	-	-3,100	6,200

3.3.11 RESERVES

3.3.11.1 Strategy for allocation and reversal of reserves

The strategy adopted by the UCI's Management committee regarding financial reserves aims to give UCI an equity base adapted to potential risks which the Federation Games may have to face. The target is to reach a total KCHF 20,000 of equity by 2020, through hoarding part of the Olympic Games revenues and through regular withdrawals from annual results.

3.3.11.2 Analysis of transactions during the financial year (in thousands of CHF)

	31.12.2012	INCREASE	DISSOLUTION	31.12.2013
UCI general reserves	13,738	1,200	-	14,938
Reserves for development projects	1,284	1,308	-667	1,925
	15,022	2,508	-667	16,863
Reserves for the development of National Federations	249	106	-118	237
	15,271	2,614	-785	17,100

The excess revenue realized in 2013 made it possible to allocate CHF 1,200,000 to the general reserve (compared with CHF 700,000 in the financial plan). The reserve for development projects registered the following movements in 2013:

-Dissolutions: allocation to CMC Exploitation SA for the construction of the BMX track (CHF 400,000), contributions to the Continental Confederations to support cycling base development (CHF 147,000), various projects (CHF 120,000).

-Increase: Allocation of 50% of the anti-doping fines collected in 2013 (CHF 138,000) and additional allocation of CHF 1,170,000 charged against the result for 2013.

The reserve as of 31/12/2013 (1,925,000) is intended to support current and future projects in particular.

The net variation in the development reserve for National Federations is included under the heading "Contributions to Continental Confederations."

3.3.12 COMPETITION REVENUES**3.3.12.1 Analysis of revenue by discipline and by competition** (in thousands of CHF)

PROFITS FROM 2013 COMPETITIONS	WORLD CHAMPIONSHIPS	WORLD CUP	MISCELLANEOUS	TOTAL	2012
Road	11,433	34	61	11,528	10,402
Track	1,991	698	30	2,719	3,702
Cyclo-cross	554	701	-5	1,250	1,644
Mountain bike	1,619	1,816	14	3,449	2,010
BMX	712	28	0	740	586
Miscellaneous	272	131	13	416	436
	16,581	3,408	113	20,102	18,780
Broadcasting rights	8,075	472	82	8,629	9,189
TV rights	3,840	1,834	11	5,685	4,670
Sponsors and miscellaneous	4,666	1,102	20	5,788	4,921
	16,581	3,408	113	20,102	18,780
Of which benefits in VIK (Sponsors and TV)	1,725	1,502	7	3,234	1,465

For certain TV rights contracts which are internationally negotiated by UCI, the distribution between different disciplines result in an internal calculation based on broadcasting statistics.

3.3.12.2 Anti-doping fines

The income made from anti-doping fines corresponds to the amount recorded during the financial year. Since 2012, UCI has allocated half of the revenue from anti-doping fines to the Reserve for development projects, and the balance considered as a revenue for the financial year for UCI.

3.3.13 FINANCIAL AND EXTRAORDINARY RESULTS**3.3.13.1 Financial result** (in thousands of CHF)

FINANCIAL RESULTS	2013	2012
Creditor interests (c/c, short-term investments, etc.)	175	114
Revenues and gains on securities portfolio	276	258
Exchange rate differences	1,695	1,474
Total financial income	2,146	1,846
Interest expenses (bank loans and other)	-20	-1
Losses on securities portfolio		
Exchange rate differences	-1,458	-1,426
Management costs on securities portfolio	-31	-23
Bank fees		-17
Total financial expenses	-1,509	-1,467
Net financial result	637	378

3.3.13.2 Extraordinary income and expenses (in thousands of CHF)

EXTRAORDINARY INCOME AND EXPENSES	2013	2012
Other extraordinary income	394	7
Extraordinary expenses	-36	-1
Extraordinary income and expenditure (net)	358	6

The result from events without any direct link to the ordinary activities of the UCI, or those of an unexpected or non-recurring nature, are recorded here.

3.3.13.3 Income and expenses of previous financial years (in thousands of CHF)

INCOME AND EXPENSES OF PREVIOUS FINANCIAL YEARS	2013	2012
Income from activities in previous financial years	58	489
Expenses from activities in previous financial years	-253	-476
Expenditure and income from previous financial years (net)	-195	12

In order to avoid distorting the budgetary analyses, the income and expenses relative to previous financial years are reported separately. In 2013, this essentially involves accounting for costs and income resulting from sponsoring contracts.

3.4 OTHER INFORMATION

3.4.1 REMUNERATION OF GOVERNING BODIES (in thousands of CHF)

	2013	2012
Members of the Management Committee	KCHF 680	KCHF 716
	KCHF 680	KCHF 716

In the meeting dated 29 October 2013, the UCI Management Committee set CHF 340,000 as the gross total for the annual remuneration of the President.

3.4.2 RISK MANAGEMENT

UCI Management Committee and Management make a regular analysis of the strategic and operational risk that the Federation may face. The main risks that are likely to have a significant impact on the Federation's finances are assessed and covered by a plan of action and protection measures. UCI Management is responsible for implementing these measures, the enforcement and effectiveness of which are regularly overseen by the President.

3.4.3 OCCUPATIONAL BENEFITS PLAN

Employees and pensioners of the UCI are covered for basic insurance according to the Swiss legal system by a major Swiss insurance company which covers the entire risk (reinsurance). The occupational benefits plans are based on the defined contributions principle, and UCI has no liability other than its own annual contribution, that amounted to CHF 476,000 in 2013 (in 2012: CHF 471,000).

3.4.4 OTHER INFORMATION (ACCORDING TO SWISS LAW)

Leasing: There is no current leasing contract.

Fire insurance value: the value of fire insurance for tangible fixed assets is KCHF 11,476.

Contingent assets pledged and liabilities:

Current account assets and investments with one of the banks, totalling CHF 8,220,000, are pledged to cover a bank credit facility of CHF 3,000,000 not used in 2013.

A mortgage note of KCHF 1,000 on the Aigle administrative building is pledged to another bank by way of guarantee for forward transactions and currency options.

3.4.5 ASSETS HELD FOR A THIRD PARTY

UCI has opened a bank account in its own name on behalf of the African Cycling Confederation. This fiduciary asset whose balance amounted to CHF 53,000 on 31/12/2013 does not appear on the UCI's balance sheet.

4. Auditor's Report



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Audit
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Report of the Statutory Auditor on the Financial Statements to the General Meeting of the Members

International Cycling Union, Aigle

As statutory auditor, we have audited the financial statements of International Cycling Union, Aigle, which comprise the balance sheet, income statement and notes as disclosed in pages 38 to 52 for the year ended 31 December 2013.

Management Committee's Responsibility

The Management Committee is responsible for the preparation of the financial statements in accordance with the requirements of Swiss law and the company'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 Management Committee 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 the 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 2013 comply with Swiss law and the company'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 728 CO) and that there are no circumstances incompatible with our independence.

In accordance 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 board of association.

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

KPMG SA

Pierre Henri Pigeon
Licensed Audit Expert
Auditor in Charge

Cédric Rigoli
Licensed Audit Expert

Lausanne, 23 May 2014

5. UCI WorldTour

5.1 LEGAL STATUS, FINANCIAL FLOWS, OPERATION

UCI WorldTour is not an independent legal entity, but an activity of UCI that is managed by an ad hoc committee, the Professional Cycling Council (PCC), that is under the responsibility of UCI's Management Committee. Personnel working for the management and operation of the UCI WorldTour are thus part of UCI staff and all of the costs and income are included in UCI's accounts. The financial flows specific to the UCI WorldTour are detailed below.

According to UCI regulations, some receipts (licences, financial income) and costs are assigned directly to the reserve Fund of UCI WorldTour, whose goal is to finance particular projects or provide assistance to members of the UCI WorldTour. This Fund is deposited in a specified Euro account, opened by UCI with a Swiss bank.

5.2 ANALYSIS OF INCOME AND EXPENSES FOR THE FINANCIAL YEAR

Operating statement of the UCI WorldTour (in thousands of CHF)

REVENUES	2013	2012
Contributions from partners:		
UCI Pro Teams	1,083	1,036
Organizers	345	357
UCI	520	476
Total revenue	1,948	1,868
EXPENSES UWT Council management and meeting costs	-812	-760
Commissaires	-243	-155
Marketing, PR, communication	-270	-339
Legal and financial matters	-718	-638
Total expenses	-2,043	-1,891
Surplus receipts (- costs)	-96	-23

Revenue and expenses are included in the UCI results presented on page 7 of this report. The items are distributed among the various headings of the income statement.

Total costs are distributed as follows:

	2013	2012
Direct costs of the UCI WorldTour (third party costs)	-1,052	-804
UCI costs allocated for UCI WorldTour	-991	-1,087
	-2,043	-1,891

5.3 RESERVE FUNDS OF THE UCI WORLDTOUR

UCI WorldTour reserve funds as of 31.12.2013 (in thousands of EUR)

	2013	2012
	KEUR 2,131	KEUR 2,075
Initial balance as of January 1		
Payments allocated to the fund during the financial year		
UCI ProTeams, licenses, total revenue collected	KEUR 522	KEUR 577
Organizers, licenses, total revenues collected	KEUR 140	KEUR 663
	KEUR 112	KEUR 689
Costs supported by the fund during the financial year		
License commission	KEUR -19	KEUR -59
Participation Junior Conference	KEUR -82	KEUR -83
Assistance to UCI WorldTour organizers	KEUR -100	KEUR -200
Projects, events and studies	KEUR -113	
AIGCP, Organizers, CPA indemnities	KEUR -245	KEUR -249
Fund management costs	KEUR -45	KEUR -602
	KEUR -43	KEUR -634
Balance at December 31	KEUR 2,191	KEUR 2,131
UCI WORLDTOUR RESERVE FUND BALANCE SHEET (in thousands of EUR)		
2013 2012 UBS bank account (EUR)	KEUR 2,319	KEUR 2,783
Cash in transit	KEUR -5	KEUR 234
Total assets	KEUR 2,314	KEUR 3,017
Creditors and accrued liabilities		
Contributions owed to stakeholders	KEUR -	KEUR 663
Participation Volta a Catalunya (paid in 2013)	KEUR	- KEUR 200
Various accrued liabilities	KEUR 123	KEUR 24
Total debt	KEUR 123	KEUR 887
Total of fund in EUR	KEUR 2,191	KEUR 2,130
Total liabilities	KEUR 2,314	KEUR 3,017
Compared with value as of 31.12. in thousands of KCHF	KCHF 2,835	KCHF 3,641

6. World Cycling Centre (WCC)

6.1 ACCOUNTS OF CMC EXPLOITATION SA AND THE CMC FOUNDATION (CONSOLIDATED)

6.1.1 OPERATING STATEMENT (in thousands of CHF)

	NOTE	INCOME		EXPENSES		PROFIT / LOSS	
		2013	2012	2013	2012	2013	2012
Training Department	6.2.1	3,888	4,082	-3,639	-3,566	249	517
Events		368	407	-123	-119	245	289
Velodrome restaurant		1,053	1,066	-1,152	-1,129	-99	-63
Building		847	908	-439	-416	408	492
Operating		170	172	-836	-862	-667	-690
Gross operating margin		6,326	6,636	-6,190	-6,091	135	545
Non-operating income and expenses		25	53	-93	-148	-69	-95
Depreciation and provisions				-442	-779	-442	-779
Result		6,350	6,583	-6,726	-7,017	-375	-329



6.1.2 BALANCE SHEET (in thousands of CHF)

ASSETS	NOTE	2013	2012
Current assets			
Cash		1,722	1,713
Other current assets		1,028	958
Total current assets		2,749	2,671
Fixed assets			
World Cycling Centre Building	6.2.2	15,209	15,545
Land		775	0
Furniture, machines, other		132	136
Total fixed assets		16,117	15,681
Total Assets		18,867	18,351
LIABILITIES			
Third party funds			
Short-term debts		958	491
LIM credits (Collectivities)		3,058	3,234
UCI loan (land purchase)		600	0
Funds and provisions	6.2.5	1,421	1,421
Total third party funds		6,037	5,146
Equity			
Share capital		1,140	1,140
Profit brought forward		12,065	12,394
Result for financial year		-375	-329
Total equity		12,580	13,205
Total Liabilities		18,617	18,351

6.2 COMMENTS**6.2.1 TRAINING DEPARTMENT**

UCI's contribution to the Training Department totals KCHF 3,100 (KCHF 3,000 in 2011), the balance consisting of services invoiced to third parties (teams, clubs, Federations etc.)

6.2.2 THE WORLD CYCLING CENTRE BUILDING

The WCC building (Velodrome, sports facilities, technical installations) is depreciated on a straight-line basis over 50 years.

6.2.3 LAND

This is a piece of land of 17,522 m² acquired in 2013 in the municipality of Aigle, under very favourable conditions. The new BMX track will be built in 2014 on this parcel. In this way, the land currently occupied by the BMX track can be allocated for use by WCC development projects. Remember that the parcel where the WCC and the UCI building are built belongs to the municipality of Aigle, which makes it available in the form of a surface right.

6.2.4 UCI LOAN (LAND PURCHASE)

The UCI granted a loan of CHF 600,000 for the purchase of land in the municipality of Aigle. The conditions are an interest of 1% and the annual repayment is CHF 30,000 for a period of 20 years. No specific guarantee has been requested.

6.2.5 FUNDS AND PROVISIONS

Funds for building renovation (CHF 1,350,000) and provision for development projects (CHF 71,000).

6.2.6 EQUIPMENT RELATED TO SPORTING ACTIVITIES

The acquisition value of the equipment and material (including equipment and accessories) linked to sporting activities is estimated at around CHF 3,500,000. These assets are not valued on the balance sheet, having been mainly offered by sponsors (value in kind).

7. Global Cycling Promotion SA

7.1 GENERAL

Global Cycling Promotion SA (GCP) is a subsidiary that is 100% owned by UCI that was founded on the 4th March, 2011. Its social aim, as defined by its statutes is to promote cycling at the world level through the promotion, organization and showcasing of cycling events that favour the international expansion of cycling sports in order to ensure and extend its Olympic status and to ensure that cycling generally benefits from economic effects; to develop the visibility and the recognition of cycling competitions, notably by favouring and accompanying the development of new races, whether this be in countries renowned for cycling or in new regions; to offer support and provide advice to third parties wishing to organize competitions according to UCI regulations, by providing them with and giving them access to the experience and know-how developed within UCI in the organization of cycling competitions.

7.2 ACTIVITY AND FINANCIAL RESULTS 2013

The revenue and expenses relating mainly to the Tour of Beijing, which GCP began and co-organises on behalf of the UCI and based on a contract under which UCI transferred to its subsidiary a portion of its rights and obligations relating to the race. Aside from this main activity, GCP manages, both for UCI and on its own behalf, various development and promotional projects for cycling on an international level. In 2013, GCP invoiced the UCI for consultation fees at a level of KCHF 85 for specific projects (in 2012, the UCI paid KCHF 600 as a contribution to development costs)

7.3 ACCOUNTS OF GLOBAL CYCLING PROMOTION SA

7.3.1 BALANCE SHEET (in thousands of CHF)

ASSETS	2013	2012
Current assets		
Cash	975	107
Other current assets	94	795
Total current assets	1,069	902
Fixed assets	0	0
Total Assets	1,069	902
LIABILITIES		
Creditors and accrued liabilities	831	771
Provisions	30	0
Equity Share capital	200	200
Result brought forward	-69	-10
Result for financial year	77	-59
Total equity	208	131
Total Liabilities	1,069	902

7.3.2 OPERATING STATEMENT (in thousands of CHF)

	2013	2012
Activities		
Income	3,861	4,056
Expenses	-3,256	-3,558
Result from activities and gross result	605	498
Operating Income and Expenses		
Personnel	-259	-247
Other general costs	-240	-368
Total operating expenses	-499	-615
Operating result	107	-117
Non-operating Income and Expenses	-29	59
Result for the financial year	77	-59



A. National Federations

COUNTRY	NAME OF THE FEDERATION
AFGHANISTAN	Afghanistan Cycling Federation
ALBANIA	Albanian Cycling Federation
ALGERIA	Fédération Algérienne de Cyclisme
ANDORRA	Federació Andorrana de Ciclisme
ANGOLA	Fédération Cycliste de L'angola
ANTIGUA AND BARBUDA	Antigua And Barbuda Cycling Association
ARGENTINA	Unión Ciclista de la República Argentina
ARMENIA	Cycling Federation of Armenia
ARUBA	Aruba Wieler Bond
AUSTRALIA	Cycling Australia
AUSTRIA	Österreichischer Radsport Verband
AZERBAIJAN	Azerbaijan Cycling Federation
BAHAMAS	Bahamas Cycling Federation
BAHRAIN	Bahrain Cycling Association
BANGLADESH	Bangladesh Cycling Federation
BARBADOS	Barbados Cycling Union
BELARUS	Belarusian Cycling Federation
BELGIUM	Royale Ligue Velocipédique Belge
BELIZE	Cycling Federation of Belize
BENIN	Fédération Béninoise de Cyclisme
BERMUDA	Bermuda Bicycle Association
BOLIVARIAN REPUBLIC OF VENEZUELA	Federacion Venezolana de Ciclismo
BOLIVIA	Federación Boliviana de Ciclismo
BOSNIA AND HERZEGOVINA	Cycling Federation of Bosnia And Herzegovina
BOTSWANA	Botswana Cycling Association (provisoire)
BRAZIL	Confederação Brasileira de Ciclismo
BRUNEI DARUSSALAM	Brunei Darussalam Cycling Federation
BULGARIA	Bulgarian Cycling Union
BURKINA FASO	Fédération Burkinabe de Cyclisme
BURUNDI	Fédération Burundaise de Cyclisme
CAMBODIA	Cambodian Cycling Federation
CAMEROON	Fédération Camerounaise de Cyclisme
CANADA	Canadian Cycling Association
CAYMAN ISLANDS	Cayman Islands Cycling Association
CENTRAL AFRICAN REPUBLIC	Federation Centrafricaine de Cyclisme
CHILE	Federación Ciclista de Chile
CHINESE TAIPEI	Chinese Taipei Cycling Association
COLOMBIA	Federación Colombiana de Ciclismo
COMOROS (suspendue)	Fédération Comorienne de Cyclisme

COUNTRY	NAME OF THE FEDERATION
CONGO	Federation Congolaise de Cyclisme
COSTA RICA	Federación Costarricense de Ciclismo
COTE D'IVOIRE	Fédération Ivoirienne de Cyclisme
CROATIA	Hrvatski Biciklisticki Savez
CUBA	Federación Cubana de Ciclismo
CYPRUS	Cyprus Cycling Federation
CZECH REPUBLIC	Czech Cycling Federation
DEMOCRATIC PEOPLE'S REPUBLIC OF KOREA	Cycling Association of The Democratic People's Republic of Korea
DEMOCRATIC REPUBLIC OF THE CONGO	Federation Cycliste de la Republique Democratique Du Congo
DENMARK	Danmarks Cykle Union
DOMINICAN REPUBLIC	Federación Dominicana de Ciclismo
ECUADOR	Federación Ecuatoriana de Ciclismo
EGYPT	Egyptian Cycling Federation
EL SALVADOR	Federación Salvadorena de Ciclismo
ERITREA	Eritrean National Cycling Federation
ESTONIA	Estonian Cyclists Union
ETHIOPIA	Ethiopian Cycling Federation
FIJI	Cycling Fiji
FINLAND	The Cycling Union of Finland
FORMER YUGOSLAV REPUBLIC OF MACEDONIA	Cycling Federation of Macedonia
FRANCE	Fédération Française de Cyclisme
GABON	Fédération Gabonaise de Cyclisme
GAMBIA	Gambia Cycling Association
GEORGIA	Cycling Federation of Georgia
GERMANY	Bund Deutscher Radfahrer Ev.
GHANA	Ghana Cycling Association
GREAT BRITAIN	British Cycling Federation
GREECE	Hellenic Cycling Federation
GRENADA	Grenada Cycling Federation
GUAM	Guam Cycling Federation
GUATEMALA	Federación Guatemalteca de Ciclismo
GUINEA	Fédération Guinéenne de Cyclisme
GUYANA	Guyana Cycling Federation
HAITI	Fédération Haïtienne de Cyclisme
HONDURAS	Federacion Nacional de Ciclismo de Honduras
HONG KONG, CHINA	The Cycling Association of Hong Kong, China Limited
HUNGARY	Hungarian Cycling Federation
INDIA	Cycling Federation of India

COUNTRY	NAME OF THE FEDERATION
INDONESIA	Indonesian Cycling Federation
IRAQ	Iraqi Cycling Federation
IRELAND	Cycling Ireland
ISLAMIC REPUBLIC OF IRAN	Cycling Federation of Islamic Republic of Iran
ISRAEL	Israel Cycling Federation
ITALY	Federazione Ciclistica Italiana
JAMAICA	Jamaica Cycling Federation
JAPAN	Japan Cycling Federation
JORDAN	Jordan Cycling Federation
KAZAKHSTAN	Kazakhstan Cycling Federation
KENYA	Kenya Cycling Federation
KOREA	Korea Cycling Federation
KUWAIT	Kuwait Athletic & Cycling Federation
KYRGYZSTAN	Kyrgys Cycling Federation
LAO PEOPLE'S DEMOCRATIC REPUBLIC	Lao Cycling Federation
LATVIA	Latvian Cycling Federation
LEBANON	Fédération Libanaise de Cyclisme
LESOTHO	Lesotho Cycling Association
LIBERIA	Liberia National Cycling Association
LIBYA	Libyan Cycling Federation
LIECHTENSTEIN	Liechtensteiner Radfahrerverband
LITHUANIA	Lithuanian Cycling Federation
LUXEMBOURG	Fédération Du Sport Cycliste Luxembourgeois
MACAO, CHINA	Associação de Ciclismo de Macao, Chine
MADAGASCAR	Fédération Malgache de Cyclisme
MALAWI	Cycling Federation of Malawi
MALAYSIA	Malaysian National Cycling Federation
MALI	Fédération Malienne de Cyclisme
MALTA	Malta Cycling Federation
MAURITIUS	Fédération Mauricienne de Cyclisme
MEXICO	Federación Mexicana de Ciclismo
MONACO	Fédération Monegasque de Cyclisme
MONGOLIA	Mongolian Cycling Federation
MONTENEGRO	Cycling Association of Montenegro
MOROCCO	Fédération Royale Marocaine de Cyclisme
MOZAMBIQUE	Federação Moçambicana de Ciclismo
MYANMAR	Myanmar Cycling Federation
NAMIBIA	Namibian Cycling Federation
NEPAL	Nepal Cycling Association
NETHERLANDS	Koninklijke Nederlandsche Wielren Unie
NEW ZEALAND	Bikenz Inc.
NICARAGUA	Federación Nicaraguense de Ciclismo
NIGER	Fédération Nigerienne de Cyclisme (suspendue)
NIGERIA	Cycling Federation of Nigeria
NORWAY	Norges Cykleforbund
OMAN	Oman Cycling Association
PAKISTAN	Pakistan Cycling Federation
PANAMA	Federación Panamena de Ciclismo
PARAGUAY	Federación Paraguaya de Ciclismo
PEOPLE'S REPUBLIC OF CHINA	Chinese Cycling Association
PERU	Federación Deportiva Peruana de Ciclismo

COUNTRY	NAME OF THE FEDERATION
PHILIPPINES	Philcycling Integrated Cycling Federation of The Philippines
POLAND	Union Cycliste de Pologne
PORTUGAL	Federação Portuguesa de Ciclismo
PUERTO RICO	Federación de Ciclismo de Puerto Rico
QATAR	Qatar Cycling Federation
REPUBLIC OF MOLDOVA	Moldavian Cycling Federation
ROMANIA	Romanian Cycling Federation
RUSSIAN FEDERATION	Russian Cycling Federation
RWANDA	Federation Rwandaise de Cyclisme
SAINT KITTS AND NEVIS	St Kitts And Nevis Cycling Federation
SAINT LUCIA	St. Lucia Cycling Association
SAINT VINCENT AND THE GRENADINES	St-vincent & Grenadines Cycling Union
SAN MARINO	Federazione Sammarinese Ciclismo
SAO TOME AND PRINCIPE	Federation Santomeenne de Cyclisme
SAUDI ARABIA	Saudi Cycling Federation
SENEGAL	Fédération Sénégalaise de Cyclisme
SERBIA	Cycling Federation of Serbia
SEYCHELLES	Seychelles Cycling Association
SIERRA LEONE	Sierra Leone National Cycling Association
SINGAPORE	Singapore Cycling Federation
SLOVAKIA	Slovak Cycling Federation
SLOVENIA	Fédération Slovène de Cyclisme
SOMALIA	Somali Cycling Federation
SOUTH AFRICA	Cycling South Africa
SPAIN	Real Federación Española de Ciclismo
SRI LANKA	Cycling Federation of Sri Lanka
SUDAN	Sudan Cycling Federation
SURINAME	Surinaamse Wielren Unie
SWAZILAND	Cycling Association of Swaziland
SWEDEN	Svenska Cykelförbundet
SWITZERLAND	Swiss Cycling
SYRIAN ARAB REPUBLIC	Syrian Arab Cycling Federation
THAILAND	Thai Cycling Association
TIMOR LESTE	East Timor Cycling Federation
TOGO	Fédération Togolaise de Cyclisme
TRINIDAD AND TOBAGO	Trinidad And Tobago Cycling Federation
TUNISIA	Fédération Tunisienne de Cyclisme
TURKEY	Turkish Cycling Federation
TURKMENISTAN	Cycling Federation of Turkmenistan
UGANDA	Uganda Cycling Association
UKRAINE	Fédération Ukrainienne de Cyclisme
UNITED ARAB EMIRATES	U.A.E. Cycling Federation
UNITED REPUBLIC OF TANZANIA	Cycling Association of Tanzania
UNITED STATES OF AMERICA	USA Cycling
URUGUAY	Federacion Ciclista Uruguay
UZBEKISTAN	Uzbekistan Cycling Federation
VIETNAM	Vietnam Cycling Federation
VIRGIN ISLANDS	Virgin Islands Cycling Federation
YEMEN	Yemen Cycling Federation
ZAMBIA	Cycling Association of Zambia
ZIMBABWE	Cycling Zimbabwe Association

B. Management Committee & general organisation

Management Committee Composition at 31 December 2013

President

Mr Brian Cookson (GBR)

Vice-Presidents

Dr Mohamed Wagih Azzam (EGY)

Ms Tracey Gaudry (AUS)

Mr David Lappartient (FRA)

Members

Mr Mohamed Belmahi (MAR)

Mr Hee Wook Cho (KOR)

Mr Renato Di Rocco (ITA)

Mr Artur Lopes (POR)

Mr Igor Viktorovich Makarov (RUS)

Mr Emin Müftüoğlu (TUR)

Mr Peder Pedersen (DEN)

Mr José Manuel Pelaez Rodriguez (CUB)

Mr Mike Plant (USA)

Mr Marian Stetina (CZE)

Mr Tom Van Damme (BEL)

General organisation Status at 31 December 2013



C. Commissions

Professional Cycling Council (PCC)

President

David Lappartient (FRA)

Members appointed by the Management Committee

Gilles Delion (FRA)

Marco Pinotti (ITA)

Mike Plant (USA)

Kristy Scrymgeour (AUS)

Tom Van Damme (BEL)

Riders' representative, member of the UCI Athletes' Commission

Bernhard Eisel (GER)

Members appointed by the associations

Gianni Bugno (ITA)

Member appointed by the CPA

Luuc Eisengaa (NED)

AIGCP Member appointed by the UCI ProTeams

Alfonso Galilea (ESP) –

AIGCP Member appointed by the UCI ProTeams

Charly Mottet (FRA) –

Member appointed by the holders of a UCI WorldTour licence

Christian Prudhomme (FRA) –

Member appointed by the other race organisers of the UCI WorldTour, a member of the AIOCC

Honorary President

Vittorio Adorni (ITA)

Observer status

Roger Legeay (FRA)

Road Commission

President

Tom Van Damme (BEL)

Members appointed by the Management Committee

Stefano Feltrin (ITA)

Alexander Gusyatnikov (RUS)

Charlie Jackson (GBR)

Sean Petty (USA)

Yvonne Mattsson (SWE)

Organisers' representative, member of the AIOCC

Edouard Buchette (LUX)

Riders' representative, member of the UCI Athletes' Commission

Marianne Vos (NED)

Development teams' representative

Pierre-Yves Chatelon (FRA)

UCI Professional Continental Teams representative, designated by the AIGCP

Claudio Corti (ITA)

Track Commission

President

Peder Pedersen (DEN)

Members appointed by the Management Committee

Gabriel Curuchet (ARG)

Tanya Dubnicoff (CAN)

Toni Kirsch (GER)

William Newman (RSA)

Joe Smets (BEL)

Riders' representative, member of the UCI Athletes' Commission

Teun Mulder (NED)

Mountain bike Commission

President

Emin Müftüoğlu (TUR)

Members appointed by the Management Committee

Mannie Heymans (NAM)

Brian Jolly (CAN)

Thierry Maréchal (BEL)

Riders' representative, member of the UCI Athletes' Commission

Georgia Gould, Cross-country representative

Greg Minnaar (RSA), Gravity representative

BMX Commission

President

Artur Lopes (POR)

Members appointed by the Management Committee

Jolanda Polkamp (NED)

Roger Rinderknecht (SUI)

Jose Luiz Vasconcellos (BRA)

Riders' representative

Sarah Walker (NZL)

Para-cycling Commission

President

Mohamed Belmahi (MAR)

Members appointed by the Management Committee

Peter Day (AUS)

Catherine Gastou (FRA)

Roger Getzmann (SUI)

Roberto Rancilio (ITA)

Riders' representative

Sarah Storey (GBR)

Cyclo-cross Commission

President

Mike Plant (USA)

Members appointed by the Management Committee

Geoff Proctor (USA)

Beat Wabel (SUI)

Helen Wyman (GBR)

Riders' representative, member of the UCI Athletes' Commission

Sven Nys (BEL)

Trials Commission

President

Peter Fisch (SUI)

Members appointed by the Management Committee

Joël Bourret (FRA)

Karin Moor (SUI) (1)

Riders' representative

Kenny Belaey (BEL)

Indoor cycling Commission

President

Marian Stetina (CZE)

Members appointed by the Management Committee

Claudia Bee (GER)

Hanspeter Flachsmann (SUI)

Yoshiyuki Taenaka (JPN)

Peter Vandeberg (NED)

Mass participation events Commission

President

Renato Di Rocco (ITA)

Members appointed by the Management Committee

Trevor Bailey (VIN)
Andy Cook (GBR)
Jon Leighton (AUS)
Tone Lien (NOR)
Ricardo Nogare (BRA)
Gianluca Santilli (ITA)

Advocacy Commission

President

Tracey Gaudry (AUS)

Members appointed by the Management Committee

Pia Allerslev (DEN)
Tim Blumenthal (USA)
Patrick François (FRA)

Anti-doping Commission

President

Peder Pedersen (DEN)

Members appointed by the Management Committee

Chris Jarvis (GBR)
Nikita O. Kamaev (RUS)
Marjolaine Viret (SUI)

Women's Commission

President

Tracey Gaudry (AUS)

Riders' representatives

Katie Compton (USA) – Cyclo-cross
Emma Pooley (GBR) – Road

Members appointed by the Management Committee

Martin Barras (AUS) – National coach (Road/Track)
Karen Bliss (USA) – Industry representative
Mark Buttermann (GER) – Media
Kristy Scrymgeour (AUS) – Team owner
Thibaud Coudriou (FRA)/Thierry Gouvenou (FRA) – Events organisers



Disciplinary Commission - UCI Arbitral Board Commission

Presidents

Disciplinary : Julien Mordacq (FRA)

UCI Arbitral Board : Mohamed Belmahi (MAR)

Members of both commissions

Phill Bates (AUS)

Gabriel Nigon (SUI)

Victor Berezov (RUS)

Mika Niskanen (FIN)

Josep-D. Bochaca (ESP)

Patrice Roy (FRA)

Marco Bognetti (ITA)

Alexis Schoeb (SUI)

Rocco Cattaneo (SUI)

Wim Van Herreweghe (BEL)

Norma Gimondi (ITA)

Yao Allah-Kouame (CIV)

Paolo Giucastro (ITA)

Paul Mauriac (FRA)

Maria-Laura Guardamagna (ITA)

Madis Lepajoe (EST)

Tatsuo Hayashi (JPN)

Harald Tiedeman Hansen (NOR)

Volker Hesse (AUT)

Mohamed Sahnoon (GHA)

Luciano Hostins (BRA)

Julien Zylberstein (FRA)

Philippe Mariën (BEL)

Martijn Swinkels (NED)

Giovanni Meraviglia (ITA)

Lucien Maurin (FRA)

Jean-Pierre Morand (SUI)

Roland Hofer (SUI)

Peter Bartels (AUS)

Thilo Pachmann (SUI)

International Development and National Federations' Commission

President

Brian Cookson (GBR)

Members appointed by the Management Committee

Mohamed Wagih Azzam (EGY) *

Hee Wook Cho (KOR) *

Tracey Gaudry (AUS) *

David Lappartient (FRA)*

Jose Manuel Pelaez (CUB) *

* or other persons nominated by them

Ethics Commission

President

Richard Leggat (NZL)

Members

Noemi Cantele (ITA)

John Tolkamp (CAN)

Marcel Wintels (NED)

Licence Commission

President

Pierre Zappelli (SUI)

Members

André Hürter (SUI)

Hans Höhener (SUI)

Paolo Franz (SUI)

Equipment Commission

President

Brian Cookson (GBR)

Consultant

Dimitris Katsanis – UCI Technology and Innovation Consultant

Members

Carsten Jeppesen (DEN) - UCI ProTeam Management member

Prof. Jan-Anders Månson (SWE) – Technology expert

Alex Roussel (FRA) – Cycling mechanic

Martina Schär (SUI) – Cycling fans' representative

Martijn Swinkels (NED) - UCI Commissaire

Robbert de Kock – Cycling industry representative

D. Human Resources

Personnel and employee profile

The staff of the UCI Administrative Services increased slightly during 2013; twelve people were hired while there were eight departures. The number of employees thus increased from 69 on 1 January to 73 on 31 December (from 62.9 to 68.2 full-time equivalent posts).

The UCI, as an international organisation, respects and encourages the diversity of its personnel. At the end of 2013, 51% of posts were occupied by women, 17 nationalities were represented and the average employee age was 37.

Structure of the Administrative Services

The Director General, acting on behalf of the President, is responsible for the UCI's Administrative Services which entered a phase of restructuring in the last quarter of 2013, a process that continued into 2014. At the time of writing, the Administrative Services consisted of three departments (Sport and Technical, Marketing and Events, and Administration) and four services (Communication, Legal, International Relations and Human Resources), each led by a Director (department) or a Head (services), who represent the Management in their field of activity.



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(UCI Africa Tour, UCI America Tour)

(World Cycling Centre)

(UCI Mountain Bike World Championships, UCI Mountain Bike World Cup)

(UCI Women Road World Cup)

(Financial Director portrait)

(UCI BMX World Championships)

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(UCI WorldTour, UCI Track Cycling World Championships, UCI Cyclo-cross World Championships, UCI Cyclo-cross World Cup, President portrait)

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