

INTERNATIONAL CRIMINAL POLICE ORGANIZATION – INTERPOL (ICPO-INTERPOL)



ANNUAL FINANCIAL REPORT AND FINANCIAL STATEMENTS 2021

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ANNUAL FINANCIAL REPORT 2021

As the global pandemic continued to cause widespread disruption to operations in 2021, the Organization maintained its conservative financial management approach in order to reinforce its reserve position and overall financial security. The financial prudence is demonstrated in the strengthening of all of the key financial indicators that track financial stability, liquidity, and financial performance.

Key financial indicators	Budget 2021 ¹	2021	2020	Change
<i>Financial stability</i>				
Regulatory reserve compliance ²	100%	170%	151%	+23%
<i>Financial liquidity</i>				
Unrestricted cash (months)	N/A	8.9	6.3	+40%
Statutory contribution collection	100%	97.8%	97.6%	+0.2%
Number of countries in arrears	0	17	15	+2
<i>Financial performance</i>				
Regular Budget execution	100%	93%	91%	+2%
Revenue (EUR millions)	144.9	137.3	134.9	+2%
Operating result (EUR millions)	(1.0)	7.5	2.7	+179%

Table 1: Key financial indicators 2021

Stability: The financial decisions taken during the year protected the Organization's short-term financial position in the face of significant uncertainty whilst also ensuring that the Organization is able to deliver on its key objectives in the medium term. The Organization strengthened its regulatory compliance by 23% to reach 170% of the statutory limit. Total assets increased by EUR 5.5 million (3%) to EUR 192.8 million. The current ratio reduced from 0.86 in 2020 to 0.80 in 2021, reflecting a move to longer-term investments as shown in the debt ratio of assets to liabilities. Total assets to liabilities increased to 1.39 in 2021 from 1.33 in 2020, reflecting the strengthening of the Organization's overall financial position.

Liquidity: The principal financial actions were to closely follow-up on accounts receivable and to focus on budget management without jeopardising key objectives. The in-year collection rate of statutory contributions for 2021 remained high at 97.8%, a slight improvement on 2020. Members that were seeing a fall in contributions were also encouraged to make voluntary donations to maintain their overall level of contribution. Despite the success of these actions with the vast majority of the membership, 17 of the 195 member countries were in payment arrears as defined in the Organization's Financial Regulations at the end of 2021, an increase of two on the prior year. There was some success in encouraging members in long-term arrears to reschedule their debts. The operating result ensured that cash flow from operating activities increased significantly by EUR 12.9 million in the year. Total cash and cash equivalents rose to EUR 87.6 million at the end of 2021. Including investments, accessible liquidity rose to EUR 163.3 million from EUR 151.8 million. "Unrestricted" cash, cash equivalents and investments (i.e. free to use) increased to 8.9 months of operating expenditures at the end of 2021 from 6.3 at the end of 2020 and well above the 2019 level of 4.8 months. This allows short-term operational independence without recourse to external financing.

Financial performance: The Organization continued its review of its financial operations, revising budgets and financial plans throughout the year. This resulted in a Regular Budget implementation below the budgeted 100%, at 93%, and above the 2020 performance of 91%. Total revenue increased by 2% or EUR

¹ The budget is further detailed in note 25 to the financial statements.

² The regulatory compliance applies to General Reserve Fund (GRF) and Permanent Fund for Crisis Relief (PFCR)

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2.4 million in the year compared to 2020 to a total of EUR 137.3 million, although it remained below the record 2019 revenue of EUR 141.9 million and well below the 2021 budget. The increase in revenue and the tight budget management increased the operating result to a surplus of EUR 7.5 million in 2021, an increase of EUR 4.8 million on the 2020 result and above the 2021-budgeted deficit.

Introduction

The International Criminal Police Organization (ICPO-INTERPOL, the “Organization”) was created to facilitate international law enforcement cooperation. It is the world’s largest international police organization by number of member states, having 195 members. The Organization provides tools and services, and sets standards, to facilitate the secure international exchange of information between law enforcement agencies; it provides analysis and coordinates international law enforcement operations and it assists its members in further developing their international law enforcement capacity.

Strategic Framework

The Organization has established its strategic framework for the period 2022 – 2025³, updating the previous one that ran to 2021. The framework is composed of four strategic goals and 17 strategic objectives. The framework coordinates the work on the long-term global policing goals⁴, themselves aligned to the United Nations 2030 Agenda for Sustainable Development. The strategic objectives are translated into operational actions and implemented through three global policing programmes: cybercrime, counterterrorism; organized and emerging crime.

Vision - Connecting police for a safer world

The Organization’s vision is that every law enforcement professional can securely access, share and communicate vital police information whenever and wherever needed, thereby supporting the security of the world’s citizens.

Mission - Preventing and fighting crime through enhanced cooperation and innovation on police and security matters

The Organization’s Constitution defines its mandate: “to ensure the widest possible cooperation between all criminal police authorities and to suppress ordinary law crimes”. The Organization ensures law enforcement agencies can communicate securely with each other. It enables access to police data and information. It provides operational support on priority crime areas across its three global policing programmes. It fosters continuous improvement in the capacity of law enforcement for more effective international policing.

Operational implementation

The Organization implements its global policing programmes by developing specific objectives and activities, against which a budget is allocated and progress is monitored. The Organization coordinates the activities with its members through a central bureau in every member country that is run by national authorities. The Organization has extended its secure information exchange network to allow for data exchange at border points. It has six Regional Bureaus that assist in coordinating and implementing its activities across specific regions.

Operating environment 2021

The global security environment in 2021 was again characterised by significant restrictions on international cross border travel that had a significant impact on database activity, coordinating in-person international operations and capacity building events. However, the reduction in these physical events was partly off-set by activities conducted virtually, with an increase in web-enabled events and training, as well as cyber-enabled initiatives such as combatting child sexual exploitation. The Organization continues to develop tools and services that allow members to share and analyse law enforcement data as well as providing the forum for an effective international law enforcement exchange.

Financial objectives

³ <https://www.interpol.int/Who-we-are/Strategy/Strategic-Framework-2022-2025>

⁴ <https://www.interpol.int/Who-we-are/Strategy/Global-Policing-Goals>

The Organization's financial objectives are to ensure that it has the resources to conduct its annual Programme of Activities within the framework of its Financial Regulations. There needs to be sufficient funds to be able to react to operational emergencies anywhere in the world, to have reserves to ensure financial stability and liquidity, to have a balanced budget in the long-term, and to protect the Organization's assets. The Organization tracks these financial objectives in terms of stability, liquidity and financial performance.

Financial stability

Financial uncertainty continued to impact the Organization and its membership throughout the year. The primary financial management focus was on the Organization's financial stability and ensuring its liquidity in order to further strengthen the Organization's financial position and cash flow. There was a close follow-up on receivables, notably the member country contributions where members were also encouraged to maintain previous levels of contributions via additional voluntary contributions.

Key financial indicators	2017	2018	2019	2020	2021
Regulatory reserve compliance	146%	158%	138%	151%	170%

Table 2: Financial stability – five-year trend in key financial indicators

Financial reserves: regulatory reserve compliance

The Organization had budgeted to use a small amount of its General Reserve Fund in 2021 to complete strategic projects that it had committed to implement. As the financial focus shifted from operational implementation to financial stability, the Organization reviewed all of its expenditures and commitments. This led to an increase in the accumulated reserves to EUR 41.3 million in 2021 from EUR 32.0 million in 2020, in total representing 67% of the 2021 annual statutory contributions call to members (2020: 53%).

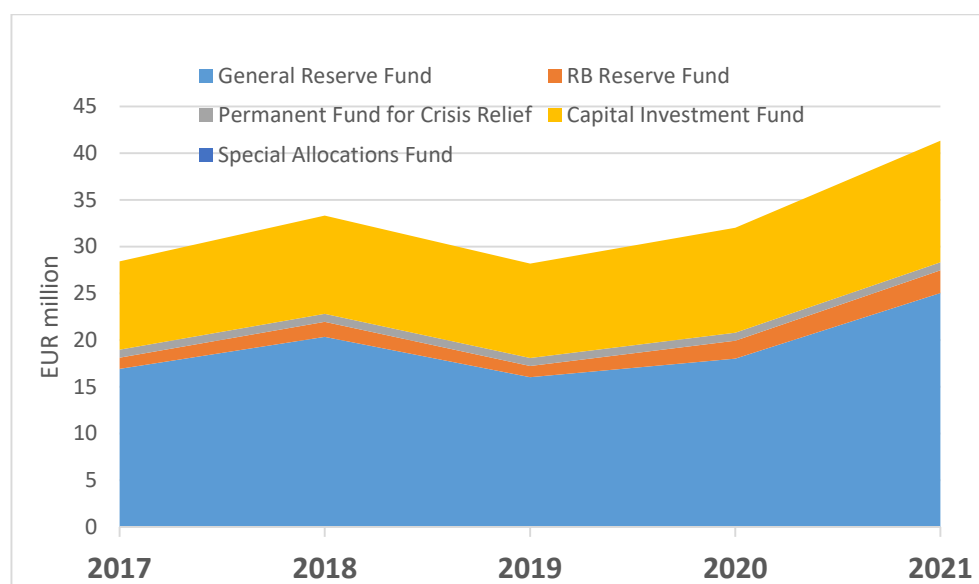


Figure 1: Five-year trend in the evolution of the level of accumulated reserve funds

The Organization has established a financial stability criterion to allow for operational continuity in the very short term (two months of operating expenditures) by setting a threshold to its General Reserve Fund and Permanent Fund for Crisis Relief. The combined level of these funds is currently EUR 25.9 million (2020: EUR 18.9 million) which is a margin of EUR 18 million (2020: EUR 9.6 million) over the compliance

limits⁵. This stability metric is an historical measure, with the requirement declining if actual expenditures decline. It is less applicable as a forward-looking measure and in times of Regular Budget growth.

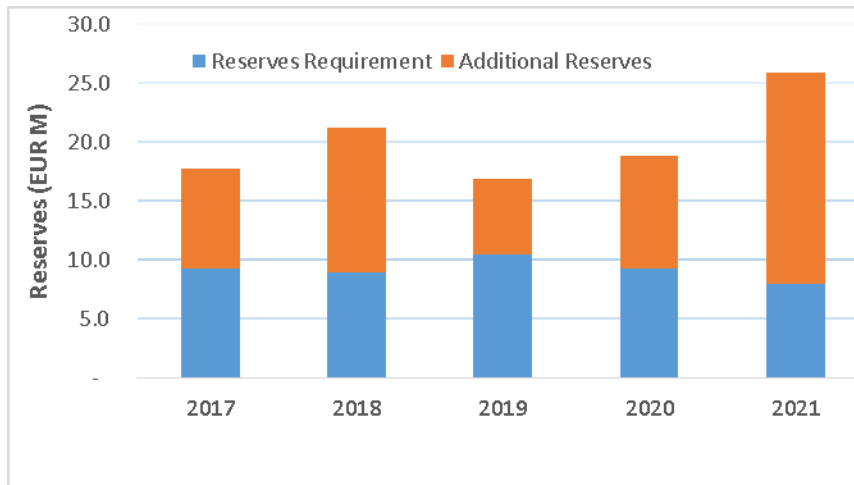


Figure 2: Five-year trend in the accumulated reserve funds and compliance with the Financial Regulations

Assets

Total assets increased by 3% from EUR 187.3 million to EUR 192.8 million. This was mainly driven by the increase in cash, cash equivalents and investments, which represent 85% of total assets. The cash assets are also primarily driven by the increase in cash and investments held on behalf of third parties – the pension and project funds. This is matched by the increase in liabilities for these items. Net asset values of long-term assets (capital items) have been decreasing in recent years, which is consistent with the wider trend towards rental rather than ownership. The trend in investment in intangible assets continues to grow, and has seen the proportion of these assets rise in comparison with tangible assets.

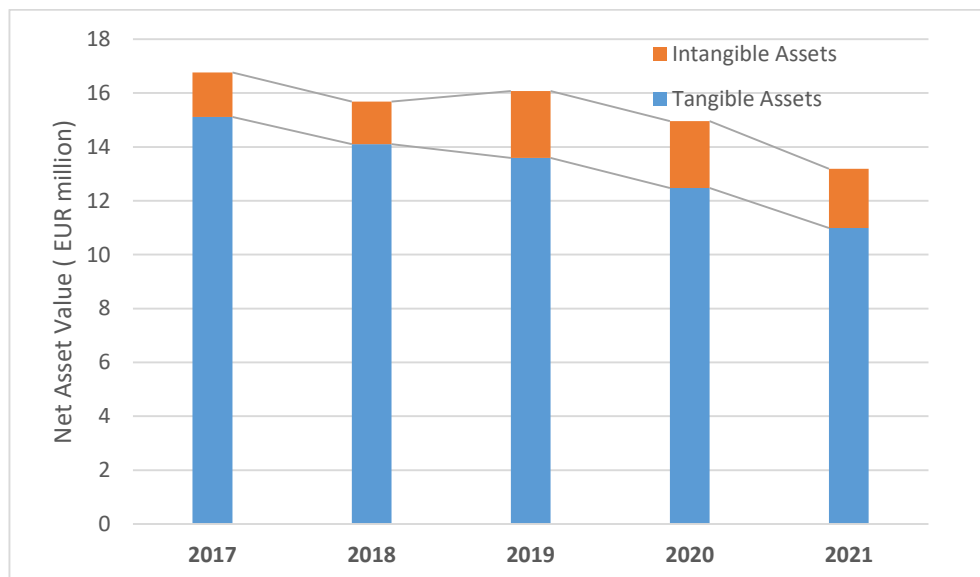


Figure 3: Five-year trend in net asset value of tangible and intangible assets

Liabilities

Liabilities reduced slightly in the year by EUR 2.0 million or 1.5%, primarily driven by a reduction in the level of accounts payable. The Organization has three principal sources of liabilities: Accounts payable and

⁵ There is no statutory level of the capital investment fund or RB reserve fund.

accrued charges; employee future benefits; and deferred revenue. Employee future benefits and deferred revenue generally have an associated internally restricted asset in cash, cash equivalent or an investment that exactly matches the liability.

Employee future benefits

The Organization offers a defined contribution pension to its employees under contract⁶. The total liability continues to increase (EUR 32.9 million in 2021 for 435 staff). The scheme is “fully funded” with corresponding restricted cash and investment assets.

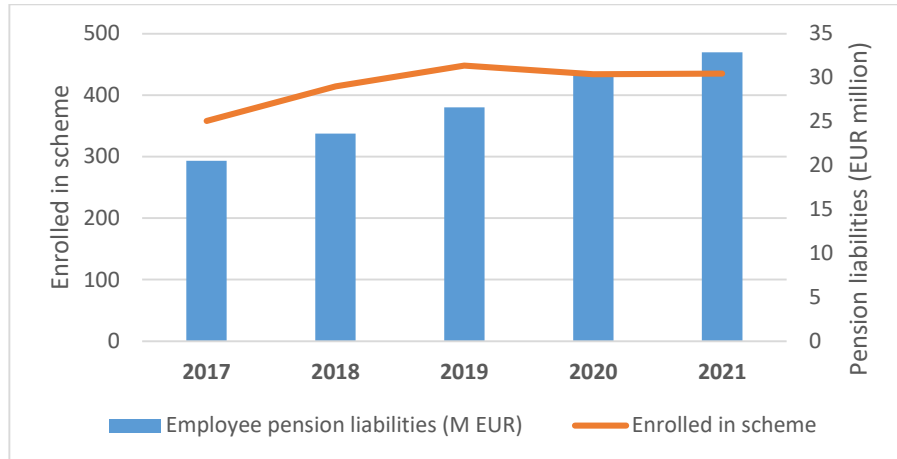
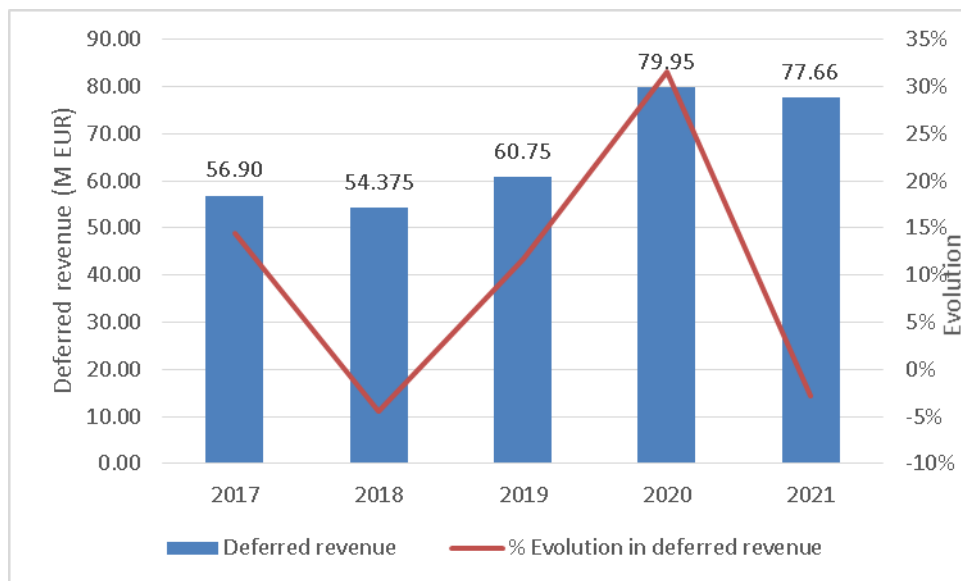


Figure 4: Five-year trend in liability and employees enrolled (line) in the defined contribution pension scheme

Deferred revenue

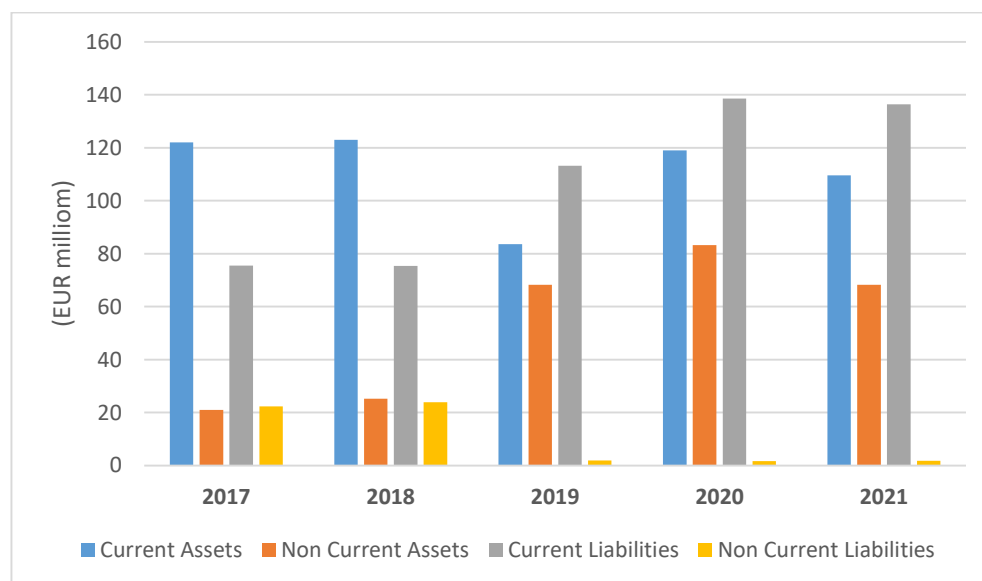
The Organization implements specific projects funded by external sponsors, usually to improve law enforcement capacity building. It usually receives the funding in advance of the implementation, which is not recognised until the project is implemented. The trend in deferred revenue has generally been on the increase as project funding has become more significant, albeit decreasing by 3% in 2021 against an increase of 32% in 2020.



⁶ Employees under contract may enrol in national pension schemes, to which the Organization may also contribute. The Organization considers that it has no further liability to the future pensioner enrolled in national schemes.

Figure 5: Five-year trend in deferred revenue (future project revenue)**Assets to liabilities ratios**

As can be seen from the assets to liabilities ratio of 1.39, liabilities are fully covered by assets. It shows that the organization is able to cover its long-term liabilities with its overall assets. Current assets are slightly lower than current liabilities, mainly due to the classification of deferred revenue as a current liability.

**Figure 6: Five-year evolution of total and current assets and liabilities****Liquidity**

Overall cash generation remained strong, mainly resulting from the operating surplus for the year. Cash, cash equivalents and investments rose by EUR 11.5 million (8%) to EUR 163.3 million. These balances are not always free-to-use as they may have internal restrictions, being held on behalf of third parties such as sponsors or employees. The increase was both for balances with internal restrictions which increased to EUR 117.6 million in 2021 (+1%), as well as the internally unrestricted balances which increased to EUR 45.7 million (+31%).

Operating cash flow was the main driver of the increase as the Organization undertook measures to conserve its cash and investment position, notably in the follow-up of the payment of contributions - on time payment is a key metric in ensuring short-term liquidity – and in managing expenditure commitments.

Key financial indicators	2017	2018	2019	2020	2021
Unrestricted cash (months)	6	7	5	6	9
Statutory contribution collection	98.36%	98.71%	98.45%	97.60%	97.78%
Number of countries in arrears	16	9	13	15	17

Table 3: Liquidity - five-year trend in key financial indicators**Operating cash flow and unrestricted cash**

The Organization continues to generate significant operating cash flows, generating EUR 12.9 million in the year (2020: EUR 32.5 million). More than 70% of cash and investments is held on behalf of third parties – employees and sponsors - slightly down from the previous years where three-quarters of cash and investments were being managed on behalf of third parties.

The key indicator for the Organization’s operating sustainability is the “unrestricted” cash, cash equivalents and investment balances. Unrestricted cash, cash equivalents and investment balances rose 40% to 8.9 months of Regular Budget operating expenses (2020: 6.3 months) and up from just under 5 months in 2019.

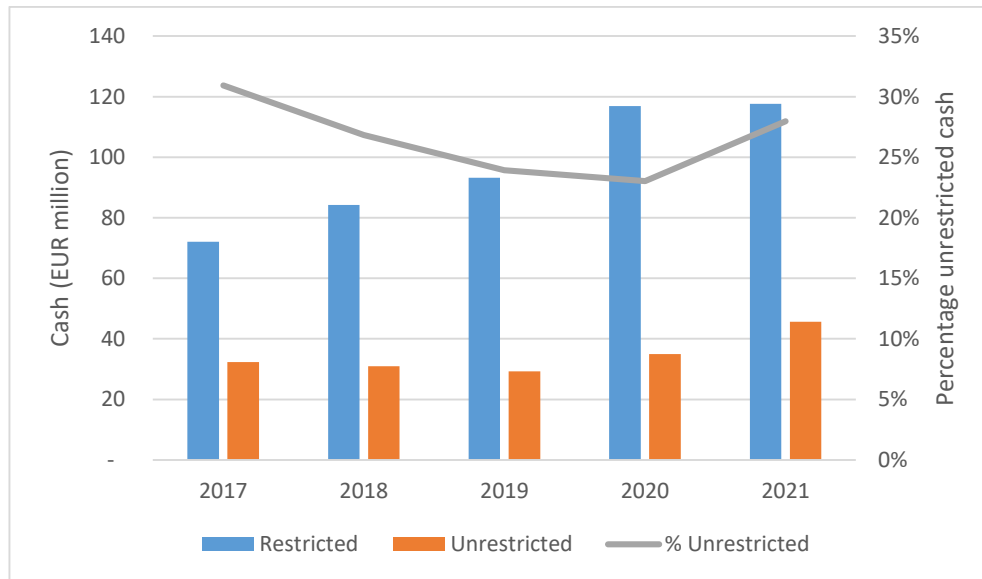


Figure 7: Five-year trend in restricted and un-restricted cash, cash equivalents and investments (M EUR, % total unrestricted). Restricted amounts are managed on behalf of third parties

Liquidity ratios

The focus on improving financial stability is demonstrated in the increase in the assets to liabilities ratio (1.39 in 2021 from 1.33 in 2020). The investment of cash on behalf of third parties to longer-term investment meant a slight decrease in the current ratio to 0.80 at the end of 2021 from 0.86 in 2020 and in the operating cash flow ratio from 0.23 to 0.09. These relatively low ratios are the result of the accounting treatment of employee and Trust Fund liabilities as current liabilities, given that they could potentially be “called” at short-notice.

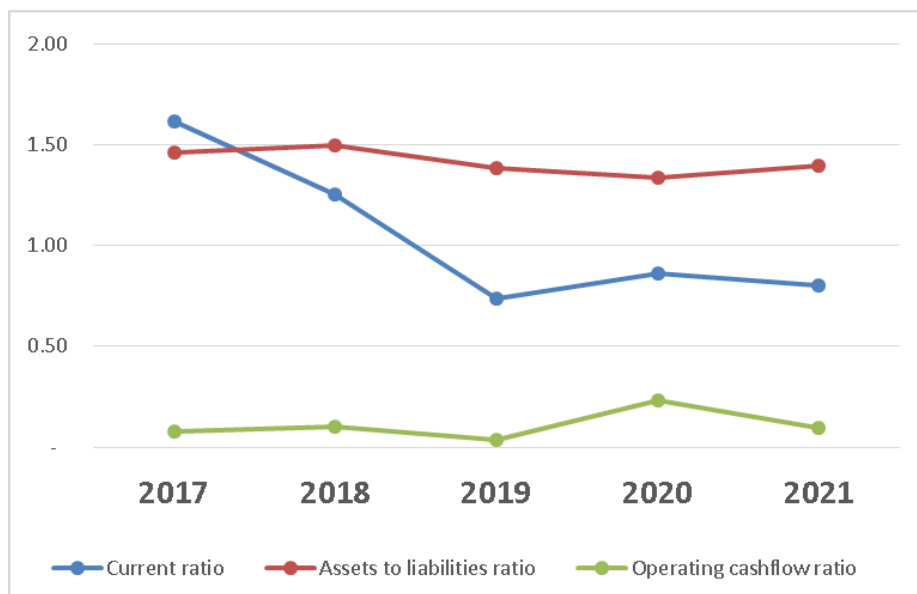


Figure 8: Five-year trend in the current and assets to liabilities ratio

Payment of statutory contributions

Timely collection of statutory contributions is a key financial indicator as it impacts the overall budget available for implementation. Each member owes statutory contributions to the General Budget based on a scale that is approved by the members and is payable by 30 April in a given financial year⁷. The scale is based on a member's economic weight in the world economy and is shown by INTERPOL region.

In year collection rates – the amount of the budget paid for the specific year *in the year* - were slightly up on the General Budget in 2021, at more than 97%, continued the good trend of timely payments. Regional Bureau Budget collection also rebounded from a low in 2020 to match previous in-year collection rates.

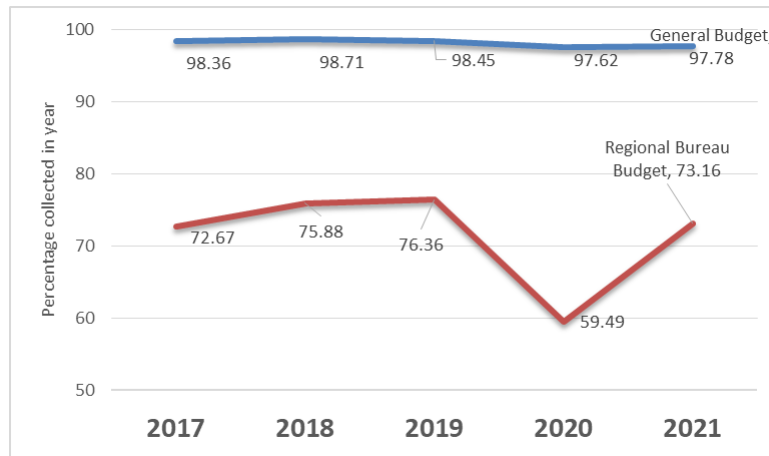


Figure 9: Collection rates of statutory contributions for General and Regional Bureau budgets

As the collection rate of 97% shows, there were good in-year statutory contribution payment rates on the General Budget across all of the regions. Member countries from the European region paid all of the statutory contributions due in 2021 (100%), followed by Asia (98%), the Americas (97%), Middle East and North Africa (90%) and Africa (88%).

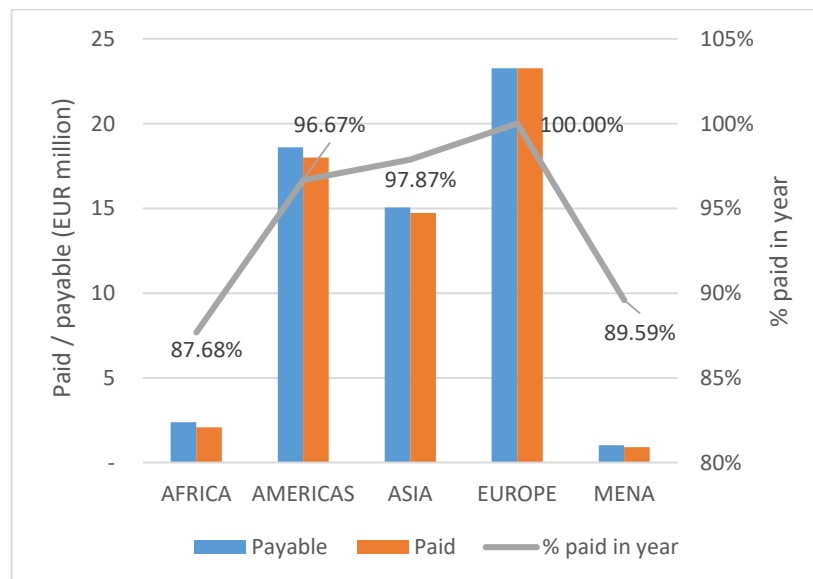


Figure 10: 2021 statutory contributions for General Budget by INTERPOL region and actual and percentage payments made in the year

⁷ Financial Regulation 3.3(2)

Overall outstanding statutory contributions owed from member countries, for all budget periods and all types, increased in the year by EUR 0.4 million (+7%) to EUR 6.2 million, the equivalent of 10.0% of total annual statutory contributions (2020: 9.6%).

Long-term payment arrears

Amounts owing from countries in long-term payment difficulties (“article 52” countries) increased from EUR 3.8 million (15 countries, 8% of the total membership of 194 countries) in 2020 to EUR 4.8 million (17 countries, 9% of the total membership) in 2021.

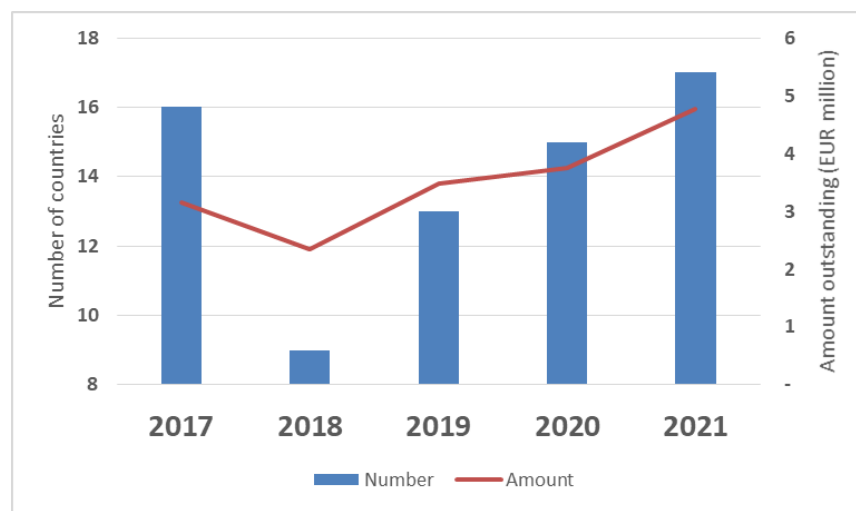


Figure 11: Five-year trend in the number and amount from countries under long-term payment arrears

Despite the slight deterioration in overall collection rates, the Organization continued its dialogue with member countries and is confident in progressing on payment as economic circumstances allow: it is not always the same countries that are subject to non-payment sanctions in a given financial year. Of the 17 member countries subject to article 52 at the end of December 2021, only 11 of those were subject to article 52 sanctions at the end of 2020, 11 at the end of 2019, 8 at the end of 2018 and 8 at the end of 2017.

Deferred revenue: Trust Fund and Special Accounts

The Organization executes projects on behalf of third-party sponsors. It generally receives funding in advance of execution, and hence the revenue is deferred until the project is implemented. The amount of Trust Fund and Special Accounts' projects has been increasing and with it the liability to deliver the projects. At the end of 2021 the Organization held EUR 77.7 million (2020: EUR 79.9 million) on behalf of the sponsors, representing 1.8 years of project execution based on the most recent implementation rate. This level of “implementation reserves”, together with continued strong Trust Fund and Special Accounts sponsorship, provides confidence in the continuation of these activities in the medium-term, but also a risk in requiring the swift implementation of projects on behalf of sponsors.

Financial performance

Key financial indicators	2017	2018	2019	2020	2021
Regular Budget execution	94%	91%	106%	91%	93%
Revenue (EUR millions)	124.3	134.2	141.9	134.9	137.3
Operating result (EUR millions)	2.1	3.8	(4.7)	2.7	7.5

Table 4: Five-year trend in key financial indicators - financial performance

Operating result

In 2021, the Organization made a surplus of EUR 7.5 million mainly driven by reduction initiatives taken in prior year and through increased operating revenue. The financial performance was EUR 8.5 million higher than the budgeted deficit of EUR 1.0 million.

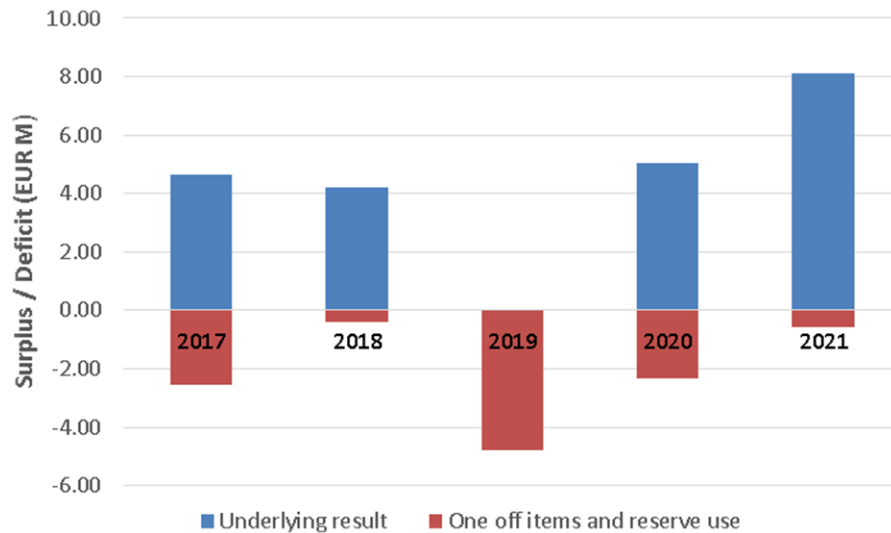
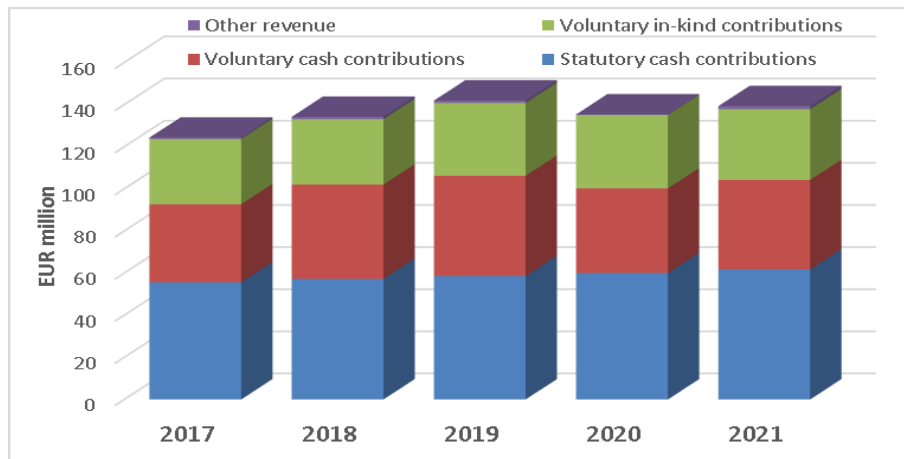


Figure 12: Financial Performance - five-year view of operating result

Revenue overview

Compared to 2020, revenue increased in 2021 by EUR 2.4 million to EUR 137.3 million EUR (+2%), although it remained 5% below the budgeted revenue of EUR 144.9 million. The main driver of the increase was the EUR 4.1 million in the reimbursements and recoveries from Trust Fund and Special Accounts' projects, albeit below the budget for these projects, where implementation was constrained by the global pandemic⁸.

By type: There are three principle revenue streams: mandatory statutory contributions, voluntary contributions that may be direct support for specific activities (usually as reimbursements and recoveries on the Trust Fund and Special Accounts' projects) and in-kind contributions that are in principle for seconded staff and for the free-use of buildings.



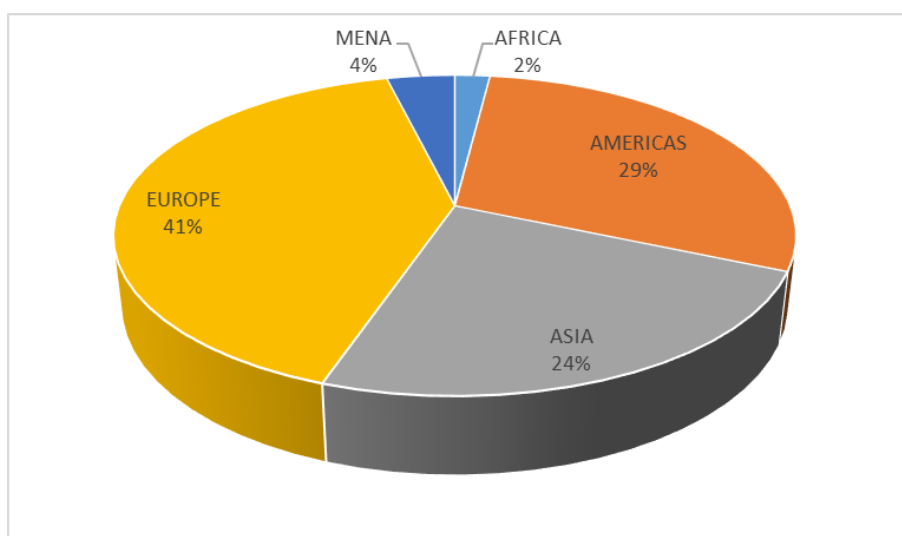
⁸ Revenue is recognized on Trust Fund and Special Accounts projects only when the project is delivered.

Figure 13: Five-year evolution of operating revenue

Whilst the statutory cash and in-kind contributions have remained relatively stable over the previous five years, the voluntary cash contributions have reduced. This is primarily as a result of the low implementation rate of Trust Fund and Special Accounts' projects, where the pandemic has limited the Organization's ability to do so. However, significant receipts remain in the form of restricted cash and investments to be able to implement the projects in the coming periods.

By region: The statutory contributions are set according to a defined scale of contributions by member: a new scale was adopted for implementation in 2020 and runs until 2022. Excluding RB contributions, slightly under half (41%) of the statutory contributions come from Europe. Revenue is recognized when it is due – payments are closely followed up and are an important source of the Organization's liquidity.

In addition, the Organization formerly requested voluntary contributions from members in 2021, especially those members that have been seeing reductions in contributions from the changes in the scale of contributions. In total the voluntary call raised EUR 1.2 million in 2021, more than double the EUR 0.5 million budget with 109 members responding to the voluntary call for contributions.

**Figure 14: Share of 2021 statutory contributions (General Budget only) revenue by INTERPOL region**

Expenses overview

Specific management actions again helped manage overall expenses, notably on the Regular Budget where cost control actions were maintained in 2021. Total expenses also decreased slightly in 2021 to EUR 130.0 million (-2% compared to 2020). Employee pay costs, including the in-kind pay costs, remained the principal expense category, despite a reduction in 2021.

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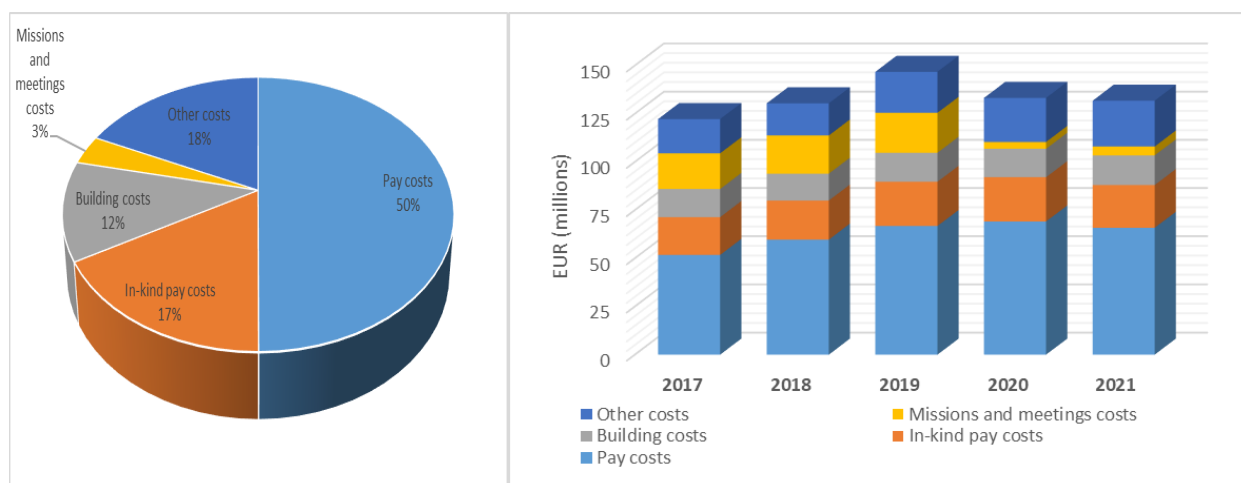


Figure 15: 2021 Operating expenses by type and five-year evolution

Financial Performance by Budget Segment

Budget type	Budget 2021 (EUR million)	Actual 2021 (EUR million)	Implementation Rate %
Regular Budget	100.8	94.1	93.4
Capital Budget	4.5	2.8	62.6
Trust Fund and Special Accounts	51.3	45.3	88.3

Table 5: Execution rate (expenses) by budget type

The Regular Budget represented 68% of total operating expenditures with the Trust Fund and Special Accounts, being the remainder. The Capital Budget is monitored separately for longer-term expenditures. All of the budgets showed a low implementation rate as activities had been curtailed. Financial results from the various budgets are accounted for against the specific reserve and remain available.

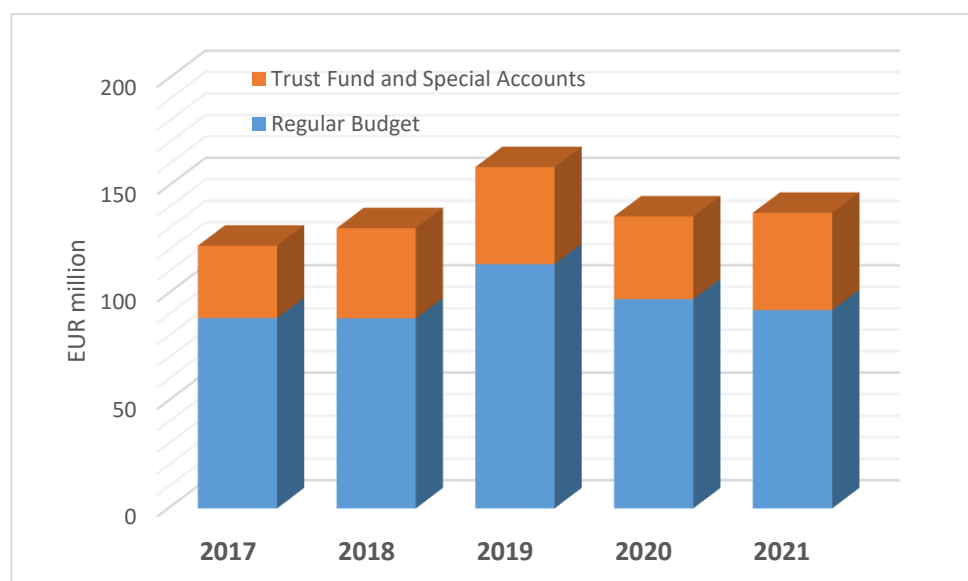


Figure 16: Five-year evolution of operating budgets by type

Regular Budget including Capital Budget

Execution of the Regular Budget was low in 2021 at 93%, and expenses were 6% lower than the previous year (2020: 92% budget implementation), as the budget emphasis remained targeted at financial sustainability. The 2021 operating result is a surplus of EUR 7.5 million compared with a budgeted use of reserves (deficit) of EUR 1.0 million (2020: surplus of EUR 2.7 million).

Capital Budget

The Capital Budget forms part of the Regular Budget and had expenditures of EUR 2.8 million in 2021 (2020: EUR 3.8 million). As with the operating budgets, implementation of the Capital Budget program was also reviewed and decreased as a result of the pandemic to essential renewal projects. The implementation rate was 63% of the budget in 2021 (2020: 84% of budget).

Trust Fund and Special Account Budget

Trust Fund and Special Accounts activity reversed the fall from the previous year as implementation picked up to EUR 45.3 million (+18% in the year), albeit still below the budget (EUR 51.3 million). New contracts signed with sponsors totalled EUR 72.3 million in 2021, meaning there is significant funding available for implementation over the coming years.

The other feature of the Trust Fund and Special Accounts revenue is the diversity – an increase in the number of different sponsors, totalling 68 different sponsors in 2021. This diversification means that the top five sponsors represented 57% of total implementation in 2021 compared to 65% in 2020 and the top ten sponsors represented 70% of implementation. The Organization continues to target public funding: public entities represent 95% of the projects implemented in 2021.

Transfers between budgets (combination adjustment or “cost recovery”)

Certain services are shared between the different budgets. There has been a financial initiative to ensure that Trust Fund and Special Accounts activity does not result in a long-term liability to members that contribute to the Organization’s Regular Budget. The cost for these services is usually charged to the Trust Fund and Special Accounts and represents revenue to the Regular Budget⁹. The amount of these transfers were EUR 9.7 million in 2021, an increase of EUR 3.9 million in the year. The recovery “rate” to the Regular Budget for services provided, increased to 21% of project expenditures in 2021 from 15% in 2020. The main driver for this increase has been staff costs charged to projects directly.

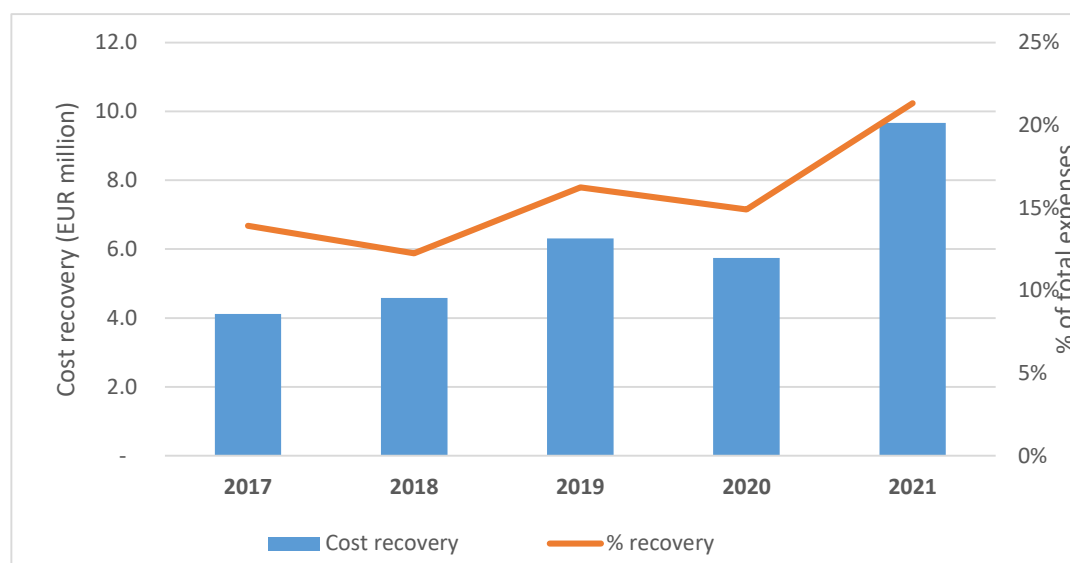


Figure 17: Five-year evolution in cost recovery from Trust Fund and Special Account projects

⁹ These budgetary transfers are eliminated when the budgets are combined and presented in the financial statements.

Financial risks and risk management

Principal financial risks and risk management

With its 195 member countries, the Organization is truly global and is subject to a wide-range of financial risks, especially economic shocks impacting its membership. The Organization monitors its principal financial risks and prepares risk mitigation measures to address them through its system of internal control and oversight.

Reliance on member country contributions

The Organization belongs to its members. It depends on their long-term financial support, both in cash and in-kind, and their operational input for the delivery of its activities. More than 70% of the Organization's revenue comes from statutory or in-kind contributions from its membership. Although the cash support is divided between the 195 different member countries according to an agreed scale, a significant portion of the cash revenue is supplied by a smaller number of countries: the top ten contributors (5% of the total countries) provided nearly two-thirds of the cash contributions in 2021. Economic or political change resulting in unpaid contributions can restrict the Organization's operational capability.

The Organization also receives non-monetary support from its members, notably in the "secondment" of law enforcement officials that assist in implementing the Organization's activities. At the end of 2021, slightly more than a quarter of staff (26%; 2020: 25%) were "seconded" to the Organization from national, mainly law enforcement, administrations. In addition, the Organization receives "free use" of some of its buildings and equipment. A reduction in these contributions could materially impact ongoing operations.

Risk mitigation: The Organization tries to manage the risk by closely following payments and ensuring minimum reserve levels and liquidity. It monitors the payment of statutory contributions and assesses recoverability. The scale of contributions is designed to distribute contributions "fairly", based on a member's overall ability to pay. The Organization maintains strong relations with its membership, especially its host states, and has representation from all of its regions on its Executive Committee. It provides international training and development opportunities for seconded officials.

Reliance on Trust Fund and Special Accounts partners and voluntary contributions

The Organization supplements statutory contributions from members with other contributions, usually for specific activities, on a voluntary basis. Voluntary cash contributions, including reimbursements and recoveries, made up 30% of the Organization's revenue in 2021 and in-kind revenue, also considered voluntary, was 24%. A slow-down in this voluntary support could impact the overall activities delivered by the Organization. In addition, these voluntary activities may develop assets such as databases that require on-going servicing that may lead to a continued financial obligation to members. In 2021, revenue from statutory contributions represented 44% of the total revenue, with self-generated revenue of 2% making up the remainder.

Risk mitigation: In order not to become overly reliant on Trust Fund and Special Accounts revenue nor on a single sponsor, the ICPO-INTERPOL's Financial Regulations protect the Organization against the risk by stipulating a limit of 50% of total operating revenue to be sourced from Trust Fund and Special Accounts for utilization in a year. Similarly, the total annual donation from a single donor in Trust Fund and Special Accounts, other than the INTERPOL Foundation, cannot exceed 15% of total operating revenue in that year. No single donor exceeded this amount, including the INTERPOL Foundation, with the highest single sponsor being the European Commission that contributed 6% of total operating revenue, being 19% of total Trust Fund and Special Accounts revenue in 2021. The total number of sponsors that contributed EUR 100 000 or more in the year increased to 42.

Budget execution, commitments and liquidity

The implementation of the Organization's different budgets may impact future Organizational financial performance – for example, in terms of cost recovery revenue or in member country support of future

budgets. Budget execution decreased in 2021, being 93.4% on the Regular Budget, 62.6% on the Capital Budget and 88.3% on the Trust Fund and Special Accounts.

Risk mitigation: The Organization manages the budget risk by not making excessively long-term commitments and matching contracts with the associated revenue streams. In particular, contracting on behalf of Trust Fund and Special Accounts is linked to underlying contractual agreements and availability of funding.

Data volume and quality, operating environment and legal challenges

The ICPO-INTERPOL depends on its member countries for the input of notices and data in its databases. There has been an increase in the amount of data and records held by the Organization. Total records in the databases increased by 5% in 2021 to 119 million records. Total searches across ICPO-INTERPOL's databases in 2021 was 4 billion (2020: 4.2 billion). Hits increased by more than 20% to 1.3 million (2020: 1 million).

The Organization is exposed to risks in the quality of the data and implementation of new data-handling standards. Legal challenges and further costs in reviewing and ensuring data quality may result in future financial liabilities to the Organization. The Organization conducts its operations in high-risk areas and may be subject to other legal claims in the ordinary course of its operations.

Risk mitigation: The Organization monitors the risks of litigation that occur in the conduct of its activities. It ensures that the handling of data from member countries is made according to the rules and has data oversight mechanisms. It has adopted mitigating measures and precautions to limit the financial impact of potential legal risks. Safeguards include an in-depth review of red notices and wanted persons diffusions; stricter criteria for publication of extracts on ICPO-INTERPOL's public website; separation between notices and diffusions in the notice form; support and guarantees from member countries; third-party insurance coverage.

Pension and social security schemes

Contracted employees may enrol in a defined contribution pension scheme or may be affiliated to national pension schemes. A shortfall in funding of these schemes, the Organization's withdrawal from national schemes or other contributions to national social security schemes may require additional contributions from employees or the Organization. As the Organization plans to implement its own pension scheme¹⁰, the withdrawal from national pension and social security schemes may impact the Organization's financial position in the future. No actuarial assessment has been made on these potential financial risks.

Risk mitigation: The Organization continues to discuss with its host member states on any potential ongoing pension liabilities and social security liabilities. The Organization segregates and manages assets for its own employee liabilities and reports on these separately as well as having separate oversight mechanisms.

Other financial risks including inflation, currency risk, interest rate risk, credit risk, liquidity risk

The Organization operates internationally. High inflation, notably in certain duty stations, may impact the level of expenditure that the Organization can support. The Organization receives, makes transfers and holds cash and cash equivalents in a number of currencies. The Organization is subject to fluctuating exchange rates on these transactions and the positions it takes in these currencies. The Organization invests some of its available funds in investment products – including on behalf of third parties such as employees and sponsors. It is subject to the credit quality of the products and the institutions that manage them as well as to liquidity risk in accessing funds. The Organization is also subject to the credit quality of all its accounts receivable, including the amounts receivable from its member countries.

¹⁰ GA Resolution AG-2016-RES-13.

ICPO-INTERPOL

Risk mitigation: The Organization's Treasury Policy addresses its currency, credit and interest rate risks. This includes limits on the amounts held with single institutions and the credit rating of the investment products it deals in. There is regular monitoring and follow-up of the Organization's financial exposures. Currency risk management includes matching foreign currency inflows with expected outflows. Sensitivity analysis is performed on its financial instruments for interest rate and currency risks.

STATEMENT OF INTERNAL CONTROL

13 May 2022

Scope of responsibility

As Secretary General of ICPO-INTERPOL, in accordance with Regulation 1.3 of the Financial Regulations, I am responsible and accountable for the proper financial management of the Organization. I have established mechanisms of internal oversight and financial control to ensure the effective and efficient use of the Organization's resources and the safeguarding of its assets.

Operating environment

ICPO-INTERPOL operates globally with a physical representation in all of its member countries. The diverse and challenging environments and the engagement with multiple funding and delivery partners expose the Organization to many potential risks and opportunities. There is a high level of inherent risk, including for the security of employees, which presents challenges in maintaining high standards of internal control.

Purpose of the system of internal control

ICPO-INTERPOL has designed an internal control system to reduce and manage the risk of implementation in its operating environment. Internal control is an ongoing process that identifies and evaluates the principal risks and manages them efficiently, effectively and economically.

The system of internal control consists of measures conducted by the General Assembly, the Executive Committee, Advisors and the General Secretariat including senior management, the Office of Internal Oversight and other departments. It is not a single policy or procedure but a set of processes running continuously throughout the Organization at all levels. It is designed to provide reasonable assurance on achieving the internal control objectives:

- Effective and efficient conduct of its operations including all of its financial operations;
- Safeguard of assets;
- Prevention, detection and reporting of fraud;
- Reliable, accurate and complete recording of its transactions and related financial reporting;
- Objective assessment of the risks and potential liabilities and their effective management;
- Compliance with the regulatory framework, notably its Financial Regulations.

Internal control framework and risk management

The Organization has implemented an internal control framework comprising but not limited to:

- Sets of regulations, policies and rules including the Code of Conduct, Financial Regulations, Staff Manual and data protection and due diligence procedures;
- Systematic automatic and regular manual operating controls and monitoring activities;
- Senior management accountability reinforced by specific management declarations;
- An Office of Internal Oversight to provide regular reviews and internal audits;
- Governing and review bodies which are independent of management;
- Independent external audit and evaluation.

The Organization has established a risk management system. This includes the identification of risks, classified according to relevance, impact and probability of occurrence and their periodic review. The risk management system is implemented through regular operational reviews and is reinforced by external parties, notably with appropriate insurance cover.

Review of the effectiveness of ICPO-INTERPOL system of internal control 2021

My review of the effectiveness of the system of internal controls for 2021 is mainly informed by:

- Senior Management, who are formally accountable for results, performance and the control of their activities and the resources entrusted to them;
- Internal departments for ensuring the application of the Organization's regulatory texts including the Office of Legal Affairs for pending or potential legal actions;
- Audits, evaluations and investigations performed by the Office of Internal Oversight and independent external financial verifications on behalf of the various sponsors of the Trust Fund and Special Accounts;
- Governing body observations and comments and independent advisors such as the Advisory Group on Financial Matters;
- External audit and other independent review committees including the Commission for the Control of INTERPOL files;
- Feedback from member countries and external sponsors.

Internal control issues arising in the year

The system of internal control identified no major internal control weaknesses in 2021. Areas where further improvements in internal control may be required include:

Legal Framework: The Organization is subject to legal challenges and continues to update its operating processes and strengthen its legal reviews, notably in the processing of data. Significant improvements have taken place and will continue in this front, including strengthening of data protection;

Audit recommendations: The Office of Internal Oversight and the external auditors provide recommendations for improving management processes and financial reporting. The Organization addresses any weaknesses and regularly reports on the progress of the implementation of the recommendations to its governing bodies;

Enterprise risk management: The Organization is strengthening its risk management, including its insurance cover. Systematic risk reporting, especially financial risk reporting, and risk management can be further improved;

Operational implementation: The pandemic has slowed operational implementation and required workers to access systems remotely.

Approval for the financial year 2021

No matter how well designed, effective internal control has inherent limitations including the possibility of circumvention. It can only provide reasonable, not absolute, assurance. The effectiveness of internal control may vary over time owing to changes in operating conditions. I am committed to the continuous development of the system of internal control, addressing weaknesses and taking timely remedial actions.

Based on the above, I conclude that, to the best of my knowledge, ICPO-INTERPOL has an effective system of internal control, that there are no material weaknesses nor are there other significant matters arising which would need to be raised in the present document for the year ended 31 December 2021 and up to the approval of the financial statements.

Jürgen Stock
Secretary General

APPROVAL OF THE 2021 FINANCIAL STATEMENTS

Regulation 6.3 of the ICPO–INTERPOL Financial Regulations gives the responsibility to management for the production of the financial statements. The Organization has adopted International Public Sector Accounting Standards (IPSAS) as its accounting reference standard. These financial statements have been prepared in accordance with IPSAS and the Financial Regulations, and management considers that it has been compliant with both throughout the year.

The Secretary General is responsible for establishing and maintaining adequate internal financial controls. The Organization's system of internal financial control is designed to provide reasonable assurance on the reliability of financial reporting including detailed accounting procedures and operations and the prevention, detection and reporting of fraud. The system of internal control includes policies, procedures and approval of financial operations at both the organizational level and transactional level.

Organizational level controls include the policies and procedures that set the internal financial control environment, provide for the maintenance of records, the authorization levels of management and the Office of Internal Oversight that reports directly to the Secretary General. Management is responsible for establishing and maintaining transactional level controls that provide reasonable assurance that the Organization complies with its Financial Regulations and other approved policies and procedures including accounting for all authorized receipts and expenditures and for the prevention and detection of unauthorized acquisition, use or disposition of the Organization's assets. Senior Management makes a declaration on their or related parties' outside interests that may be in conflict or prejudicial to the Organization and that could call into question their independence in exercising their ICPO-INTERPOL functions. These Organizational level controls have not identified any transactions that have not been included in these financial statements that may have a material impact on their reliability.

These financial statements include certain amounts that are based on Management's best estimates and probabilities on the likelihood of occurrence at the financial statement approval date.

Management establishes controls to investigate reported incidents of fraud. No reported incidents were substantiated during the year. Management has reasonable assurance that its system of internal financial control has been operating effectively during the year and that there are no material misstatement or omissions. Management therefore considers that these financial statements present a true and fair view of the Organization's financial position as at 31 December 2021 and the results of financial operations and cash flows for the year at that date.

The financial statements were approved by Management on 13 May 2022. The financial statements are audited by the Auditor General of Canada, who was re-appointed by the General Assembly¹¹ for a second and final three-year term beginning in 2019.

Jürgen Stock
Secretary General

Alberto Varano
Executive Director, Resource Management

¹¹ GA-2018-87-RES-12

OPINION OF THE EXTERNAL AUDITOR



Office of the
Auditor General
of Canada

Bureau du
vérificateur général
du Canada

INDEPENDENT AUDITOR'S REPORT

To the General Assembly of the International Criminal Police Organization—INTERPOL

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of the International Criminal Police Organization—INTERPOL (the Organization), which comprise the statement of financial position as at 31 December 2021, and the statement of financial performance, statement of changes in net assets and statement of cash flow for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at 31 December 2021, and its financial performance and its cash flows for the year then ended in accordance with International Public Sector Accounting Standards (IPSASs).

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Organization in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

Management is responsible for the other information. The other information comprises the information included in the Annual Financial Report and Financial Statements, but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with IPSASs, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Organization's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit 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 Organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organization to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on Compliance with Specified Authorities

Opinion

In conjunction with the audit of the financial statements, we have audited transactions of the International Criminal Police Organization – INTERPOL coming to our notice for compliance with specified authorities. The specified authorities against which compliance was audited are the Constitution, General Regulations and Financial Regulations of the International Criminal Police Organization – INTERPOL.

In our opinion, the transactions of the International Criminal Police Organization – INTERPOL that came to our notice during the audit of the financial statements have complied, in all material respects, with the specified authorities referred to above. Further, as required by the Financial Regulations of the International Criminal Police Organization – INTERPOL, we report that, in our opinion, the accounting principles in IPSASs have been applied on a basis consistent with that of the preceding year.

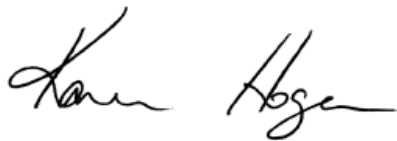
In addition, in accordance with Chapter 7, Section 2, Regulation 7.7 of the Financial Regulations of the International Criminal Police Organization – INTERPOL and Appendix 2 to those Financial Regulations, we have also issued a detailed report on our audit of the International Criminal Police Organization – INTERPOL to the General Assembly.

Responsibilities of Management for Compliance with Specified Authorities

Management is responsible for the International Criminal Police Organization – INTERPOL's compliance with the specified authorities named above, and for such internal control as management determines is necessary to enable the International Criminal Police Organization – INTERPOL to comply with the specified authorities.

Auditor's Responsibilities for the Audit of Compliance with Specified Authorities

Our audit responsibilities include planning and performing procedures to provide an audit opinion and reporting on whether the transactions coming to our notice during the audit of the financial statements are in compliance with the specified authorities referred to above.



Karen Hogan, FCPA, FCA
Auditor General of Canada

Ottawa, Canada
13 May 2022

STATEMENT OF FINANCIAL POSITION**As at 31 December**

<i>000s Euros</i>	Notes	2021	2020
ASSETS			
Current assets			
Cash and cash equivalents	8	87 635	72 219
Investments	9	6 031	26 853
Statutory contributions receivable	10	927	1 411
Accounts receivable	11	12 362	15 723
Prepaid expenses		2 086	2 327
Inventories		485	488
Total current assets		109 526	119 021
Non-current assets			
Investments	9	69 606	52 731
Statutory contributions receivable	10	461	585
Intangible assets	12	2 197	2 484
Plant, property and equipment	13	10 985	12 477
Total non-current assets		83 249	68 277
TOTAL ASSETS		192 775	187 298
LIABILITIES			
Current liabilities			
Accounts payable and accrued charges	14	8 630	12 353
Contributions received in advance	15	1 411	1 237
Deferred revenue	16	77 661	79 946
Employee future benefits	17	48 750	45 066
Total current liabilities		136 452	138 602
Non-current liabilities			
Employee future benefits	17	1 821	1 734
Total non-current liabilities		1 821	1 734
TOTAL LIABILITIES		138 273	140 336
NET ASSETS			
Capital financing reserve	19	13 182	14 961
Accumulated reserve funds	20	41 320	32 001
TOTAL NET ASSETS		54 502	46 962

The accompanying notes form an integral part of these financial statements.

STATEMENT OF FINANCIAL PERFORMANCE**For the financial year ended on 31 December**

<i>000s Euros</i>	Notes	Revised Combined Budget 2021	2021	2020
Operating revenue	27			
Statutory contributions		60 340	60 340	58 811
Regional Bureau financing		1 404	1 406	1 371
In-kind contributions		31 624	33 637	34 901
Voluntary contributions		493	1 152	3 460
Reimbursements and recoveries		50 500	39 557	36 577
Financial revenue		269	404	417
Other revenue		250	321	367
Exchange rate gains (losses)net		0	513	(980)
Total operating revenue		144 880	137 330	134 924
Operating expenses	28			
Pay costs		68 109	65 608	69 104
In-kind pay costs		20 298	22 178	22 965
Other staff costs		1 653	1 940	1 659
Premises running costs		3 759	3 029	2 813
In-kind premises running costs		11 324	11 459	11 936
Maintenance		7 234	4 183	3 844
Missions and meetings		16 487	4 541	3 545
Office expenses		2 108	4 124	3 633
Telecommunication costs		1 652	1 189	1 030
Third party and other costs		8 450	6 945	6 762
Depreciation and amortization		4 770	4 594	4 928
Total operating expenses		(145 844)	(129 790)	(132 219)
Surplus / (deficit) for the year		(964)	7 540	2 705

The accompanying notes form an integral part of these financial statements.

STATEMENT OF CHANGES IN NET ASSETS
For the financial year ended on 31 December

000s Euros	Total Net Assets	Capital Financing Reserve	Accumulated Reserve Funds	Breakdown of Accumulated Reserve Funds			
				General Reserve Fund	Permanent Fund for Crisis Relief	Capital Investment Fund	Regional Bureau Reserve Fund
Notes		19	20	21	22	23	24
Balance at 31 December 2019	44 257	16 079	28 178	16 032	855	10 115	1 176
Surplus /(deficit) for the year	2 705	0	2 705	1 977	0	0	728
<i>Items not in the Statement of Financial Performance</i>							
- Capital expenditure	0	3 813	(3 813)	0	0	(3 813)	0
- Depreciation and amortization	0	(4 928)	4 928	0	0	4 928	0
- Disposals	0	(3)	3	0	0	3	0
Balance at 31 December 2020	46 962	14 961	32 001	18 009	855	11 233	1 904
Surplus /(deficit) for the year	7 540	0	7 540	7 017	0	0	523
<i>Items not in the Statement of Financial Performance</i>							
- Capital expenditure	0	2 817	(2 817)	0	0	(2 817)	0
- Depreciation and amortization	0	(4 594)	4 594	0	0	4 594	0
- Disposals	0	(2)	2	0	0	2	0
Balance at 31 December 2021	54 502	13 182	41 320	25 026	855	13 012	2 427

The accompanying notes form an integral part of these financial statements

STATEMENT OF CASH FLOW
For the financial year ended on 31 December

<i>000s Euros</i>	Notes	2021	2020
Cash flow from operating activities			
Surplus for the year		7 540	2 705
<i>Adjustments for non-cash movements</i>			
Depreciation and amortization	12, 13	4 594	4 928
Effect of unrealized loss/(gains) on foreign currency		(426)	566
Loss on disposal of assets	12, 13	2	3
<i>Changes in assets</i>			
Decrease (increase) in statutory contributions receivable (net)	10	607	(852)
Decrease in accounts receivable	11	9 390	7 873
Decrease in prepaid expenses		241	1 142
Decrease (increase) in inventories		3	(4)
<i>Changes in liabilities</i>			
Decrease in accounts payable and accrued charges	14	(4 653)	(1 108)
Increase (decrease) in contributions received in advance	15	174	(117)
(Decrease) increase in deferred revenue	16	(8 315)	11 351
Increase in employee future benefits	17	3 771	6 057
Net Cash flow from operating activities		12 928	32 544
Cash flow from investing activities			
Purchases of plant, property and equipment	13	(1 404)	(1 961)
Purchases of intangible assets	12	(481)	(705)
Maturity of investments	9	26 853	7 000
Purchases of investments	9	(22 906)	(20 200)
Net Cash flow from investing activities		2 062	(15 866)
Effect of foreign currency exchange rates in cash and cash equivalents		426	(566)
Net change in cash and cash equivalents		15 416	16 112
Cash and cash equivalents at the beginning of period	8	72 219	56 107
Cash and cash equivalents at the end of period	8	87 635	72 219

EUR 241 000 of interest received is included in the net cash flow from operating activities (2020: EUR 329 000).

The accompanying notes form an integral part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS

Note 1: General information

The International Criminal Police Organization – INTERPOL (ICPO-INTERPOL, “The Organization”) was founded in 1923 to enhance police co-operation around the world. The Organization is legally registered as an International Organization. It currently has 195 countries as equal members who effectively own and govern it by approving its governing texts, including the Constitution and General Regulations. The Organization’s Financial Regulations are an appendix to its General Regulations.

As set out in Article 2 of its Constitution, the aims of the Organization are:

- To ensure and promote the widest possible mutual assistance between all criminal police authorities within the limits of the laws existing in the different countries and in the spirit of the “Universal Declaration of Human Rights”;
- To establish and develop all institutions likely to contribute effectively to the prevention and suppression of ordinary law crimes.

These aims are summarized by the vision and mission of the Organization:

Vision: *“Connecting Police for a Safer World”;*

Mission: *“Preventing and fighting crime through enhanced cooperation and innovation on police and security matters”.*

The Organization carries out its mission by focusing on achieving its four strategic goals:

1. To serve as the trusted global law enforcement hub for the exchange of actionable information and analysis;
2. To maximize resources, knowledge and operations through cooperation and strategic partnerships;
3. To advance the global law enforcement community through research and innovative solutions;
4. To be an Organization of excellence that is accountable, transparent and agile.

The Members meet annually at the General Assembly (GA). To oversee the Organization, the members elect representatives by region to the Executive Committee (EC), which meets regularly to provide oversight, and they elect the Secretary General, responsible for operational management. The current Secretary General was re-elected in November 2019 for a mandated second and final term.

The Organization has its General Secretariat headquarters (IPSG) in Lyon, France, and the INTERPOL Global Centre for Innovation (IGCI) in Singapore. It has representative Liaison Offices (LOs) in Brussels, Belgium; Bangkok, Thailand¹²; Addis Ababa, Ethiopia; and New York, USA. The Organization has Regional Bureaus (RBs) in Abidjan, Côte d’Ivoire; Buenos Aires, Argentina; Harare, Zimbabwe; Nairobi, Kenya; San Salvador, El Salvador; and Yaoundé, Cameroon. It has legal agreements with each of these countries and operates in each country in accordance with these agreements. The Organization may also have privileges and immunities in the countries in which it operates, notably that of being exempt from paying most forms of taxation. In addition to these offices, each member country has a representative office, known as the ICPO-INTERPOL National Central Bureau (NCB), through which the Organization coordinates its operational activities with each member.

¹² The Bangkok liaison office was officially closed effective 1st January 2022.

Note 2: Management of the activities of the Organization

The Organization organizes and manages its activities through its Strategic Framework. The Strategic Framework defines the Organization's Operating Model, consisting of its three global programs against Counter Terrorism, Organized and Emerging Crime and Cybercrime through which the Organization develops its "Programme of Activities". The Programme of Activities is the Organization's annual plan and is financed by the "Budget" for the period. The members at the GA approve the Programme of Activities and the Budget.

The Secretary General is responsible for the delivery of the Programme of Activities within the Budget and to ensure that controls are established to monitor their implementation. The Budget for the Organization is the combination of the Organization's different operational budgets, further described in note 5 below, that may have different financial conditions.

The approval of the Budget empowers the Secretary General to:

- Receive revenue and resources for the period, up to the approved limits;
- Commit and authorize expenditures for the period for approved activities up to the approved limits.

Minor changes to the Budget allow for operational delivery. These changes result in a "Revised Budget" against which financial performance is measured and reported.

Note 3: Basis of preparation of the financial statements

The financial statements have been prepared according to the Organization's governing texts: its Constitution, General Regulations, Financial Regulations, Financial and Staff Directives. The Financial Regulations establish International Public Sector Accounting Standards (IPSAS) as the Organization's appropriate governing financial accounting and reporting standard.

Going concern

Management has expressed confidence in the Organization as a going concern:

1. The Organization has the support of its members for long term initiatives:
 - 1.1 A new Strategic Framework 2022-2025 was developed with the support of many people across the organization, and was approved by the Executive Committee in November 2020¹³; the GA session in 2021 approved it for implementation for the periods 2022 - 2025. The 2022 operations, therefore, are based on this new approved Strategic Framework;¹⁴
 - 1.2 The INTERPOL 2020 initiative¹⁵, an agenda for continuing activity and reform, was approved at the 2016 GA session and the 2020+ initiative is proposed to continue it;
 - 1.3 The GA at its 2021 session approved the Programme of Activities and Budget for 2022 and Budget Indications for 2023 and 2024¹⁶, which included a significant increase of EUR 22 million over the period.
2. The Organization has long-term financial support from its members and third parties:
 - 2.1 The revised scale of distribution between members of statutory contributions for the period 2020 - 2022 was approved at the 2018 GA session¹⁷ and some member countries have already made their contributions to the 2022 Budget;
 - 2.2 There is long-term commitment from member countries and third parties, including for the secondment of officials including positions on the Executive Committee, the free-use of assets - including buildings - and for the Trust Fund and Special Account projects, which run to 2026 and beyond;

¹³ EC-2020-205-1-DOC-13

¹⁴ GA-2021-89-RES-07

¹⁵ GA-2016-85-RES-02

¹⁶ GA-2021-89-RES-08

¹⁷ GA-2018-87-RES-14

- 2.3 The overall 2021 collection rates on the General Budget remained above 97%.
3. The Organization has its own resources and will continue to garner support for its initiatives:
 - 3.1 Reserve limits of the General Reserve Fund are considerably in excess of its mandated financial requirements;
 - 3.2 The Organization has the capacity to raise additional financing, including loans, should it be needed;
 - 3.3 The Organization is independent and is able to act rapidly in taking decisions as required, including measures to reduce expenditures in the short-term.

Financial statement presentation

The financial statements have been prepared on an accrual basis. The functional and presentation currency of the Organization is the Euro. Unless otherwise stated, information is presented to the nearest one thousand Euros (EUR 000s).

Note 4: New accounting standards

The International Public Sector Accounting Standards Board (IPSASB) revises and issues new accounting standards.

New standards applicable from 1 January 2021

No new IPSAS Standards came into effect in 2021.

Accounting standards issued but not yet effective until 1 January 2023 or later

The IPSASB has issued three standards: IPSAS 41 – Financial Instruments, IPSAS 42 – Social Benefits and IPPSAS 43 - Leases.

IPSAS 41 - Financial Instruments: the standard is effective for annual reporting year beginning on or after 1 January 2023. The standard establishes the principles for financial reporting of financial assets and financial liabilities for the assessment of the amounts, timing and uncertainty of an entity's future cash flows. The Organization has assessed that the adoption of the standard will have an impact on the financial statements disclosure note, as it will result in changes in terminology and the requirement for expected credit loss (ECI) calculations.

IPSAS 42 – Social Benefits: the standard is effective for annual reporting year beginning on or after 1 January 2023. The standard establishes principles and requirements on the recognition, measurement and presentation of Social Benefits in the financial statements. The Organization has assessed that the adoption of the standard will not have any impact on the financial statements.

IPSAS 43 – Leases: the standard is effective for annual reporting year beginning on or after 1 January 2025. The standard sets out the principles for recognition, measurement, presentation and disclosure of leases. The Organization is currently assessing the impact of adoption of the standard on the financial statements.

In addition to the standards noted above, IPSASB published an update on improvements to IPSAS, 2019 with also a future implementation date of 1 January 2023. The Organization considers that there is no impact from these improvements.

Note 5: Budgets and budget approval

The “Combined Budget” of the Organization consists of the “Regular Budget” and “Specific Budgets” and is approved by the GA for a period of one-year.

The GA-approved budgets for a year may subsequently be reallocated by the EC to allow for operational implementation of the activities. The EC may also approve extensions and amendments to the Trust Fund and Special Accounts' Budgets (“Specific Budgets”) that have been made with donor

approval. Budget comparisons in the financial statements are made against the EC-approved budgetary revisions.

The Regular Budget has two components: operating and capital budgets. The operating part consists of the General Budget and the Regional Bureau (RB) Budgets. The General Budget is the main operating budget of the Organization. It is primarily financed by all members, notably via an agreed statutory call for contribution, and supports all activities of the Organization. The Organization's Capital Budget is financed through asset depreciation on the General Budget. Financial results from the General Budget, including the Capital Budget, pass to the Organization's General Reserve Fund (GRF) and Capital Investment Fund (CIF). RB Budgets are limited to the member countries that part-support operational activities at each RB. Financial results for each RB are allocated to the RB Reserve Fund. Pay Costs and Capital Expenditures at the RBs are supported by the General Budget.

Specific Budgets are composed of the Trust Fund and Special Accounts. The Trust Fund and Special Accounts support additional, specific activities that complement the General Budget. The Organization's Trust Fund was established to ensure common conditions for the management of donor funds and the activities that they finance. The Trust Fund has specific operating conditions; the funds are internally separated and managed for the agreed activities. Special Accounts are individual contracts negotiated separately with a funding party, usually national public agencies, for the execution of defined activities. Approval and implementation of Trust Fund and Special Accounts' projects does not necessarily follow the Organization's annual Regular Budget cycle as the projects may be approved at any time within a financial year and/or over multiple financial periods.

An adjustment for financial transactions and transfers between the different budgets, known as the "Combination adjustment", is made to ensure that transactions are not counted twice in the financial statements.

Note 6: Significant accounting policies

The principal accounting policies adopted by the Organization are set out below:

Revenue recognition

Statutory contributions are recognized as revenue in full in the period that they are due on the basis of the GA approval of the budget and are due by 30 April of that budget year. Member country statutory contributions are set according to an agreed scale of assessed contributions that is approved in advance by the GA. The scale of assessed contributions applied in these financial statements was approved by the GA for the period from 2020 to 2022¹⁸.

Regional Bureau financing consist of statutory contributions from specific member countries linked to each RB and are recognized as revenue in full in the period that they are due on the basis of GA approval for the amount per member country for that year's budget.

In-kind contributions are non-cash, voluntary contributions, usually made from member countries. They consist of officials that are seconded to work under the control of the Organization from their national agencies and the rent-free use of buildings and equipment. There is usually a defined contract between the Organization and the member country or organization that defines the permitted use of the asset or service. The value of the use of these assets and services is estimated at fair-value where a corresponding value can be determined and recognised as revenue in the financial period that they are used. An equivalent expense for the use of the asset or service is also recognized at the same time in the financial statements. Where no value can reasonably be determined no revenue or expense is recognised in the financial statements.

Voluntary contributions are donations received with no specific or defined purpose and are recognized in the year they are received or become receivable. Voluntary contributions may include donations of tangible and intangible assets which are accounted for at fair-value at the date of acquisition.

¹⁸ GA-2018-87-RES-14

Revenue from statutory contributions, RB financing, in-kind and voluntary contributions are considered to be non-exchange transactions under IPSAS 23.

Reimbursements and recoveries include amounts reimbursed for operating expenses under a specific agreement or for revenue from conferences for the sale of exhibitor booths or for hosting events. The revenue is recognized when the right to receive them is established under the contract. The amounts received under Trust Fund and Special Accounts are within specific agreements with external donors, including the general conditions of the Trust Fund, for the implementation of defined project activities. These received amounts are initially accounted as deferred revenue of the Organization and are subsequently recognized as revenue to the extent of direct or accrued expenditure on the defined project activities. Unused funds are treated in accordance with the terms of the agreement on their use.

Financial revenue or interest revenue from the Organization's bank accounts and other investments is accounted for on the effective yield basis as it is earned in the month or proportionally over the course of the investment, where the investment extends over multiple months.

Other Revenue includes different types of revenue usually for the products and services that the Organization may provide including from the shop, for one-off items and any other revenue that does not easily fit into the remaining revenue categories. No one item of revenue is usually significant enough to warrant specific mention.

Foreign currencies

The Organization holds and manages transactions in multiple currencies. All statutory contributions to the Organization's Regular Budget are payable in Euros, although there is no restriction on the currency of payment. Foreign currency transactions are recorded in Euros at the exchange rates prevailing on the dates of the transactions for the settlement of invoices and for goods receipts, and at an average rate from the previous month for other accounting transactions. Assets and liabilities denominated in foreign currencies are translated into Euros at the exchange rates prevailing on the date of the Statement of Financial Position. Both realized and unrealized gains and losses resulting from the settlement and revaluation of foreign currency transactions are recognized under operating expenses in the Statement of Financial Performance as Exchange rate (gains)/losses net.

Offsetting assets and liabilities

Financial assets and liabilities are offset and the net amount reported in the Statement of Financial Position if, and only if, there is a legally enforceable right to do so and the intention is to settle on a net basis or to realise the assets and settle the liabilities simultaneously.

Plant, property and equipment (PP&E)

An item of PP&E is recognised as a non-current asset initially at historical cost if it is deemed probable that a future economic benefit or service potential will flow to the Organization and that the cost of the asset can be measured reliably. Historical cost includes any unrecoverable taxes and directly attributable costs associated with bringing the asset into service. Donated assets of PP&E, acquired through a non-exchange transaction, are recognised at their fair value at the date of transaction with the exception of the land on which the building is constructed which is not recognised as the fair value cannot be reliably estimated.

An assessment of each category of assets is made at the reporting date for any potential impairment. If applicable, assets are written down to their estimated recoverable amount, being the higher of the fair value, less costs of sale, or its estimated value in use. PP&E are derecognized either on disposal or when they are permanently withdrawn from use. The difference between the net disposal proceeds and the carrying amount of the asset is recognized in the Statement of Financial Performance under "Third Party and Other Costs" in the period of derecognition.

All PP&E are stated at historical cost less accumulated depreciation and any applicable impairment losses. Depreciation is provided to recognize the use of the assets over their useful lives according to the following asset classes:

- *Buildings* are depreciated on a straight-line basis over 40 years;
- *Fixtures and fittings*: Furniture and office equipment are depreciated on a reducing balance basis at 40% of net asset value at the start of the year, over seven years. Fittings and sports equipment are depreciated on a straight-line basis over 10 years;
- *Equipment and other assets*: IT hardware assets are depreciated on a reducing balance basis at 50% of net asset value at the start of the year, over four years. Vehicles are depreciated on a reducing balance basis at 40% of net asset value at the start of the year, over seven years.

Improvements to PP&E as a result of major maintenance works are capitalized over the remaining life of the asset when the improvement results in the increase of future economic benefits to the organization or an extension of its useful life. Normal repair and maintenance costs are expensed in the year when the costs are incurred.

Where the book value of an asset is greater than its estimated recoverable amount, the asset is written down to its recoverable amount. There were no such adjustments in 2021.

Work-in-progress: PP&E assets that are in the course of construction, installation or commissioning are measured at cost and an estimated stage of completion of the asset usually on the basis of contractual payments. No depreciation is recorded until the asset is available for use.

Intangible assets

Perpetual software licenses and development costs, including internal development costs where appropriate, that are directly associated with bringing software into use are capitalized as intangible assets. Donated intangible assets, acquired in a non-exchange transaction, are recognized at their fair value at the date of the exchange. All intangible assets are stated at historical cost less accumulated amortization and impairment losses.

Amortization of intangible assets is based on a reducing balance basis at 50% of the net asset value at the start of the year, over four years. Intangible assets are derecognized either on disposal or when they are permanently withdrawn from use. The difference between the net disposal proceeds and the carrying amount of the asset is recognised in the Statement of Financial Performance under "Third party and other costs" in the period of derecognition.

Other development costs that do not meet the capitalization criteria are recognised as an expense in the period that they are incurred, notably "Research" phase expenditures on internally-developed intangible assets. Annual software licences are expensed according to their use.

Work-in-process: Intangible assets that are in the course of development are measured at cost and based on the estimated stage of completion. Amounts shown may include part or full payments for assets whose beneficial ownership has passed over to the Organization. No amortization is recorded until the asset is available for use.

Heritage assets

From time to time, the Organization receives donations or the "free-use" of works of art from member countries or other institutions. Such assets are not recognized by the Organization in its financial statements, as the Organization does not consider them to have significant financial value, it is not intended that they will be sold nor are they used in the ordinary course of the Organization's activities.

Inventories

Inventories are valued at their acquisition cost using the weighted average cost method and this is the value used for the cost of goods sold in the Statement of Financial Performance. Allowances are made for inventories with a net realizable value less than cost.

Statutory contributions receivable and accounts receivable

Statutory contributions and accounts receivable are initially recognized at fair value, and are subsequently measured at cost or amortized cost. Member countries that have not fulfilled their financial obligations towards the Organization according to the Financial Regulations fall under Article 52 of the General Regulations of the Organization. Countries under Article 52 have their right to vote at GA sessions suspended, along with other penalties. Unless there are specific reasons not to do so

for a particular country, the Organization makes an allowance for the total amounts due to the Organization from countries under Article 52. Though the Organization may make allowances for the debts per its accounting policy, it retains its rights for the receipt of the gross statutory contributions receivable, unless the Organization's members decide among themselves to disallow these amounts.

The Organization may conclude specific agreements, including repayment terms and conditions, allowing a member country to honour their statutory contribution obligations. Member country statutory contributions covered under these long-term debt-rescheduling agreements may have both current and non-current portions. Member country dues not falling under either category, Article 52 or debt-rescheduling agreements, are shown as other member country dues.

Cash and cash equivalents

The Organization holds cash on hand, has on demand bank deposits (together referred to as "cash") and makes short term investments (highly liquid and referred to as "cash equivalents") in a number of currencies, all of which are subject to its "Treasury Management policy".

The amount of cash and cash equivalents held by the Organization includes sums that have specific uses and are considered as "internally restricted". Included in internally restricted cash and cash equivalents are amounts set aside for the employee's supplementary retirement scheme, for the defined contribution pension scheme, for the Japanese specific account that is held on behalf of Japan for salaries and allowance paid to officials seconded from Japan and on Trust Fund and Special Accounts.

Cash equivalents are highly liquid investments with maturities of less than three months from the date of acquisition that are readily convertible to known amounts of cash and considered to be subject to an insignificant risk of change in value.

Term deposits with a maturity greater than three months are classified as cash and cash equivalents if they respect the criteria of a cash equivalent, are held to meet short-term cash needs and are not subject to a significant change in value as a result of an early withdrawal. As at 31 December 2021 and 2020, the Organization did not have any such term deposits.

Investments

Term deposits with a maturity greater than three months are classified as investments if they do not meet the criteria noted above to be classified as cash equivalents.

Investments are made by the Organization usually with the intention to hold them to maturity. They are classified as held-to-maturity and measured at amortized cost. Financial interest receivable on investments and cash equivalents is shown in accounts receivable. Included in investments with internally restricted use are amounts for the employee's supplementary retirement scheme, for the defined contribution pension scheme, and for Trust Fund and Special Accounts.

Contingent assets and liabilities

Contingent assets are not recognized in the financial statements unless it has become virtually certain that the revenue will be able to be recognized according to the revenue recognition criteria. A disclosure is made in the notes where the existence of a possible asset is contingent on a future event that is not wholly within the Organization's control. Contingent liabilities are not recognized in the financial statements but are disclosed in the notes unless the possibility of an outflow of economic resources is considered remote.

The Organization recognizes a provision in its financial statements when an obligation exists as a result of past events; it is probable that an outflow of resources will be required to settle the obligation; and the amount can be reliably estimated. The provision is measured at the amount of cash outflow that the Organization considers is probable, net of any recoverable amounts for example insurance reimbursements for legal cases and fees.

Employee future benefits

The cost of all employee benefits, such as paid leave, medical cover and contributions towards retirement, is recognized in the period in which the employee renders service. Employees have acquired these benefits according to their contractual employment rights at the Organization. The

Organization's contributions towards employee future benefits, including from Trust Fund and Special Accounts, are recorded under pay costs in the Statement of Financial Performance.

The employee future benefits are recorded as accrued liabilities in the Statement of Financial Position and classified according to the contractual terms of the benefit. The liabilities are comprised of both contributions from the Organization and deductions from staff pay. These liabilities are initially measured at the fair value of the contributions and are subsequently adjusted for any gains or losses.

Employees may also be members of a national pension scheme. The Organization contributes to these schemes on behalf of the employee and recognises no liability for the employee future benefits that are members of the national pension schemes, including on behalf of officials that had been seconded to the Organization from their national administrations.

Employee future benefits are further classified according to their type:

Internal scheme for involuntary loss of employment (ISCILE): This employee termination benefit is to compensate individuals that may have undergone involuntary loss of employment. The scheme is funded entirely by the Organization's contributions. Payments are made to the former official either as a lump sum or on a declining basis for consecutive years of an individual not finding alternate employment, per the rules specified in the Organization's Staff Manual.

Indemnity on retirement and supplementary retirement scheme: The Organization offers two post-employment benefits: indemnity on retirement and supplementary retirement benefits. They are eligible to contracted employees and are calculated according to seniority and service and are entirely funded by the Organization's contributions. Estimates of the impact of the indemnity upon retirement are made at the Statement of Financial Position date and recognized in the Statement of Financial Performance.

Defined contribution pension scheme: The Organization provides a savings plan designed for post-employment retirement benefits. It administers the plan as a defined contribution pension scheme for the employees who choose to participate in it. Both the Organization and the employee contribute to the plan at an agreed level for the period that an employee is under contract with the Organization. This defined contribution pension scheme is not currently legally separated from the Organization. Currently the pension scheme is administered internally: both the assets and the liabilities of the pension scheme are shown within the Organization's Statement of Financial Position¹⁹. The financial assets under this pension scheme are held and managed by the Organization alongside its own financial assets.

Employee loans

The Organization may offer its employees loans for a duration that may not extend beyond the employee contractual end date and for which financial interest is charged that is comparable to market rates. Interest bearing loans are measured at amortized cost using the "effective interest rate" method with the remaining amount of the loan outstanding being shown as an "Account Receivable".

Leases

Charges are expensed on a straight-line basis over the operating lease term. Lease agreements entered into are classified as operating leases unless they substantially transfer all of the risk and reward of ownership to the Organization.

Financial risk management

The overall objective of the Organization's Financial Risk Management policies are to manage its Financial Instruments to ensure that its budgets are achieved within the plan set in the agreed Programme of Activities. The Organization's Financial Risk Management policies are consistent with and subject to the Organization's Financial Regulations.

The Organization invests its own funds as well as the funds held for third parties, notably its employees and for external parties that support the Trust Fund and Special Accounts. Exposure to financial risks

¹⁹ See note 8 cash and cash equivalents under "Cash with internally restricted use", note 9 Investments under "Investments with internally restricted use", and note 17 Employee future benefits.

including, currency, liquidity, and credit risk arises in the normal course of the Organization's operations. Further details on the management of the financial instruments and the financial risks are shown in Note 18 below.

Note 7: Accounting judgments and estimates

Preparing financial statements in accordance with IPSAS and ICPO-INTERPOL's Financial Regulations requires the Organization to make judgments and assumptions in the selection and application of accounting policies and about the carrying amounts of assets, liabilities and for revenue and expenses. While the estimates and underlying assumptions are reviewed on an ongoing basis, the effects of revisions to accounting estimates are recognized in the period in which the estimate is revised, if the estimate affects only that period, or in the period of the revision and future periods, if the revision affects both current and future periods.

Significant estimates and assumptions that may result in material adjustments in future years include: selection of the useful lives and the depreciation and amortization policies for plant, property and equipment and intangible assets; impairment of assets; indemnity benefits on retirement; accrued charges; provision for financial risk on inventories and accounts receivable; legal disputes, contingent assets and liabilities.

In the course of preparing the financial statements, significant judgments have been made in the process of applying the Organization's accounting policies relating to non-recognition of the free-use land in Note 13 and classification of investments related to pension funds.

In March 2020, the World Health Organization declared a global pandemic following the outbreak of COVID-19. The pandemic led to significant operational uncertainty and increased the complexity and reliability of certain estimates, assumptions and other balances. These effects continued to subsist in 2021.

Whilst the Organization is confident in the assessments it has made, certain future changes in these other balances could materially impact the Organization, in particular and including:

- **Accounts Receivable and Statutory Contributions Receivable:** The Organization is constantly reviewing its Accounts Receivable and maintains close contact with its membership and other sponsors. If the economic depression is to persist, it could lead to delays in payments, over and above what has been recognised in the Financial Statements according to the Organization's Accounting Policies;
- **Trust Fund and Special Accounts:** travel restrictions still exist in many countries impacting the delivery on these projects. Significant delays may impact the amounts shown in the Statement of Financial Position if sponsors discontinue their support of the projects;
- **Counterparty and foreign exchange rate risk:** The Organization holds significant cash, cash equivalents and investments. A decrease in credit worthiness or a significant deterioration in exchange rates could impact the valuation of these assets.

Note 8: Cash and cash equivalents

The Organization holds cash in a number of currencies for operational purposes. The Organization has no credit lines nor does it utilize any bank overdrafts.

000s Euros	31 December	
	2021	2020
Current accounts	32 808	31 521
Savings accounts	54 827	40 698
Total cash and cash equivalents*	87 635	72 219

* The composition of cash in the table above was revised to further disaggregate the nature of the balances held by the Organization in 2021 and 2020. As at December 31 2021 and 2020, the Organization did not hold any cash equivalents.

000s Euros	31 December	
	2021	2020
Euros	81 423	60 121
USD	4 425	10 243
Other currencies	1 787	1 855
Total cash and cash equivalents	87 635	72 219

Cash with internally restricted use:

Included within cash are amounts held for specific purposes. They are subject to contractual constraints, referred to as “internally restricted”, as they are not “free-to-use” by the Organization.

000s Euros	Notes	31 December	
		2021	2020
Deferred revenue - Trust Fund and Special Accounts	16	38 830	39 973
Defined contribution pension scheme	17	3 878	517
Employee futures benefits – supplementary retirement scheme	17	193	911
Japanese special account	15	968	844
Total cash with internally restricted use		43 869	42 245

Note 9: Investments

The Organization holds investments in order to meet long-term operational needs, commitments and obligations.

Name and location of investment 000s Euros	Type	Currency	31 December	
			2021	2020
Current				
BNP Paribas (France)	EMTN	EUR	6 000	0
CIC (France)	EMTN	EUR	0	9 000
Crédit du Nord (France)	EMTN	EUR	0	4 853
HSBC (France)	DAT	EUR	31	0
LCL (France)	EMTN	EUR	0	4 000
Natixis (France)	EMTN	EUR	0	9 000
Total current			6 031	26 853
Non-current				
BECM (France)	DAT	EUR	24 900	24 900
BFCM(France)	OBLIG	EUR	2 106	0
BNP Paribas (France)	EMTN	EUR	0	6 000
BP Aura (France)	DAT	EUR	10 000	10 000
CA-CIB (France)	EMTN	EUR	6 800	0
HSBC (France)	DAT	EUR	0	31
LCL (France)	REPACK	EUR	11 700	0
LCL (France)	EMTN	EUR	11 800	11 800
Société Générale (France)	EMTN	EUR	2 300	0
Total non-current			69 606	52 731
Total investments			75 637	79 584

(Legend: DAT = Term Deposit linked to bank guarantee; EMTN: Euro Medium Term Note; OBLIG: Obligation to GBP Bond; REPACK: Repackaged Bond converted to Euro.)

Investments with internally restricted use:

Included within investments are amounts held for specific purposes. They are subject to contractual constraints, referred to as “internally restricted”, as they are not “free-to-use” by the Organization.

Name and location of investment <i>000s Euros</i>	Note	Type	Currency	31 December	
				2021	2020
Defined contribution pension scheme					
BECM (France)		DAT	EUR	8 400	8 400
BP Aura (France)		DAT	EUR	10 000	10 000
Crédit du Nord (France)		EMTN	EUR	0	2 427
CIC (France)		EMTN	EUR	0	5 000
LCL (France)		EMTN	EUR	4 000	4 000
LCL (France)		REPACK	EUR	6 600	0
Total defined contribution pension scheme	17		EUR	29 000	29 827
Employee futures benefits – supplementary retirement scheme					
CIC (France)		EMTN	EUR	0	4 000
LCL (France)		EMTN	EUR	800	800
LCL (France)		REPACK	EUR	5 100	0
Total employee futures benefits – supplementary retirement scheme	17		EUR	5 900	4 800
Deferred revenue - Trust Fund and Special Accounts					
BECM (France)		DAT	EUR	16 500	16 500
BFCM (France)		OBLIG	EUR	231	0
BNP Paribas (France)		EMTN	EUR	6 000	6 000
CA-CIB (France)		EMTN	EUR	6 800	0
LCL (France)		EMTN	EUR	7 000	8 473
Natixis (France)		EMTN	EUR	0	9 000
Société Générale (France)		EMTN	EUR	2 300	0
Total deferred revenue - Trust Fund and Special Accounts	16		EUR	38 831	39 973
Total investments with internally restricted use			EUR	73 731	74 600

Note 10: Statutory contributions receivable

<i>000s Euros</i>	31 December	
	2021	2020
Current		
<i>Member country dues under Article 52</i>	4 777	3 749
<i>Less: allowance for doubtful debts</i>	(4 777)	(3 749)
Net member country dues under Article 52	0	0
Member country dues under debt-rescheduling agreements	186	218
Other member country dues	741	1 193
Total current	927	1 411
Non-current		
Member country dues under debt-rescheduling agreements	461	585
Total non-current	461	585
Total statutory contributions receivable	1 388	1 996

Gross statutory contributions receivable, excluding the allowance for doubtful accounts relating to countries under article 52, is 6.165M EUR (2020: 5.745M EUR).

Note 11: Accounts receivable

<i>000s Euros</i>	31 December	
	2021	2020
Staff loans	152	159
Receivable on Trust Fund and Special Accounts*	9 018	9 486
Financial interest receivable	504	551
<i>Other receivables**</i>	1 838	4 147
<i>Provision for doubtful debts</i>	(358)	(395)
Net other receivables	1 480	3 752
Net Value Added Tax recoverable	1 208	1 775
Total accounts receivable	12 362	15 723

* Receivables on Trust Fund and Special Accounts represent amounts of EUR 0 million (2020: EUR 7 million) due to the Organization by INTERPOL Foundation and EUR 9.018 million (2020: EUR 2.486 million) from other Trust Fund and Special Account partners.

**Other receivables consist mainly of expected reimbursements from insurance claims and in 2020 only an amount of EUR 3 million due to the Organization by the INTERPOL Foundation.

Note 12: Intangible assets

These consist of software licenses and the external development costs associated with their exploitation. There was no impairment of intangible assets in the year.

<i>000s Euros</i>	Balance at 31 December 2019	Additions / amortization	Disposals	Balance at 31 December 2020	Additions / amortization	Disposals	Balance at 31 December 2021
Cost							
Software	15 078	1 413	(6)	16 485	993	0	17 478
Work in process	316	(67)	0	249	19	0	268
Total cost	15 394	1 346	(6)	16 734	1 012	0	17 746
Accumulated amortization							
Software	(12 908)	(1 345)	3	(14 250)	(1 299)	0	(15 549)
Work in process	0	0	0	0	0	0	0
Total accumulated amortization	(12 908)	(1 345)	3	(14 250)	(1 299)	0	(15 549)
Net book value							
Software	2 170	68	(3)	2 235	(306)	0	1 929
Work in process	316	(67)	0	249	19	0	268
Total net book value	2 486	1	(3)	2 484	(287)	0	2 197

Note 13: Plant, property and equipment

<i>000s Euros</i>	Balance at 31 December 2019	Additions / depreciation	Disposals	Balance at 31 December 2020	Additions / depreciation	Disposals	Balance at 31 December 2021
Cost							
Buildings	18 582	0	0	18 582	0	0	18 582
Fixtures and fittings	32 236	1 491	(29)	33 698	976	(3 324)	31 350
Equipment and other assets	16 038	1 101	(377)	16 762	839	(2 294)	15 307
Work in process	198	(125)	0	73	(10)	0	63
Total cost	67 054	2 467	(406)	69 115	1 805	(5 618)	65 302
Accumulated depreciation							
Buildings	(13 222)	(460)	0	(13 682)	(460)	0	(14 142)
Fixtures and fittings	(26 541)	(1 771)	29	(28 283)	(1 614)	3 323	(26 574)
Equipment and other assets	(13 698)	(1 352)	377	(14 673)	(1 221)	2 293	(13 601)
Work in process	0	0	0	0	0	0	0
Total accumulated depreciation	(53 461)	(3 583)	406	(56 638)	(3 295)	5 616	(54 317)
Net book value							
Buildings	5 360	(460)	0	4 900	(460)	0	4 440
Fixtures and fittings	5 695	(280)	0	5 415	(638)	(1)	4 776
Equipment and other assets	2 340	(251)	0	2 089	(382)	(1)	1 706
Work in process	198	(125)	0	73	(10)	0	63
Total net book value	13 593	(1 116)	0	12 477	(1 490)	(2)	10 985

Buildings: The headquarters building in Lyon, France is owned by the Organization. The land on which the building is constructed is owned by the City of Lyon and is leased rent-free to the Organization for a period of 99 years from 1985. At the end of the lease, both the title to the building and the land will pass to the City of Lyon. No recognition of the rent-free use of the land is made as no comparable value could be determined.

Fixtures and fittings: Includes office equipment and sports equipment.

Equipment and other assets: Consist of computer hardware and telecommunications equipment including computers, printers, routers/switches and communications systems and vehicles.

Note 14: Accounts payable and accrued charges

<i>000s Euros</i>	31 December	
	2021	2020
Creditors for goods and services	5 945	5 773
Social security and insurance payable	2 550	6 570
Other creditors	135	10
Total accounts payable and accrued charges	8 630	12 353

Note 15: Contributions received in advance

<i>000s Euros</i>	31 December	
	2021	2020
Statutory contributions received in advance	443	386
Japanese special account	968	844
Other revenue received in advance	0	7
Total contributions received in advance	1 411	1 237

Note 16: Deferred revenue

Deferred revenue corresponds to future revenue²⁰ from Trust Fund and Special Account activity that has been received for projects and that will be implemented in the coming year.

<i>000s Euros</i>	Trust Fund	Special Accounts	Total
Balance at 31 December 2019	10 045	50 707	60 752
Funds received or receivable during the year	10 137	46 197	56 334
Revenue recognized during the year	(6 994)	(30 146)	(37 140)
Balance at 31 December 2020	13 188	66 758	79 946
Funds received or receivable during the year	4 015	37 717	41 732
Revenue recognized during the year	(7 642)	(36 375)	(44 017)
Balance at 31 December 2021	9 561	68 100	77 661

<i>000s Euros</i>	Current liability	
	31 December 2021	31 December 2020
Trust Fund	9 561	13 188
Special Accounts	68 100	66 758
Total deferred revenue	77 661	79 946

Note 17: Employee future benefits

<i>000s Euros</i>	31 December	
	2021	2020
Current		
Internal scheme for involuntary loss of employment (ISCILE)	3 554	3 172
Employee future benefits - indemnity on retirement	1 415	1 177
Employee future benefits - supplementary retirement	6 093	5 711
Employee leave not taken	4 810	4 662
Defined contribution pension scheme	32 878	30 344
Total – current	48 750	45 066
Non-current		
ISCILE	1 072	1 081
Employee future benefits - indemnity on retirement	749	653
Total – non-current	1 821	1 734
Total employee future benefits	50 571	46 800

²⁰ Revenue recognized in this reconciliation excludes “In-kind contributions”. This is recognized as revenue in the financial period that it is used and is not shown as deferred revenue on the Statement of Financial Position.

<i>000s Euros</i>	ISCILE	Indemnity on retirement	Supplementary retirement	Employee leave not taken	Defined contribution pension scheme	TOTAL
Balance at 31 December 2019	3 438	1 813	5 063	3 837	26 592	40 743
Recognized in the statement of financial performance	1 656	505	1 530	952	3 813	8 456
<i>Items not in the Statement of Financial Performance</i>						
- Staff contribution	0	0	0	0	2 542	2 542
- Financial interest revenue	0	0	57	0	142	199
- Settlement of liabilities	(841)	(488)	(939)	(127)	(2 745)	(5 140)
Balance at 31 December 2020	4 253	1 830	5 711	4 662	30 344	46 800
Recognized in the statement of financial performance	889	487	290	1 270	3 768	6 704
<i>Items not in the Statement of Financial Performance</i>						
- Staff contribution	0	0	0	0	2 512	2 512
- Financial interest revenue	0	0	92	0	186	278
- Settlement of liabilities	(516)	(153)	0	(1 122)	(3 932)	(5 723)
Balance at 31 December 2021	4 626	2 164	6 093	4 810	32 878	50 571

Supplementary retirement and the defined contributions pension scheme have a corresponding asset which has been designated as *Cash and cash equivalents* (2021: EUR 4.071 million, 2020: EUR 1.428 million) and *Investments* (2021: EUR 34.9 million, 2020: EUR 34.627 million) with internally restricted use (refer to Notes 8 and 9).

The defined contribution pension scheme, offered to contracted officials of the Organization, had 435 members enrolled of 756 contracted officials as at 31 December 2021 (2020: 434 of 747). The remaining contracted officials are part of national pension schemes.

Note 18: Financial instruments

The Organization classifies its investments as held-to-maturity and measures them at amortized cost as both of the following criteria are met:

- the financial asset is held within a management model whose objective is to hold financial assets in order to collect contractual cash flows;
- the contractual terms of the financial asset give rise, on specified dates, to cash flows that are solely payments of principal and interest on the principal amount outstanding.

The Organization classifies its cash and cash equivalents, accounts receivable and statutory contributions receivable as loans and receivable. These financial assets are recognized initially at fair value. Subsequent to initial recognition, these financial assets are measured at amortized cost using the effective interest method.

The Organization classifies its accounts payable and accrued charges as other financial liabilities and measures them at amortized cost.

The fair value of investments approximates their carrying value as the principal amounts of these instruments are guaranteed and the low interest rates. The fair values of cash and cash equivalents, accounts receivable, statutory contributions receivable and accounts payable and accrued charges approximates their carrying value due to their short-term maturities.

At each reporting date, ICPO-INTERPOL assesses the expected impairment losses on any financial assets measured at amortized cost. If there is evidence of an impairment loss, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows discounted at the financial asset's original effective interest rate.

The Organization's financial instruments are subject to changes that can have an impact on the Organization's operating results. The fair value of the financial assets and liabilities are included at the amount at which the instrument could be exchanged in a current transaction between willing parties, other than in a forced sale or liquidation. An assessment of the risks associated with the financial instruments by major type of risk is shown below.

Interest rate risk

The Organization invests its available financial resources and earns financial interest revenue. Investments are subject to "Security, liquidity and profitability" criteria as specified in the Financial Regulations. Cash and cash equivalents and investments are in short-term maturity instruments with banks or in asset management schemes and are subject to fluctuating returns, on account of market-driven interest rates. This may have a bearing on the level of the expenditure that is supported by the Organization. There are no other financial instruments that are impacted by a change in interest rates.

The weighted average interest rates of the investments and cash and cash equivalents in banks according to their expected maturity profile are as follows:

<i>000s Euros</i>	<i>Weighted average interest rate</i>	1 year or less	1 - 5 Years	> 5 years	Total
Investments	0.50%	6 031	46 700	22 906	75 637
Cash and cash equivalents	0.07%	87 593	0	0	87 593
Total	0.27%	93 624	46 700	22 906	163 230

An interest rate risk sensitivity analysis was performed on the above amounts at the Statement of Financial Position date. The potential impact of a change in the interest rate is not considered material:

	Increase (+), decrease (-) in basis points	Potential effect on financial performance (<i>000s Euros</i>)
Investments	+/- 50	+/- 234
Cash and cash equivalents	+/-50	+/- 438

Currency risk

The Organization's functional currency is the euro that applies across all of its operations and duty stations. The Organization conducts its activities in many different currencies, holding different currencies for operational purposes and is therefore subject to foreign exchange risk in the implementation of its budgets as well as in the translation of the foreign currency balances that it holds. The overall foreign exchange risk is mitigated by limiting the amount of different currencies held, matching its receipts of currencies with future likely payments in those currencies and maintaining investment assets in the same currency as the liability.

At 31 December 2021, the Organization held bank deposits in Euros (EUR), United States dollars (USD), Singapore dollars (SGD), Kenyan shillings (KES), Thai baht (THB), Argentine pesos (ARS), West African CFA francs (XOF), Central African CFA francs (XAF) and Ethiopian Birr (ETB). A foreign exchange rate risk sensitivity analysis was performed at the Statement of Financial Position date and the impact is not considered material. As at 31 December 2020, the Organization had trade payables and receivables in the following currencies: EUR, USD, SGD, KES, THB, ARS, XOF, ETB, AED, and CAD as well as 31 other currencies in amounts that are not deemed significant in the context of the Statement of Financial Position. The principal amounts held are shown below.

000s Euros	31 December 2021			31 December 2020		
	Receivables	Payables	Net	Receivables	Payables	Net
AED	0	63	63	0	63	63
CAD	471	0	471	1	0	1
SGD	50	(1 939)	(1 889)	83	(1 842)	(1 759)
USD	1 046	(241)	805	1 758	(242)	1 516
Total	1 567	(2 117)	(550)	1 842	(2 021)	(179)

Credit risk

Credit risk is the risk of financial loss if counterparties to financial instruments fail to meet their contractual obligations. It arises principally from the Organization's investments, receivables, notably its statutory contributions, and cash and cash equivalents. The number and range of accounts receivables, including statutory contributions receivable, is diverse consisting mainly of government entities, non-profit organizations and some private companies. Credit ratings, from external rating agencies are not readily available for all receivables.

The carrying amount of financial assets represents the maximum credit exposure. Credit risk on accounts receivable is mitigated by reducing overall accounts receivables, given that the delivery of projects funded by external parties by the Organization is subject to receipt on an initial payment.

The Organization provides for amounts that it deems not collectable and the carrying amounts are already reflected in the net amount of statutory contributions receivable and accounts receivable.

000s Euros	31 December 2021	31 December 2020
Statutory contributions receivable*	1 388	1 996
Cash and cash equivalents excluding cash on hand*	87 592	72 178
Investments*	75 637	79 584
Accounts receivable including interest receivable	12 362	15 723
Maximum exposure to credit risk	176 979	169 481

* further details shown below

Credit risk on statutory contributions receivable: The table below provides the credit rating attached to the statutory contributions receivable. Statutory contributions receivable are stated net of provision for doubtful debt. The credit rating corresponds to the sovereign credit rating, made by a credit rating

agency that evaluates the creditworthiness of the issuer of the country, which may not necessarily correspond to the exact counterparty's ability to pay.

<i>Statutory contributions receivable at 31 December 2021 (000s Euros)</i>				
Rating	1 year or less	1 - 5 years	> 5 years	TOTAL
BBB-	77	0	0	77
B+	13	0	0	13
B	89	0	0	89
B-	381	0	0	381
CCC	92	0	0	92
Not rated	275	0	0	275
Total current	927	0	0	927
B-	0	19	7	26
Not rated	0	297	138	435
Total non-current	0	316	145	461
Total	927	316	145	1 388

Credit risk on cash and cash equivalents and investments: The Organization determines credit quality of the investments and banks using information obtained from external rating agencies for each counterparty. The Organization considers the credit risk not to be significant for cash in non-rated banks.

<i>000s Euros</i>	31 December 2021 Carrying value	31 December 2020 Carrying value
AA	68	64
AA-	30 571	34 541
A+	24 147	3 747
A	32 651	33 645
Not rated ²¹	156	181
Cash and cash equivalents <i>excluding cash on hand</i>	87 593	72 178
AA-	6 031	6 031
A+	69 606	68 700
A	0	4 853
Investments at amortised cost	75 637	79 584
Total	163 230	151 762

Liquidity risk

Liquidity risk is the risk that the Organization is not able to meet its financial obligations as they fall due. The Organization manages its liquidity risk by ensuring that sufficient funds are available to meet its current liabilities without incurring unacceptable losses or risking its reputation. It continually monitors its receivables position, its available funds and its expenditure commitments.

Liquidity risk is mitigated by holding cash and cash equivalents for operational expenditures. The Financial Regulations also specify that member countries pay their contribution dues to the Organization each year before the end of April. Resource allocations for activities are made against

²¹ Not-rated concerns cash held with banks in Argentina, Cameroon, El Salvador, Ethiopia, Côte d'Ivoire, Kenya, Thailand and Zimbabwe, where ratings are not readily available. For operational reasons, a local bank partner is used in these duty stations. To limit exposure, amounts held are minimised to immediate operational purposes.

available or committed and due funds only, generally before the start of the activity. The tables below presents current financial liabilities by maturity date:

As at 31 December 2021 <i>000s Euros</i>	< 3 Months	3 – 12 months	1 - 5 years	> 5 years	Total
Accounts payable and accrued charges	8 630	0	0	0	8 630

As at 31 December 2020 <i>000s Euros</i>	< 3 Months	3 – 12 months	1 - 5 years	> 5 years	Total
Accounts payable and accrued charges	12 353	0	0	0	12 353

Note 19: Capital financing reserve

The Capital financing reserve forms part of the Organization's equity and is an exact balance of the fixed assets owned by the Organization. Purchases of fixed assets add to the reserve while disposals and sales of fixed assets and depreciation reduce it.

Note 20: Accumulated reserve funds

Accumulated Reserve Funds constitute the reserves of the Organization. The Organization's funds are created by GA resolution which determine the use and limits of each of the funds. They are added to by surpluses and reduced by deficits of the Organization each year according to the use of the budgets that are linked to them.

Note 21: General Reserve Fund (GRF)

The GRF is a statutory fund required under the Financial Regulations and created by GA Resolution AG/52/RES/7 and is the primary operating reserve of the Organization. Transfers to and from the GRF are by GA resolutions. General Budget surpluses add to the level of the fund and deficits reduce it. The Financial Regulations stipulate a statutory level on the GRF.

In 2021, the operating result from the Regular Budget was a surplus of EUR 7.5 million (2020: surplus of EUR 2.7 million) of which a surplus of EUR 7.0 million (2020: surplus of EUR 2.0 million) is attributable to the GRF and a surplus of EUR 0.5 million (2020: surplus of EUR 0.7 million) is attributable to the RB Reserve Fund.

Statutory amount of the GRF

There are two stipulations in the Financial Regulations for the level of the GRF. The reserve cumulated with the Permanent Fund for Crisis Relief is sufficient to cover at least: 1) one sixth of the operating expenses on the Organization's Regular Budget for the previous financial period excluding expenditure to cover for depreciation and expenditure valued on an in-kind basis; 2) 117% of the net outstanding statutory contributions receivable from member countries subject to Article 52 of the General Regulations.

1. Operating expenses: Regular Budget operating expenses net of depreciation and in-kind expenditure were EUR 47.6 million in 2021 (2020: EUR 55.8 million) requiring EUR 7.9 million (2020: EUR 9.3 million) to be set aside as a reserve requirement;
2. Dues under Article 52: The *net* amount outstanding from member country statutory contributions subject to Article 52 was EUR Nil (2020: EUR Nil). The reserve requirement for dues under Article 52 is EUR Nil (2020: EUR Nil).

The total reserve requirement for 2021 is EUR 7.9 million (2020: EUR 9.3 million). The level of the GRF cumulated with the permanent Fund for Crisis Relief is EUR 25.9 million (2020: EUR 18.9 million). The balance of the funds is compliant with the Financial Regulations with a margin of EUR 18 million or 70% of the level of the two funds (2020: EUR 9.6 million or 51%).

Note 22: Permanent Fund for Crisis Relief (PFCR)

The PFCR is a statutory fund. It was created in 2005 (GA resolution AG-2005/RES-08) and exists to enable the Organization to respond immediately to crises or emergencies. It is funded directly from voluntary member country contributions in response to a specific call by the Organization or by amounts transferred to it from other reserve funds following GA approval. The mandated level of the fund is EUR 0.855 million.

In 2021 and 2020 there were no expenditures against the PFCR maintaining its mandated level.

Note 23: Capital Investment Fund (CIF)

The CIF is a statutory fund of the Organization (GA Resolution AG/52/RES/7). It is used to finance acquisitions of the Organization's fixed assets including for the RBs and LOs. The CIF is reduced when purchases of fixed assets are made and added to by the amount of annual depreciation on the fixed assets of the Organization's Regular Budget. It can also be replenished via direct sequestration of statutory contributions or through transfers from other reserves following a GA resolution. Although there is no mandatory level of this fund there needs to be adequate funds available for the capital expenditure budget of the Organization for the following year.

The CIF increased by EUR 1.8 million (2020: increase of EUR 1.1 million) from EUR 11.2 million on 31 December 2020 to EUR 13.0 million on 31 December 2021.

Note 24: RB Reserve Fund

The RB Reserve Fund is a statutory fund created by GA Resolution AG/63/RES/5. It is funded by statutory contributions from countries that are attached to each RB. It is reduced by the cash operating expenses of each RB (excluding pay costs that are funded by the General Budget). Each RB is treated separately within the fund although the overall level of the fund is the sum for all of the RBs. There is no stipulated mandatory level for this fund.

In 2021 the operating surplus for RBs was EUR 0.5 million (2020: EUR 0.7 million surplus) increasing the RB Reserve Fund to EUR 2.4 million (2020: increased to EUR 1.9 million).

Note 25: Combined budget

The final revised combined budget is the approved budget for the Organization that contains re-allocations approved according to the Financial Regulations by the EC at its March 2021 session for the Regular Budget. Trust Fund and Special Accounts Budgets were increased throughout 2021 as additional projects were approved according to the Organization's Financial Regulations. Reporting in these Financial Statements is made against the final revised combined budget.

000s Euros	Approved Original Combined Budget 2021				Revisions				Final Revised Combined Budget 2021			
	Total	Regular Budget	Trust Fund and Special Accounts	Combination adjustment	Total	Regular Budget	Trust Fund and Special Accounts	Combination adjustment	Total	Regular Budget	Trust Fund and Special Accounts	Combination adjustment
Operating revenue												
Statutory contributions	60 340	60 340	0	0	0	0	0	0	60 340	60 340	0	0
Regional Bureau financing	1 404	1 404	0	0	0	0	0	0	1 404	1 404	0	0
In-kind contributions	31 624	30 277	1 347		0	0	0	0	31 624	30 277	1 347	0
Voluntary contributions	493	493	0	0	0	0	0	0	493	493	0	0
Reimbursements and recoveries	50 500	6 800	50 000	(6 300)	0	0	0	0	50 500	6 800	50 000	(6 300)
Financial revenue	269	269	0	0	0	0	0	0	269	269	0	0
Other revenue	250	250	0	0	0	0	0	0	250	250	0	0
Exchange rate gains net	0	0	0	0	0	0	0	0	0	0	0	0
Total operating revenue	144 880	99 833	51 347	(6 300)	0	0	0	0	144 880	99 833	51 347	(6 300)
Operating expenses												
Pay costs	67 559	46 972	20 587	0	550	0	2 387	(1 837)	68 109	46 972	22 974	(1 837)
In-kind pay costs	20 298	18 951	1 347	0	0	0	0	0	20 298	18 951	1 347	0
Other staff costs	1 683	1 480	203	0	(30)	5	(35)	0	1 653	1 485	168	0
Premises running costs	3 757	3 464	293	0	2	(4)	323	(317)	3 759	3 460	616	(317)
In-kind premises running costs	11 325	11 325	0	0	(1)	(1)	0	0	11 324	11 324	0	0
Maintenance	6 039	4 808	1 231	0	1 195	0	1 195	0	7 234	4 808	2 426	0
Missions and meetings	17 189	4 006	13 183	0	(702)	0	(702)	0	16 487	4 006	12 481	0
Office expenses	2 615	1 417	1 198	0	(507)	0	(507)	0	2 108	1 417	691	0
Telecommunication costs	1 157	1 043	114	0	495	(1)	496	0	1 652	1 042	610	0
Third party and other costs	9 510	2 619	13 191	(6 300)	(1 060)	0	(3 214)	2 154	8 450	2 619	9 977	(4 146)
Depreciation and amortization	4 712	4 712	0	0	58	1	57	0	4 770	4 713	57	0
Total operating expenses	(145 844)	(100 797)	(51 347)	6 300	0	0	0	0	(145 844)	(100 797)	(51 347)	6 300
(Deficit) for the year	(964)	(964)	0	0	0	0	0	0	(964)	(964)	0	0

Note 26: Financial Performance on Regular and Specific Budgets

The Organization conducts its activities through its various budgets which it considers as its operating segments. Whilst the Regular Budget has significant assets and liabilities and is linked to a number of funds the Specific Budgets are accounted for as liabilities. For this reason and the fact that the Regular Budget covers risks and liabilities of the Specific budgets no separate Statement of Financial Position or Statement of cash flows is provided for the Specific Budgets.

000s Euros	TOTAL	Regular Budget	Specific budgets and adjustment	
			Trust Fund and Special Accounts	Combination adjustment
Operating revenue				
Statutory contributions	60 340	60 340	0	0
Regional Bureau financing	1 406	1 406	0	0
In-kind contributions	33 637	32 336	1 301	0
Voluntary contributions	1 152	1 152	0	0
Reimbursements and recoveries	39 557	5 241	43 978	(9 662)
Financial revenue	404	404	0	0
Other revenue	321	321	0	0
Exchange rate gains net	513	475	38	0
Total operating revenue	137 330	101 675	45 317	(9 662)
Operating expenses				
Pay costs	65 608	42 581	26 827	(3 800)
In-kind pay costs	22 178	20 877	1 301	0
Other staff costs	1 940	1 022	1 321	(403)
Premises running costs	3 029	3 053	964	(988)
In-kind premises running costs	11 459	11 459	0	0
Maintenance	4 183	3 200	1 429	(446)
Missions and meetings	4 541	1 521	3 069	(49)
Office expenses	4 124	1 122	3 031	(29)
Telecommunication costs	1 189	956	299	(66)
Third Party and other costs	6 945	3 750	7 046	(3 851)
Depreciation and amortization	4 594	4 594	30	(30)
Total operating expenses	129 790	94 135	45 317	(9 662)
Surplus for the year	7 540	7 540	0	0

Note 27: Financial performance – operating revenue detail

<i>000s Euros</i>	Final Revised Combined Budget 2021*	2021	2020
Statutory contributions	60 340	60 340	58 811
Regional Bureau financing	1 404	1 406	1 371
In-kind pay costs		22 178	22 965
In-kind premises running costs		11 459	11 936
In-kind contributions	31 624	33 637	34 901
Member Country contributions		1 152	460
INTERPOL Foundation		0	3 000
Voluntary contributions	493	1 152	3 460
Trust Fund and Special Account revenue		34 316	31 811
Other reimbursements		5 241	4 766
Reimbursements and recoveries	50 500	39 557	36 577
Financial revenue	269	404	417
I-Checkit revenue		1	125
Other revenue		320	242
Other revenue	250	321	367
Exchange rate gains (losses) net	0	513	(980)
Total operating revenue	144 880	137 330	134 924

* The Final Revised Combined Budget is approved at a summary level

Material variances versus the budget or the prior year are:

- *Statutory contributions* – increased in 2021 by 2.6% versus 2020. The increase is aligned with the budgeted amount and reflects the statutory contributions agreed to by member countries.
- *Reimbursements and recoveries* – increased in 2021 by 8% versus 2020 but remained 22% below budget primarily as a result of the change in the completion of project work funded by Trust Fund and Special Accounts.

Note 28: Financial performance – operating expenses detail

<i>000s Euros</i>	Final Revised Combined Budget 2021*	2021	2020
Salaries		41 007	42 921
Employer's social charge costs		16 270	16 047
Allowances		8 331	10 136
Pay costs	68 109	65 608	69 104
In-kind pay costs	20 298	22 178	22 965
Training		466	324
Employee welfare and recruitment costs		1 474	1 335
Other staff costs	1 653	1 940	1 659
Building rental		1 467	1 329
Utilities and other		1 562	1 484
Premises running costs	3 759	3 029	2 813
In-kind premises running costs	11 324	11 459	11 936
IT equipment		3 314	3 138
Building maintenance		869	706
Maintenance	7 234	4 183	3 844
Travel		3 284	2 670
Conferences and events		1 257	875
Missions and meetings	16 487	4 541	3 545
Consumables and supplies		3 997	3 516
Equipment hire and other		127	117
Office expenses	2 108	4 124	3 633
Network costs		811	698
Communication costs		378	332
Telecommunication costs	1 652	1 189	1 030
Consultancy expenses		3 433	2 859
Provisions for member country contributions		941	1 069
Equipment donated		1 774	1 903
Other administration expenses		797	931
Third party and other costs	8 450	6 945	6 762
Depreciation and amortization	4 770	4 594	4 928
Total operating expenses	145 844	129 790	132 219

* The Revised Combined Budget is approved at a summary level

Material variances versus the budget or 2021 are:

- *Pay costs* – it was 4% below budget in 2021 and 5% below 2020 as a result of cost reduction measures;
- *Maintenance costs* – it was significantly below budget (-42%) in 2021 due to the covid-19 related access restrictions to the premises, but 9% above 2020;
- *Missions and meetings costs* – it was significantly lower (-73%) than budget primarily as a result of the lower number of missions and physical meetings held during the year due to travel restrictions;
- *Third party and other costs* – it was lower (-18%) than budget as expenses on Trust Fund and Special Accounts were lower in the year.

Note 29: Property Lease Commitments

Amounts payable after the balance sheet date for non-cancellable operating leases for leased office premises at Cité Internationale in Lyon for an apartment in Lyon for leased offices in Brussels and Abidjan are as follows:

<i>000s Euros</i>	2021	2020
Not more than 1 year	2 038	2 053
Later than one year and not later than 5 years	7 645	7 568
Later than 5 years	3 709	5 564
Total property lease commitments	13 392	15 185

The Cité Internationale in Lyon and the apartment in Lyon leases include escalation clauses. The leases are indexed according to the “indice des loyers, des activités tertiaires” published quarterly by the “Institut national de la statistique et des études économiques”. These property lease commitments are the future minimum lease payments under non-cancellable operating leases and exclude the use of rent-free properties (“in-kind premises running costs”).

Note 30: Contingent Assets, Contingent Liabilities, Commitments and Contractual Rights**Contingent assets and contingent liabilities including legal disputes**

In the ordinary course of its operations, the Organization is subject to legal claims or challenges both as claimant or defendant. These claims may be related to operational internal claims or external claims to the Organization. The Organization estimates the likelihood of the outcome of the action in estimating any contingent assets or liabilities.

As at 31 December 2021, ICPO-INTERPOL has no contingent assets (2020: EUR 0).

As at 31 December 2021, ICPO-INTERPOL has contingent liabilities of EUR 0.595 million (2020: EUR 0 million) for claims or legal actions internal to the Organization. No specific allowance for loss has been provided for in the financial statements as the outcome, amount and/or timing of any potential outflow is uncertain. In respect of all external legal claims, ICPO-INTERPOL does not expect the ultimate resolution of any of the proceedings to which it is party to have a significant adverse effect on its financial position, performance or cash flows. There are no contingent liabilities for external claims.

Commitments

Future minimum lease rental payments for non-cancellable leases for property are shown in note 29 above. Excluding property commitments, outstanding commitments for signed contracts with suppliers for the acquisition of services and capital commitments but not yet delivered are as follows:

<i>000s Euros</i>	2021	2020
Not more than 1 year	5 379	4 950
Later than one year and not later than 5 years	1 116	1 630
Later than 5 years	3	0
Total commitments excluding property	6 498	6 580

Contractual rights

Based on signed agreements and excluding all amounts already received and/or recognised in the financial statements under accounts receivable at the reporting date, the Organization's contractual rights are as follows:

Contractual rights at 31 December 2021	<i>000s Euros</i>
Statutory contributions and RB financing for 2022	68 374
Revenue for the implementation of Trust Fund and Special Accounts	100 622
Other revenue	163
Total contractual rights	169 159

Of the above, EUR 133.7 million is expected to be received in 2022 and EUR 35.5 million is expected to be received after 2022. Revenue from statutory contributions has been approved at the General Assembly. Revenue for the implementation of Trust Fund and Special Accounts is for signed agreements with third parties for the implementation of project activity.

Note 31: Key management personnel

The Secretary General directs the Secretariat in the implementation of its activities. The Secretary General is assisted by a Senior Management Board that reports directly to him. Together, the Secretary General and the Senior Management Board comprise the key management personnel of the Organization. The remuneration of the Secretary General is determined by the Executive Committee. The Senior Management Board is subject to the same regulations as other members of staff and they are eligible to the same benefits under the Staff Manual. There is no difference in the contracts of the Senior Management Board from other staff members; their remuneration is determined according to the Organization's salary scales for work provided under a standard contractual work arrangement. There are no specific performance-related criteria that impacts their overall remuneration. The Senior Management Board includes officials that are seconded from their national administrations.

Key management personnel aggregate remuneration, including gross salary and benefits and one-off separation costs where applicable, paid or accrued directly by the Organization, was as follows:

Key management personnel			
2021		2020	
Number	Aggregate remuneration <i>000s Euros</i>	Number	Aggregate remuneration <i>000s Euros</i>
7	1 107	7	1 296

There were several changes in the composition of the Senior Management Board during the year, notably in the officials that are seconded to the Organization.

Related parties: Included in the aggregate remuneration, though not in the number of individuals, is EUR Nil (2020: EUR 0.1 million) for zero (0) staff (2020: One (1)) that was a related party to the key management personnel, working for the Organization under standard contract. This amount is included in the above aggregate remuneration only as this official does not form part of the Senior Management Board nor does have any direct influence on their decisions.

The Secretary General is provided with a serviced apartment in Lyon, France paid for by the Organization (2021: EUR 0.1 million, 2020: EUR 0.1 million), included in the above.

Key management personnel include three (3) officers that are seconded from their national administrations (2020: Three (3)) and whose expenses are partly paid by the national administration. These seconded officials or their national administrations, received EUR 22 000 from the Organization during the year (2020: EUR 0.1 million) and is included in the table. The total value of the in-kind benefit

for these seconded officials that the Organization received, accounted in the financial statements but not included in the above table, is estimated as EUR 0.5 million (2020: EUR 0.5 million).

There were no loans to key management personnel or their close family members which were not available to other categories of staff. There were no material accounting transactions declared by Senior Management between the Organization and related parties during years 2021 and 2020.

Note 32: Related-party transactions

The Organization is under the direct control of the member countries. It has no ownership interest in other associations or joint ventures. The Organization's supreme governing body is the General Assembly (GA), composed of representatives from all of the member countries. The GA elects an Executive Committee (EC) composed of thirteen delegates including the President of the Organization.

Neither the delegates to the GA nor the EC members, receive any remuneration from the Organization for their roles nor is the contribution of their time valued as an in-kind contribution. Members of the EC are entitled to reimbursement of travel expenses incurred in the execution of their duties, and are paid per-diems for accommodation, in accordance with the Organization's travel policy.

The INTERPOL Foundation was created and registered under Swiss law in October 2013 with the aim of supporting global law enforcement activities. The INTERPOL Foundation has its own board of management, is autonomous and independent of the Organization and is therefore not considered a related party. Transactions with the Foundation are made according to a specific agreement and managed as for Trust Fund and Special Accounts.

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SUPPLEMENTARY INFORMATION (UNAUDITED)

This section provides users with further information to allow for a better understanding of the Organization, its operational context and the financial operating environment, the interpretation of the Organization's financial statements with information reported in the Financial Statement Discussion and Analysis, and more detailed comparisons with approved budgets.

It is not a requirement under IPSAS to supply this information, much of which is specific to the Organization and its budgets. This supplementary information – as well as the financial discussion and analysis section - is not subject to the detailed external audit requirements applied to the actual financial statements, although it is checked by the external auditors for consistency with the main financial statements. Where relevant, the links between the supplementary information and the financial statements and notes are highlighted.

CONTENTS OF SUPPLEMENTARY INFORMATION

A. ORGANIZATION SET-UP, FINANCING AND RISK MANAGEMENT

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This section provides more detail on the implementation of the different budgets, through which the Organization implements its activities. The comparison with the Regular Budget is made against the approved re-allocated Regular Budget (C1). The Organization also contracts with third parties, usually public or international public Organizations, for the support of specific activities. Section C2 provides more detail on the external funding agreements by sponsor for Trust Fund and Special Accounts. The Combination Adjustment (C3) allows for transfers between these budgets. The Capital Budget is managed separately (C4). Section C5 provides details on financial performance by Capabilities and Strategic Objectives.

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D1. INVENTORIES

A. ORGANIZATION SET-UP, FINANCING AND RISK MANAGEMENT

A1. ORGANIZATION STRUCTURE AND GOVERNANCE

Organization Structure

The Organization coordinates its activities through the General Secretariat, led by the Secretary General. The Secretary General manages the Organization's activities and coordinates them through five Executive Directorates via its General Secretariat headquarters, the Global Complex for Innovation, Special Representatives, Regional Bureaus and Liaison Offices. Each member country also maintains a National Central Bureau staffed by its own law enforcement officials, which does not form part of these financial statements.

Operational implementation of the Organization's mission is defined in the annual work plan, the Programme of Activities, which includes: the secure exchange of law enforcement information; the maintenance of specific criminal databases; the conduct of operations; capacity building and training; the provision of intelligence analysis. The Organization provides support across a wide range of different crimes areas²². It implements its Programme of Activities through different budgets, its Regular Budget – for continuing operations – and Trust Fund and Special Accounts' budget which are voluntary contributions, generally from member countries for specific, project activities.

Governance and Oversight

The Organization functions under international law and is recognized as an International Organization by the United Nations. The Organization is established and controlled by its legal texts including its Constitution and Financial Regulations. The governance structure ensures control and oversight and is independent of operational management. The Organization's supreme governing body is its General Assembly, composed of delegates from each member country. The General Assembly elects the Organization's Executive Committee to oversee its decisions and the delivery of the Programme of Activities. The Executive Committee is headed by the President and has representatives from each region. External advisors provide independent oversight and report directly to the General Assembly.

Relations with other entities

Transnational crime cannot be countered by national law enforcement agencies in isolation. The Organization has a number of key stakeholders. It works closely with its members through coordination offices in each member country (the National Central Bureau) that assist in collecting data, organizing and conducting operations and providing criminal analysis reports and capacity building sessions. Law enforcement agencies and selected national organizations may "second" personnel who provide expertise and resources for the delivery of the Organization's programmes. Member states provide the delegates of the Organization's Executive Committee as well as funding which also includes the rent-free use of buildings and equipment and support for specific activities.

Partnerships to share expertise, technology and resources play an important role in coordinating operations and providing capacity building. The Organization cooperates closely with a number of partners, such as the European Union, UNODC, EUROPOL, ASEANAPOL, the World Customs Organization, CEMAC and government agencies. It works with selected partners from the private sector, primarily non-governmental organizations and foundations, notably the INTERPOL Foundation for a Safer World.

²² Additional details are available at <https://www.interpol.int/Crime-areas>.

A2. FINANCING

The Organization's principal source of funding is the annual statutory contribution provided by its members. Each member country contributes on the basis of an approved scale for a stated period. Member countries and other organizations may also make additional voluntary contributions, which may be monetary or "in kind", such as the free-use of equipment and services. Voluntary contributions for pre-determined activities, are managed separately in the Trust Fund and Special Accounts. The Organization is also able to generate some of its own funding such as through financial investments or shop sales.

Overview on sources of financing by sector in 2021

<i>Source</i>	Total 000s Euros	Regular Budget 000s Euros	Trust Fund and Special Accounts 000s Euros
Foundations	1 014	0	1 014
Government agencies*	137 427	95 234	42 193
International organizations	885	0	885
Non-governmental organizations	173	0	173
Private sector	1 052	0	1 052
Own funding (investments, recoveries, shop)	6 441	6 441	0
TOTAL	146 992	101 675	45 317

*This includes in-kind contributions. The table excludes combination adjustments.

A3. FINANCIAL RISK MANAGEMENT

The Organization regularly reviews its financial instruments and exposures and dynamically manages the perceived risks, according to the perceived market conditions and operating activities.

A3.1 Foreign Exchange sensitivity analysis

Based on the amounts held in bank accounts at the financial statement dates, if the currency rates appreciate or depreciate by 10% above or below the rates at those dates, the impact on the Statement of Financial Performance in the main currencies would have been:

000s Euros	31 December			
	2021		2020	
	10%	(10%)	10%	(10%)
EUR/USD	288	(288)	833	(833)
EUR/SGD	202	(202)	110	(110)

Based on the balances of receivables and payables in foreign currencies, the foreign exchange sensitivity is as follows:

000s Euros	31 December			
	2021		2020	
	10%	(10%)	10%	(10%)
EUR/AED	1	(1)	1	(1)
EUR/CAD	4	(4)	0	0
EUR/SGD	(226)	226	(108)	108
EUR/USD	53	(53)	124	(124)

A3.2 Interest rate sensitivity analysis

If the average interest rate had been 50 basis points higher or lower in 2021 the financial interest revenue would have been impacted as follows (assuming the Organization is paying financial interest where rates would be below zero):

	Increase (+) / decrease (-) in basis points	Effect on surplus / deficit 000s Euros
Investments	+/- 50	+/- 234
Cash and cash equivalents	+/- 50	+/- 438

B. MEMBER COUNTRY CONTRIBUTIONS

The Organization's principal source of financing is from its membership. Contributions may be both statutory – according to the Organization's regulatory texts – and voluntary. These latter contributions may be both in cash or in-kind.

B1. STATUS OF STATUTORY MEMBER COUNTRY CONTRIBUTIONS

The tables below show the status of statutory contributions at 31 December 2021 including the amount outstanding for the current budget year (See note 10 of the financial statements). The amounts include the contributions for the General Budget and the RBs budgets.

The total amount outstanding for statutory member country contributions is EUR 6.165million. Of this amount:

B1.1 Member country dues: subject to article 52	4 777 000
B1.2 Member country dues: debt rescheduling	647 000
B1.3 Member country dues: other	741 000
TOTAL	6 165 000

The amount of the outstanding contributions relate to the following budgets:

Budget Type 000s Euros	Article 52	Debt Rescheduling	Other	TOTAL
General Budget	3 545	458	339	4 342
RB Budget	1,232	189	402	1,823
- RB Abidjan	564	16	165	745
- RB Buenos Aries	147	0	77	224
- RB Harare	44	0	85	129
- RB Nairobi	145	173	21	339
- RB San Salvador	69	0	13	82
- RB Yaoundé	263	0	41	304
TOTAL	4 777	647	741	6 165

The total amount of statutory member country contributions paid in advance of budget year 2022 (note 15 of the financial statements):

B1.4 Statutory Member Country Contributions paid in advance	443 000
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B1.1 Member country dues: Members subject to Article 52 of the General Regulations

The following countries are subject to non-payment sanctions under Article 52 of the General Regulations as at 31 December 2021 and owe the Organization the amounts shown in the table for each budget period.

<i>000s Euros</i>	Prior to 2016 dues	2016 dues	2017 dues	2018 dues	2019 dues	2020 dues	2021 dues	31 December 2021
Antigua and Barbuda	0	0	0	0	0	16	20	36
Belize*	0	0	0	0	39	41	42	122
Chad*	0	0	0	0	0	37	39	76
Djibouti*	0	0	30	31	32	33	34	160
Dominica	177	16	16	17	17	18	19	280
Gambia	142	32	33	34	35	36	38	350
Guinea-Bissau*	316	32	33	34	35	36	38	524
Haiti	3	16	16	17	17	19	20	108
Liberia*	258	32	33	34	35	36	38	466
Libya	0	0	0	0	0	75	84	159
Nauru	219	16	16	17	17	18	19	322
Peru*	0	0	0	0	0	90	110	200
Sao Tomé And Príncipe*	323	31	33	33	34	36	38	528
South Sudan*	0	0	30	31	32	34	35	162
Venezuela*	0	0	0	241	253	294	336	1 124
Yemen	0	0	0	16	17	21	22	76
Zambia*	0	0	0	0	0	39	45	84
Total amount due	1 438	175	240	505	563	879	977	4 777
<i>Less allowance for doubtful debts</i>	<i>(1 438)</i>	<i>(175)</i>	<i>(240)</i>	<i>(505)</i>	<i>(563)</i>	<i>(879)</i>	<i>(977)</i>	<i>(4 777)</i>
Net amount Article 52	0	0	0	0	0	0	0	0

* The country is also attached to an RB.

Dues for RB specific budgets included in the above: EUR 1.2 million. Of this amount, EUR 0.6 million relates to RB Abidjan, EUR 0.1 million relates to RB Buenos Aires, EUR 0.1 million relates to RB Nairobi, EUR 0.1 million relates to RB San Salvador and EUR 0.3 million relates to RB Yaoundé.

49% of the outstanding dues from countries under Article 52 have been outstanding for more than five years.

A specific doubtful debt provision is made in the financial statements as required by International Public Sector Accounting Standards. The Organization actively seeks recovery of these amounts.

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B1.2 Member country dues: Members under debt-rescheduling agreements

The Organization's Financial Regulations allow for countries to pay contributions over a specific time period, notably where the country may have temporary problems in making payments. The following countries have signed specific agreements with the Organization to pay their outstanding member country dues over a specified period.

<i>000s Euros</i>	Prior to 2016 dues	2016 dues	2017 dues	2018 dues	2019 dues	2020 dues	2021 dues	31 December 2021
Burundi*	0	29	30	0	0	0	0	59
Cabo Verde*	0	0	32	0	0	0	0	32
Comoros*	147	29	30	31	32	33	34	336
Cuba	4	0	0	0	0	0	49	53
Grenada	23	0	0	0	0	0	0	23
Iraq	25	0	0	0	0	0	0	25
Somalia*	90	29	0	0	0	0	0	119
Total rescheduled debt	289	87	92	31	32	33	83	647

* The country is also attached to an RB.

Dues for RB specific budgets included in the above: EUR 0.2 million (2020: EUR 0.3 million). Of the amounts EUR 0.2 million is payable in 2022 and EUR 0.4 million is payable after 2022.

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B1.3 Member country dues: Other

The following countries have outstanding balances on their member country dues at the end of each financial period. They are not subject to Article 52 sanctions nor have they signed debt-rescheduling arrangements.

<i>000s Euros</i>	31 December 2021	31 December 2020
Antigua and Barbuda	0	16
Aruba	0	18
Burkina Faso*	39	0
Cambodia	0	19
Cameroon*	0	38
Central African Republic*	0	36
Chad*	0	37
Congo (Dem. Rep.)*	0	37
Côte d'Ivoire*	89	85
Ecuador*	0	3
El Salvador*	0	44
Equatorial Guinea*	41	0
Gabon*	0	39
Guatemala*	0	46
Guinea*	0	36
Honduras*	0	15
Iran	244	195
Kenya*	0	38
Kuwait	0	20
Kyrgyzstan	15	9
Lesotho*	42	0
Libya	0	75
Malawi*	43	0
Marshall Islands	19	0
Nepal	0	20
Niger*	0	36
Panama*	0	1
Paraguay*	13	0
Peru*	0	90
Senegal*	0	37
Sierra Leone*	37	36
Sint Maarten	19	18
St Lucia	19	0
Tajikistan	6	3
Tanzania*	0	35
Timor-Leste	0	0
Togo*	0	36
Tunisia	0	10
Uganda*	21	2
Uruguay*	77	63
Vanuatu	17	0
Total other outstanding contributions	741	1 193

* The country is also attached to an RB.

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B1.4 Member country dues – Statutory contributions received in advance

The following countries have made payments in advance of the budget year 2022 when they are due:

<i>000s Euros</i>	31 December 2021	31 December 2020
Burundi	45	0
Czech Republic	240	240
Ecuador	1	0
Gabon	46	0
Latvia	39	30
Lithuania	67	50
Luxemburg	0	65
Mauritania	4	0
Paraguay	0	1
Tanzania	1	0
Total statutory contributions received in advance	443	386

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B2. ADDITIONAL MEMBER COUNTRY SUPPORT

B2.1 Seconded officials

The following countries have officials seconded to the Organization (total as at the year-end date):

Member	2021	2020	Member	2021	2020
Albania	1	1	Kazakhstan	1	0
Argentina	9	11	Kenya	8	6
Australia	2	1	Kuwait	4	6
Austria	1	2	North Macedonia	1	1
Bahrain	1	2	Mauritania	1	1
Belgium	1	2	Montenegro	1	1
Belarus	1	1	Mozambique	1	1
Benin	2	2	Namibia	3	2
Brazil	9	8	Netherlands	5	4
Brunei	0	1	New Zealand	0	1
Burkina Faso	3	2	Nicaragua	1	1
Burundi	1	0	Niger	3	2
Cameroon	9	7	Nigeria	3	4
Canada	1	1	Norway	1	1
Central African Republic	2	1	Pakistan	1	1
Chad	1	1	Poland	3	1
Chile	4	3	Portugal	3	4
China	10	6	Qatar	2	4
Colombia	1	0	Rwanda	4	4
Congo	1	1	Senegal	1	1
Côte d'Ivoire	4	6	Singapore	11	13
Croatia	1	1	Slovakia	1	1
Czech Republic	3	3	Slovenia	1	1
Congo (Dem. Rep.)	1	2	South Africa	4	2
Djibouti	0	1	Korea (Rep.)	7	7
El Salvador	4	4	Spain	6	5
Eswatini	2	1	Sudan	1	1
Ethiopia	4	5	Switzerland	2	1
Fiji	1	1	Tanzania	1	1
Finland	1	1	Tunisia	1	1
France	17	21	Turkey	2	2
Gabon	1	1	United Arab Emirates	6	5
Germany	10	13	Uganda	1	1
Greece	2	1	Ukraine	4	4
Guinea	2	1	United Kingdom	6	7
India	1	1	United States of America	12	10
Ireland	3	3	Vietnam	2	1
Israel	1	2	Zambia	1	1
Italy	11	8	Zimbabwe	3	3
Japan	7	6			
Jordan	1	1	Total	256	249

The financial benefit of the seconded officials is assessed according to the Staff Manual and valued as an in-kind contribution. The value is shown in the total member country table below. The valuation is based on INTERPOL grades and duty stations of the positions in which they are working. The amount recognized in the financial statements in 2021 was EUR 22.2 million (2020: EUR 23.0 million).

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B2.2 Rent-free use of buildings

In-kind premises running costs are for the rent-free use of buildings owned by member countries or other organizations that are made available to the Organization. An estimate has been made for valuing the rent free-use of these assets, based on the market rental rates in these locations. No valuation is made of country NCB premises that are not under the direct control of the Organization.

Type	Country/Organization	2021 000s Euros	2020 000s Euros
IGCI	Singapore	10 168	10 403
LO	Thailand	0	67
LO	United Nations*	241	359
RB	Côte d'Ivoire	91	94
RB	Argentina	149	172
RB	Zimbabwe	180	187
RB	Kenya	118	123
RB	El Salvador	299	310
RB	Cameroon	213	221
Total rent-free use of buildings		11 459	11 936

* Also attributed to a host member country

B2.3 Voluntary donations by member country and organization

The following countries and organizations have made additional voluntary contributions to the Organization's Regular Budget in the periods. The budget for voluntary contributions was EUR 0.5 million (see note 27 to the financial statements).

Member	2021 000s Euros	2020 000s Euros
Albania	45 269	46 974
Algeria	2 336	0
Angola	544	0
Aruba	470	0
Bahamas	77 250	79 054
Bangladesh	45 269	46 974
Barbados	0	46 974
Belgium	69 730	0
Benin	485	0
Bolivia	573	0
Bosnia and Herzegovina	573	0
Botswana	588	0
Brunei	720	0
Bulgaria	926	0
Cabo Verde	470	0
Cambodia	500	0
Central African Republic	470	0
Chile	5 275	0
Congo (Dem. Rep.)	544	0
Costa Rica	926	0
Curacao	470	0
Denmark	9 580	0
Ecuador	1 117	0

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Member	2021 <i>000s Euros</i>	2020 <i>000s Euros</i>
Egypt	2 292	0
Eritrea	470	0
Estonia	838	0
Eswatini	485	0
Ethiopia	544	0
Fiji	485	0
France	239 270	0
Gabon	617	0
Georgia	544	0
Germany	319 474	0
Ghana	602	0
Greece	7 934	0
Grenada	470	0
Guatemala	720	0
Guinea	485	0
Guyana	485	0
Honduras	544	0
Hungary	3 086	0
Iceland	838	0
India	2 303	0
Indonesia	6 186	0
Iraq	1 749	0
Ireland	5 554	0
Israel	6 348	0
Jamaica	544	0
Japan	149 256	0
Jordan	647	0
Kenya	632	0
Kiribati	470	0
Kuwait	4 026	0
Latvia	955	0
Lebanon	926	0
Liechtenstein	13 291	17 814
Luxembourg	1 543	0
Madagascar	485	0
Malaysia	0	90 512
Maldives	485	0
Mauritania	485	0
Mauritius	573	0
Mexico	21 879	0
Moldova	500	0
Monaco	80 000	80 000
Montenegro	500	0
Morocco	1 073	0
Mozambique	500	0
Myanmar	544	0
Namibia	544	0
Nepal	514	0
Netherlands	100 175	0
Niger	485	0

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Member	2021 <i>000s Euros</i>	2020 <i>000s Euros</i>
Nigeria	2 571	0
North Macedonia	529	0
Norway	12 519	0
Oman	1 778	0
Pakistan	15 720	37 450
Palestine	470	0
Panama	687	0
Poland	12 284	0
Portugal	6 392	0
Qatar	4 000	0
Romania	2 571	0
Rwanda	485	0
San Marino	485	0
Saudi Arabia	14 870	0
Senegal	514	0
Serbia	779	0
Singapore	6 259	0
Slovakia	2 821	0
Slovenia	1 543	0
Solomon Islands	470	0
Somalia	470	0
South Africa	5 290	0
Spain	51 777	0
Sri Lanka	749	0
St Kitts and Nevis	48 285	46 974
St Vincent and the Grenadines	470	0
Sudan	544	0
Suriname	514	0
Sweden	16 045	0
Tanzania	544	0
The Vatican City State	470	0
Tonga	470	0
Trinidad and Tobago	808	0
Tunisia	590	0
Turkmenistan	705	0
United Arab Emirates	7 993	0
Zimbabwe	500	0
INTERPOL Foundation for a Safer World	0	3 000 000
Total		3 492 726

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B3. TOTAL MEMBER COUNTRY CONTRIBUTIONS TO THE REGULAR BUDGET

The following table summarizes the total contribution by type and by country to the Organization's *Regular Budget only* by type. The "Amount Owing (advance)" represents the amount outstanding to be paid (or made in advance of Budget Year 2022) *as at year-end 31 December 2021*. This is summarized in the Country Payment Status: "2021 only"; "Advance 2022"; "Article 52"; "DRA" (debt rescheduling agreement) ("0" represents "All paid to 2021"). N/A means that the member does not host a bureau.

Member	Statutory contribution 2021		RB 2021	Amount owing (advance)	Country payment status	Voluntary contribution 2021 to the Regular Budget (Euros)		
	%	Euros	Euros	Euros		Cash	In-kind premises	In-kind official
United States of America*	19.813	11 947 526	0	0		0	241 373	1 214 443
Japan	10.158	6 125 421	0	0		149 256	N/A	529 954
Germany	6.636	4 001 604	0	0		319 474	N/A	991 391
China	6.270	3 780 901	0	0		0	N/A	716 515
France	5.049	3 044 620	0	0		239 270	N/A	1 711 724
United Kingdom	4.768	2 875 173	0	0		0	N/A	801 289
Italy	4.019	2 423 515	0	0		0	N/A	827 048
Brazil	3.114	1 877 787	25 527	0		0	N/A	836 771
Canada	2.871	1 731 255	0	0		0	N/A	149 760
Russia	2.559	1 543 114	0	0		0	N/A	0
Spain	2.499	1 506 933	0	0		51 777	N/A	581 750
Australia	2.178	1 313 366	0	0		0	N/A	315 078
Korea (Rep.)	1.950	1 175 878	0	0		0	N/A	680 084
Netherlands	1.609	970 250	0	0		100 175	N/A	545 250
Mexico	1.489	897 889	23 427	0		21 879	N/A	0
Switzerland	1.234	744 120	0	0		0	N/A	119 660
Sweden	1.092	658 492	0	0		16 045	N/A	0
Belgium	1.015	612 060	0	0		69 730	N/A	243 271
Saudi Arabia	1.012	610 251	0	0		14 870	N/A	59 598
Turkey	0.973	586 733	0	0		0	N/A	158 928
Norway	0.852	513 768	0	0		12 519	N/A	108 450
Austria	0.842	507 738	0	0		0	N/A	79 464
Poland	0.836	504 120	0	0		12 284	N/A	233 197
Argentina	0.760	458 291	25 527	0		0	149 410	676 468
India	0.673	405 829	0	0		2 303	N/A	115 980
Denmark	0.652	393 165	0	0		9 580	N/A	0
United Arab Emirates	0.544	328 040	0	0		7 993	N/A	612 826
Greece	0.540	325 628	0	0		7 934	N/A	86 086
Finland	0.531	320 201	0	0		0	N/A	79 464
Venezuela	0.515	310 552	25 527	1 123 408	Article 52	0	N/A	0
Portugal	0.435	262 311	0	0		6 392	N/A	345 194
Israel	0.432	260 502	0	0		6 348	N/A	183 864
Singapore	0.426	256 884	0	0		6 259	10 167 965	1 217 403
Indonesia	0.421	253 869	0	0		6 186	N/A	0
Iran	0.405	244 221	0	244 219	2021 Only	0	N/A	0
Czech Republic	0.397	239 397	0	(239 376)	Advance 2022	0	N/A	300 348
Ireland	0.378	227 939	0	0		5 554	N/A	310 542
South Africa	0.360	217 085	22 837	0		5 290	N/A	196 080
Chile	0.359	216 482	25 527	0		5 275	N/A	286 376
Malaysia	0.302	182 110	0	0		0	N/A	0
Colombia	0.288	173 668	25 527	0		0	N/A	19 866
Thailand	0.277	167 035	0	0		0	N/A	0
New Zealand	0.276	166 432	0	0		0	N/A	7 853
Kuwait	0.274	165 226	0	0		4 026	N/A	427 628
Qatar	0.237	142 914	0	0		4 000	N/A	228 048

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Member	Statutory contribution 2021		RB 2021	Amount owing (advance)	Country payment status	Voluntary contribution 2021 to the Regular Budget (Euros)		
	%	Euros	Euros	Euros		Cash	In-kind premises	In-kind official
Hungary	0.210	126 633	0	0		3 086	N/A	0
Slovakia	0.192	115 779	0	0		2 821	N/A	86 086
Nigeria	0.175	105 528	18 310	0		2 571	N/A	246 838
Romania	0.175	105 528	0	0		2 571	N/A	0
Philippines	0.164	98 894	0	0		0	N/A	0
Algeria	0.159	95 879	0	0		2 336	N/A	0
Kazakhstan	0.157	94 673	0	0		0	N/A	39 732
Egypt	0.156	94 070	0	0		2 292	N/A	0
Peru	0.140	84 422	25 527	200 295	Article 52	0	N/A	0
Libya	0.139	83 819	0	159 051	Article 52	0	N/A	0
Oman	0.121	72 965	0	0		1 778	N/A	0
Iraq	0.119	71 759	0	24 813	DRA	1 749	N/A	0
Croatia	0.112	67 538	0	0		0	N/A	79 464
Ukraine	0.110	66 332	0	0		0	N/A	332 628
Luxembourg	0.105	63 317	0	0		1 543	N/A	0
Slovenia	0.105	63 317	0	0		1 543	N/A	79 464
Pakistan	0.103	62 110	0	0		15 720	N/A	141 420
Uruguay	0.086	51 859	25 527	77 386	2021 Only	0	N/A	0
Lithuania	0.083	50 050	0	(66 865)	Advance 2022	0	N/A	0
Cuba	0.081	48 844	0	52 922	DRA	0	N/A	0
Ecuador	0.076	45 829	25 527	(550)	Advance 2022	1 117	N/A	0
Morocco	0.073	44 020	0	0		1 073	N/A	0
Azerbaijan	0.071	42 814	0	0		0	N/A	0
Belarus	0.071	42 814	0	0		0	N/A	96 272
Vietnam	0.070	42 211	0	0		0	N/A	153 834
Latvia	0.065	39 196	0	(38 554)	Advance 2022	955	N/A	0
Bulgaria	0.063	37 990	0	0		926	N/A	0
Costa Rica	0.063	37 990	23 427	0		926	N/A	28 406
Cyprus	0.063	37 990	0	0		0	N/A	0
Dominican Republic	0.063	37 990	0	0		0	N/A	0
Lebanon	0.063	37 990	0	0		926	N/A	0
Bahrain	0.061	36 784	0	0		0	N/A	153 834
Estonia	0.057	34 372	0	0		838	N/A	0
Iceland	0.057	34 372	0	0		838	N/A	0
Trinidad and Tobago	0.055	33 166	0	0		808	N/A	0
Panama	0.053	31 960	23 427	0		687	N/A	0
Serbia	0.053	31 960	0	0		779	N/A	73 350
Sri Lanka	0.051	30 754	0	0		749	N/A	0
Tunisia	0.050	30 151	0	0		590	N/A	79 464
Brunei	0.049	29 548	0	0		720	N/A	78 530
Guatemala	0.049	29 548	23 427	0		720	N/A	0
Syria	0.048	28 945	0	0		0	N/A	0
Turkmenistan	0.048	28 945	0	0		705	N/A	0
Uzbekistan	0.046	27 739	0	0		0	N/A	0
Jordan	0.044	26 533	0	0		647	N/A	79 464
Kenya	0.043	25 930	15 299	0		632	118 350	491 842
Gabon	0.042	25 327	18 310	(46 323)	Advance 2022	617	N/A	72 288
Ghana	0.041	24 724	18 310	0		602	N/A	0
Malta	0.041	24 724	0	0		0	N/A	0
Bahamas	0.040	24 121	0	0		77 250	N/A	0
Botswana	0.040	24 121	22 837	0		588	N/A	0
El Salvador	0.040	24 121	23 427	0		0	298 512	174 276
Paraguay	0.040	24 121	25 527	13 246	2021 Only	0	N/A	0
Bolivia	0.039	23 518	25 527	0		573	N/A	0

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Member	Statutory contribution 2021		RB 2021	Amount owing (advance)	Country payment status	Voluntary contribution 2021 to the Regular Budget (Euros)		
	%	Euros	Euros	Euros		Cash	In-kind premises	In-kind official
Bosnia and Herzegovina	0.039	23 518	0	0		573	N/A	0
Mauritius	0.039	23 518	22 837	0		573	N/A	0
Albania	0.037	22 312	0	0		45 269	N/A	90 160
Angola	0.037	22 312	22 837	0		544	N/A	79 464
Bangladesh	0.037	22 312	0	0		45 269	N/A	0
Cameroon	0.037	22 312	18 310	(3)	Advance 2022	0	213 030	461 702
Congo (Dem. Rep.)	0.037	22 312	18 310	0		544	N/A	107 452
Côte d'Ivoire	0.037	22 312	18 310	89 453	2021 Only	0	90 669	242 713
Equatorial Guinea	0.037	22 312	18 310	40 622	2021 Only	0	N/A	0
Ethiopia	0.037	22 312	15 299	0		544	N/A	201 619
Georgia	0.037	22 312	0	0		544	N/A	0
Honduras	0.037	22 312	23 427	(223)	Advance 2022	544	N/A	0
Jamaica	0.037	22 312	0	0		544	N/A	0
Monaco	0.037	22 312	0	0		80 000	N/A	0
Myanmar	0.037	22 312	0	0		544	N/A	0
Namibia	0.037	22 312	22 837	0		544	N/A	189 470
Sudan	0.037	22 312	15 299	0		544	N/A	48 190
Tanzania	0.037	22 312	15 299	(1 430)	Advance 2022	544	N/A	17 704
Uganda	0.037	22 312	15 299	20 834	2021 Only	0	N/A	94 152
Yemen	0.037	22 312	0	76 281	Article 52	0	N/A	0
Barbados	0.036	21 709	0	0		0	N/A	0
Liechtenstein	0.036	21 709	0	0		13 291	N/A	0
North Macedonia	0.036	21 709	0	0		529	N/A	114 100
Zambia	0.036	21 709	22 837	83 703	Article 52	0	N/A	103 631
Afghanistan	0.035	21 106	0	0		0	N/A	0
Andorra	0.035	21 106	0	0		0	N/A	0
Armenia	0.035	21 106	0	0		0	N/A	0
Chad	0.035	21 106	18 310	76 070	2021 Only	0	N/A	65 112
Congo	0.035	21 106	18 310	0		0	N/A	65 112
Mongolia	0.035	21 106	0	0		0	N/A	0
Nepal	0.035	21 106	0	0		514	N/A	0
Senegal	0.035	21 106	18 310	0		514	N/A	79 464
Suriname	0.035	21 106	25 527	0		514	N/A	0
Burkina Faso	0.034	20 502	18 310	38 642	2021 Only	0	N/A	205 391
Cambodia	0.034	20 502	0	0		500	N/A	0
Moldova	0.034	20 502	0	0		500	N/A	0
Montenegro	0.034	20 502	0	0		500	N/A	79 464
Mozambique	0.034	20 502	22 837	0		500	N/A	63 516
Nicaragua	0.034	20 502	23 427	0		0	N/A	56 460
Papua New Guinea	0.034	20 502	0	0		0	N/A	0
Tajikistan	0.034	20 502	0	5 408	2021 Only	0	N/A	0
Zimbabwe	0.034	20 502	22 837	0		500	179 882	120 717
Antigua and Barbuda	0.033	19 899	0	36 169	Article 52	0	N/A	0
Benin	0.033	19 899	18 310	0		485	N/A	215 998
Eswatini	0.033	19 899	22 837	0		485	N/A	103 350
Fiji	0.033	19 899	0	0		485	N/A	81 639
Guinea	0.033	19 899	18 310	0		485	N/A	117 271
Guyana	0.033	19 899	25 527	0		485	N/A	0
Haiti	0.033	19 899	0	107 606	Article 52	0	N/A	0
Kyrgyzstan	0.033	19 899	0	14 368	2021 Only	0	N/A	0
Laos	0.033	19 899	0	0		0	N/A	0
Madagascar	0.033	19 899	22 837	0		485	N/A	0
Malawi	0.033	19 899	22 837	42 736	2021 Only	0	N/A	0
Maldives	0.033	19 899	0	0		485	N/A	0

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Member	Statutory contribution 2021		RB 2021	Amount owing (advance)	Country payment status	Voluntary contribution 2021 to the Regular Budget (Euros)		
	%	Euros	Euros	Euros		Cash	In-kind premises	In-kind official
Mali	0.033	19 899	18 310	0		0	N/A	0
Mauritania	0.033	19 899	18 310	(4 131)	Advance 2022	485	N/A	66 516
Niger	0.033	19 899	18 310	0		485	N/A	166 505
Rwanda	0.033	19 899	15 299	0		485	N/A	304 003
San Marino	0.033	19 899	0	0		485	N/A	0
South Sudan	0.033	19 899	15 299	161 692	Article 52	0	N/A	0
Timor-Leste	0.033	19 899	0	400	2021 Only	0	N/A	0
Aruba	0.032	19 296	0	0		470	N/A	0
Belize	0.032	19 296	23 427	123 212	Article 52	0	N/A	0
Bhutan	0.032	19 296	0	0		0	N/A	0
Burundi	0.032	19 296	15 299	12 789	DRA	0	N/A	32 011
Cabo verde	0.032	19 296	18 310	32 323	DRA	470	N/A	0
Central African Republic	0.032	19 296	18 310	0		470	N/A	106 617
Comoros	0.032	19 296	15 299	337 064	DRA	0	N/A	0
Curacao	0.032	19 296	0	0		470	N/A	0
Djibouti	0.032	19 296	15 299	160 501	Article 52	0	N/A	13 244
Dominica	0.032	19 296	0	280 213	Article 52	0	N/A	0
Eritrea	0.032	19 296	15 299	0		470	N/A	0
Gambia	0.032	19 296	18 310	349 524	DRA	0	N/A	0
Grenada	0.032	19 296	0	22 841	DRA	470	N/A	0
Guinea-Bissau	0.032	19 296	18 310	522 354	Article 52	0	N/A	0
Kiribati	0.032	19 296	0	0		470	N/A	0
Lesotho	0.032	19 296	22 837	42 133	2021 Only	0	N/A	0
Liberia	0.032	19 296	18 310	464 802	Article 52	0	N/A	0
Marshall Islands	0.032	19 296	0	19 213	2021 Only	0	N/A	0
Nauru	0.032	19 296	0	322 855	Article 52	0	N/A	0
Palestine	0.032	19 296	0	0		470	N/A	0
Samoa	0.032	19 296	0	0		0	N/A	0
Sao Tomé And Principe	0.032	19 296	18 310	529 568	Article 52	0	N/A	0
Seychelles	0.032	19 296	15 299	0		0	N/A	0
Sierra Leone	0.032	19 296	18 310	36 601	2021 Only	0	N/A	0
Sint Maarten	0.032	19 296	0	19 296	2021 Only	0	N/A	0
Solomon Islands	0.032	19 296	0	0		470	N/A	0
Somalia	0.032	19 296	15 299	118 749	DRA	470	N/A	0
St Kitts and Nevis	0.032	19 296	0	0		48 285	N/A	0
St Lucia	0.032	19 296	0	19 296	2021 Only	0	N/A	0
St Vincent and the Grenadines	0.032	19 296	0	0		470	N/A	0
The Vatican City State	0.032	19 296	0	0		470	N/A	0
Togo	0.032	19 296	18 310	0		0	N/A	0
Tonga	0.032	19 296	0	0		470	N/A	0
Vanuatu	0.032	19 296	0	17 319	2021 Only	0	N/A	0
Total	100.06	60 340 034	1 406 111	5 722 522		1 471 410	11 459 191	22 177 590

*Indirectly attributed as the hosting member country

C. FINANCIAL PERFORMANCE BY BUDGET TYPE

Performance on the Organization's operating budgets is presented in note 26 for the current financial year.

Further analysis is provided below by budget type: Regular Budget (C1); Trust Fund and Special Accounts (C2), the combination adjustment (C3), the Capital Budget (C4) and Financial Performance by Capabilities and Strategic Objectives (C5).

C1: The Regular Budget

The Regular Budget (C1.1) is an operating budget that comprises the General Budget and the Regional Bureau (RB) Budgets. The separation into these two budgets is presented in table C1.1A. The Financial Year 2021 was characterised by the approved use of reserves, which are separated and presented in C1.1B. The financial performance of the RBs is presented separately in table C1.1C. Further details on Regular Budget revenue, including RBs, are presented in C1.2. Further details on Regular Budget expenses, including RBs, are presented in C1.3.

C2: Trust Fund and Special Accounts

The Trust Fund and Special Accounts' Budget is an operating budget that comprises the INTERPOL Trust Fund for Police Cooperation and individual projects, in separate Special Accounts. The financial performance against budget and previous year is presented in C2.1. The amount that was implemented by each sponsor and for the program is presented in C2.2.

C3: The Combination Adjustment: Transfer between Budgets

Resources are shared between the Regular Budget and Trust Fund and Special Accounts. The Combination adjustment removes the effect of double counting these resources.

C4: Capital Budget (C4)

The Capital Budget is followed separately and expenses are withdrawn from the Capital Investment Fund.

C5: Financial Performance by Capabilities and Strategic Objectives (C5)

The financial performance by Capabilities and Strategic Objectives against budget are presented in C5.1 and C5.2 respectively.

C1. REGULAR BUDGET

C1.1 Detailed Financial Performance on the Regular Budget versus Budget and prior year

000s Euros	Details	Revised Regular Budget 2021		2021		2020		2021 variance to Revised Budget		2021 variance to 2020	
								000s	%	000s	%
Operating revenue											
Statutory contributions	C1.2.1	60 340		60 340		58 811		0	0%	1 529	3%
Regional Bureau financing	C1.2.2	1 404		1 406		1 371		2	0%	35	3%
In-kind contributions	C1.2.3	30 277		32 336		33 913		2 059	7%	(1 577)	(5%)
Voluntary contributions	C1.2.4	493		1 152		3 460		659	134%	(2 308)	(67%)
Reimbursements and recoveries	C1.2.5	6 800		5 241		4 766		(1 559)	(23%)	475	10%
Financial revenue	C1.2.6	269		404		417		135	50%	(13)	(3%)
Other revenue	C1.2.7	250		321		367		71	28%	(46)	(13%)
Exchange rate gains/(losses) net		0		475		(655)		475	100%	(655)	(100%)
Total operating revenue			99 833		101 675		102 450	1 842	2%	(2 560)	(1%)
Operating expenses											
Pay costs	C1.3.1	46 972		42 581		46 116		(4 391)	(9%)	(3 535)	(8%)
In-kind pay costs	C1.3.2	18 951		20 877		21 977		1 926	10%	(1 100)	(5%)
Other staff costs	C1.3.3	1 485		1 022		1 107		(463)	(31%)	(85)	(8%)
Premises running costs	C1.3.4	3 460		3 053		2 809		(407)	(12%)	244	9%
In-kind premises running costs	C1.3.5	11 324		11 459		11 936		135	1%	(477)	(4%)
Maintenance	C1.3.6	4 808		3 200		3 307		(1 608)	(33%)	(107)	(3%)
Missions and meetings	C1.3.7	4 006		1 521		1 234		(2 485)	(62%)	287	23%
Office expenses	C1.3.8	1 417		1 122		1 208		(295)	(21%)	(86)	(7%)
Telecommunication costs	C1.3.9	1 042		956		954		(86)	(8%)	2	0%
Third party and other costs	C1.3.10	2 619		3 750		4 169		1 131	43%	(419)	(10%)
Depreciation and amortization	C1.3.11	4 713		4 594		4 928		(119)	(3%)	(334)	(7%)
Total operating expenses			(100 797)		(94 135)		(99 745)	(6 662)	7%	(5610)	6%
Surplus/(deficit) for the year			(964)		7 540		2 705	8 504		3 050	

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C1.1A Detailed Regular Budget Financial Performance by budget type

000s Euros	Total Regular Budget		General Budget*		RB Budgets	
	2021	2020	2021	2020	2021	2020
Operating revenue						
Statutory contributions	60 340	58 811	60 340	58 811	0	0
Regional Bureau financing	1 406	1 371	0	0	1 406	1 371
In-kind contributions	32 336	33 913	31 361	29 699	975	4 214
Voluntary contributions	1 152	3 460	1 152	3 460	0	0
Reimbursements and recoveries	5 241	4 766	5 186	4 713	55	53
Financial revenue	404	417	404	417	0	0
Other revenue	321	367	318	331	3	36
Exchange rate gains/(losses) net	475	(655)	475	(655)	0	0
Total operating revenue	101 675	102 450	99 236	96 776	2 439	5 674
Operating expenses						
Pay costs	42 581	46 116	42 581	46 049	0	67
In-kind pay costs	20 877	21 977	20 877	18 789	0	3 188
Other staff costs	1 022	1 107	937	1 060	85	47
Premises running costs	3 053	2 809	2 993	2 755	60	54
In-kind premises running costs	11 459	11 936	10 484	10 910	975	1 026
Maintenance	3 200	3 307	3 105	3 237	95	70
Missions and meetings	1 521	1 234	1 406	1 131	115	103
Office expenses	1 122	1 208	1 054	1 124	68	84
Telecommunication costs	956	954	775	756	181	198
Third party and other costs	3 750	4 169	3 413	4 060	337	109
Depreciation and amortization	4 594	4 928	4 594	4 928	0	0
Total operating expenses	(94 135)	(99 745)	(92 219)	(94 799)	(1 916)	(4 946)
Surplus/(deficit) for the year	7 540	2 705	7 017	1 977	523	728

General Reserve Fund

RB Reserve Fund by RB

* The General Budget includes the budgeted use of the General Reserve Fund ("Reserves"). The Financial Performance on the use of the reserves and the "Base" General Budget is separated below.

C1.1B General Budget Financial Performance: Use of General Reserve Fund and “Reserve-funded projects”

000s Euros	Total Regular Budget			Base General Budget*			Reserves		
	Budget 2021	2021	2020	Budget 2021	2021	2020	Budget 2021	2021	2020
Operating revenue									
Statutory contributions	60 340	60 340	58 811	60 340	60 340	58 811	0	0	0
Regional Bureau financing	1 404	1 406	1 371	1 406	1 406	1 371	0	0	0
In-kind contributions	30 277	32 336	33 913	30 277	32 336	33 913	0	0	0
Voluntary contributions	493	1 152	3 460	493	1 152	3 460	0	0	0
Reimbursements and recoveries	6 800	5 241	4 766	6 800	5 241	4 766	0	0	0
Financial revenue	269	404	417	269	404	417	0	0	0
Other revenue	250	321	367	250	321	367	0	0	0
Exchange rate gains/(losses) net	0	475	(655)	0	475	(655)	0	0	0
Total operating revenue	99 833	101 675	102 450	99 835	101 675	102 450	0	0	0
Operating expenses									
Pay costs	46 972	42 581	46 116	46 209	42 071	44 398	763	510	1 718
In-kind pay costs	18 951	20 877	21 977	18 951	20 877	21 977	0	0	0
Other staff costs	1 485	1 022	1 107	1 475	1 000	1 074	5	22	33
Premises running costs	3 460	3 053	2 809	3 464	3 053	2 807	0	0	2
In-kind premises running costs	11 324	11 459	11 936	11 325	11 459	11 936	0	0	0
Maintenance	4 808	3 200	3 307	4 758	3 200	3 300	50	0	7
Missions and meetings	4 006	1 521	1 234	3 998	1 519	1 170	10	2	64
Office expenses	1 417	1 122	1 208	1 417	1 124	1 170	0	(2)	38
Telecommunication costs	1 042	956	954	1 044	955	952	0	1	2
Third party and other costs	2 619	3 750	4 169	2 483	3 718	3 718	136	32	451
Depreciation and amortization	4 713	4 594	4 928	4 711	4 594	4 928	0	0	0
Total operating expenses	(100 797)	(94 135)	(99 745)	(99 835)	(93 570)	(97 430)	(964)	(565)	(2 315)
Surplus/(deficit) for the year	(964)	7 540	2 705	0	8 105	5 020	(964)	(565)	(2 315)

* The Organization had approval to use the General Reserve Fund reserve for specific projects. It also used RB reserves as shown in C1.1.1but not included in reserves in the table above for 71 000 EUR. This together with the doubtful debt provision in Third Party and Other costs are the main variance on the “Base General Budget”.

C1.1C Financial Performance on RB Budgets

C1.1C.1 Financial Performance of the RB on RB Reserve only

RB Reserve Fund Only 000s Euros	RB Abidjan			RB Buenos Aires			RB Harare			RB Nairobi			RB San Salvador			RB Yaoundé			TOTAL		
	Revised Budget 2021	2021	2020	Revised Budget 2021	2021	2020	Revised Budget 2021	2021	2020	Revised Budget 2021	2021	2020	Revised Budget 2021	2021	2020	Revised Budget 2021	2021	2020	Revised Budget 2021	2021	2020
Operating revenue																					
Regional Bureau financing	292	293	286	306	306	298	274	274	267	199	199	194	187	187	183	146	147	143	1 404	1 406	1 371
Reimbursements and recoveries	0	55	53	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	55	53
Other Revenue	0	0	0	0	3	36	0	0	0	0	0	0	0	0	0	0		0	0	3	36
Total operating revenue	292	348	339	306	309	334	274	274	267	199	199	194	187	187	183	146	147	143	1 404	1 464	1 460
Pay costs	0	0	0	69	0	67	0	0	0	0	0	0	0	0	0	0	0	0	69	0	67
Other staff costs	16	39	22	43	6	7	15	4	3	29	6	0	1	2	2	29	28	13	132	85	47
Premises Running costs	14	15	14	32	9	10	30	5	2	11	13	11	11	8	8	11	10	9	109	60	54
Maintenance	41	42	19	24	7	6	21	13	9	13	3	5	16	6	9	22	24	22	137	95	70
Missions and meetings	168	10	33	158	9	6	121	15	10	85	40	27	123	12	27	37	29	0	692	115	103
Office expenses	21	11	33	17	5	4	6	23	24	16	12	9	11	8	8	11	10	6	83	69	84
Telecommunication costs	26	27	34	19	8	26	72	58	50	38	33	37	23	8	17	30	46	34	209	180	198
Third party and other costs	6	208	39	13	33	83	7	49	(20)	7	(45)	(61)	2	25	48	6	67	20	40	337	109
Depreciation and amortization	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total operating expenses	(292)	(352)	(194)	(375)	(77)	(209)	(272)	(167)	(78)	(199)	(62)	(28)	(187)	(69)	(119)	(146)	(214)	(104)	(1 471)	(941)	(732)
Surplus/(deficit) for the year	0	(4)	145	(69)	232	125	2	107	190	0	137	166	0	118	64	0	(67)	39	(67)	523	728

C1.1C.2 Total Financial Performance of the RB

Total expenses of the RB 000s Euros	Abidjan			Buenos Aires			Harare			Nairobi			San Salvador			Yaoundé			TOTAL		
	Revised Budget 2021	2021	2020	Revised Budget 2021	2021	2020	Revised Budget 2021	2021	2020	Revised Budget 2021	2021	2020	Revised Budget 2021	2021	2020	Revised Budget 2021	2021	2020	Revised Budget 2021	2021	2020
Operating expenses - RB budget	(367)	(506)	(194)	(396)	(311)	(209)	(272)	(321)	(78)	(199)	(201)	(28)	(187)	(253)	(119)	(146)	(377)	(104)	(1 567)	(1 969)	(732)
Pay costs - General budget	(624)	(688)	(138)	(408)	(439)	(200)	(261)	(230)	(230)	(215)	(172)	(157)	(230)	(160)	(220)	(249)	(188)	(230)	(1 987)	(1 877)	(1 175)
Total operating expenses of RB	(991)	(1 194)	(332)	(804)	(750)	(409)	(533)	(551)	(308)	(414)	(373)	(185)	(417)	(413)	(339)	(395)	(565)	(334)	(3 554)	(3 846)	(1 907)
In-kind pay costs - General Budget	(624)	(688)	(805)	(408)	(439)	(379)	(625)	(539)	(596)	(429)	(427)	(450)	(276)	(259)	(279)	(601)	(502)	(679)	(2 963)	(2 854)	(3 188)
In-kind premises costs - General Budget	(99)	(91)	(94)	(154)	(149)	(91)	(214)	(180)	(187)	(228)	(118)	(123)	(290)	(299)	(310)	(261)	(213)	(221)	(1 246)	(1 050)	(1 026)
Total in-kind operating expenses of RB	(723)	(779)	(899)	(562)	(588)	(470)	(839)	(719)	(783)	(657)	(545)	(573)	(566)	(558)	(589)	(862)	(715)	(900)	(4 209)	(3 904)	(4 214)
Total capital expenditures of RB	(95)	(106)	(86)	(7)	(36)	(165)	(72)	(7)	(24)	(80)	(75)	(36)	(80)	(95)	67	(9)	(13)	(16)	(343)	(332)	(269)
Total expense of RB	1 810	2 079	1 317	1 373	1 374	1 044	1 444	1 277	1 115	1 151	993	794	1 063	1 066	861	1 266	1 293	1 250	8 107	8 082	6 381

C1.1C.3 RB reserve fund by RB

RB reserve fund 000s Euros	Abidjan	Buenos Aires	Harare	Nairobi	San Salvador	Yaoundé	Total RB reserve fund
Balance at 31 December 2020	545	164	546	134	544	(29)	1 904
Surplus / (Deficit) for the year	(4)	232	107	137	118	(67)	523
Balance at 31 December 2021	541	396	653	271	662	(96)	2 427

C1.2 REGULAR BUDGET REVENUE

The Regular Budget comprises the General Budget and the RBs Budgets. The tables presented below include both budgets. The RBs budgets are detailed separately in “Financial Performance on RB Budgets” as presented for each RB above (C1.1B).

C1.2.1 Statutory contributions

The revenue by member country for the General Budget and the payment status of the country as at 31 December 2021 are presented in table B3 above.

C1.2.2 Regional Bureau financing

The revenue by member country of the RB financing budget and the payment status of the country as at 31 December 2021 (including RBs) are presented in table B3 above.

C1.2.3 In-kind contributions

<i>000s Euros</i>	Revised Budget 2021	2021	2020
In-kind pay costs	18 952	20 877	21 977
In-kind premises running costs	11 325	11 459	11 936
Total in-kind contributions	30 277	32 336	33 913

C1.2.4 Voluntary contributions

Member countries and Organizations that have made voluntary contributions are presented in tables B2.3 and B3 above.

C1.2.5 Reimbursements and recoveries

<i>000s Euros</i>	Revised Budget 2021	2021	2020
Trust Fund and Special Accounts recharges	6 536	4 120	4 090
Revenue from conferences	0	0	0
Other reimbursements	264	1 121	676
Total reimbursements and recoveries	6 800	5 241	4 766

There was no revenue from conferences in 2021 as there were no sale of exhibitor booths at the GA (2020: EUR Nil).

C1.2.6 Financial revenue

<i>000s Euros</i>	Revised Budget 2021	2021	2020
On bank balances	0	42	152
On investments	269	362	265
Total financial revenue²	269	404	417

The effective rate of financial interest on the average bank and investments held by the Organization was 0.27% (2020: 0.40%).

C1.2.7 Other revenue

<i>000s Euros</i>	Revised Budget 2021	2021	2020
Shop sales	178	98	65
I-Checkit revenue	72	(1)	125
Miscellaneous receipts	0	224	177
Total other revenue	250	321	367

Other revenue includes receipts from Shop Sales of emblems, logos, wines and duty-free stocks. The Organization receives I-Checkit revenue from verification of data held in its databases that is included under this category, however, the contract was suspended for 11 month from 2020 as such no revenue was received in 2021.

C1.2.8 Foreign exchange gains / losses

Foreign exchange gains/losses are reported on a net basis under revenue for both realized and unrealized amounts. In 2021 there was a total net gain of EUR 0.475 million (2020: loss EUR 0.698 million). Of the total loss, the realized gain was EUR 0.049 million (2020: loss EUR 0.132 million) and unrealized gain was EUR 0.426 million (2020: loss EUR 0.566 million).

C1.3 REGULAR BUDGET EXPENSES

The Regular Budget comprises the General Budget and the RBs Budgets. The tables presented below include both budgets. The RBs budgets are detailed separately in "Financial Performance on RB Budgets" as presented for each RB above (C1.1B). The amounts include the use of the reserves.

C1.3.1 Pay costs

<i>000s Euros</i>	Revised Budget 2021	2021	2020
Salaries	30 355	26 486	28 605
Employer's social charge costs	11 115	11 484	11 447
Allowances	5 092	4 083	4 369
Provision for employee leave not taken	0	186	539
Provision for retirement benefits	410	485	490
Indemnity for contract termination	0	(178)	571
Reimbursement of national taxes paid	0	35	95
Total pay costs	46 972	42 581	46 116

C1.3.2 In-kind pay costs

<i>000s Euros</i>	Revised Budget 2021	2021	2020
In-kind pay costs	18 951	20 877	21 977
Total in-kind pay costs	18 951	20 877	21 977

C1.3.3 Other staff costs

<i>000s Euros</i>	Revised Budget 2021	2021	2020
Employee welfare costs	919	949	737
Recruitment expenses	225	(105)	177
Training expenses	341	178	193
Total other staff costs	1 485	1 022	1 107

C1.3.4 Premises running costs

<i>000s Euros</i>	Revised Budget 2021	2021	2020
Rental costs	1 769	1 493	1 326
Running costs	1 691	1 560	1 483
Total premises running costs	3 460	3 053	2 809

C1.3.5 In-kind premises running costs

The use of premises provided by member countries

<i>000s Euros</i>	Revised Budget 2021	2021	2020
In-kind equipment	11 324	11 459	11 936
Total in-kind pay costs	11 324	11 459	11 936

C1.3.6 Maintenance

<i>000s Euros</i>	Revised Budget 2021	2021	2020
IT and telecom maintenance	3 688	2 430	2 629
Premises and equipment maintenance	1 120	770	678
Total maintenance	4 808	3 200	3 307

C1.3.7 Missions and meetings

Missions and meetings include expenditure for costs for staff and outside officials to attend statutory meetings, training and conferences of the Organization. It includes travel costs of EUR 0.416 million (2020: EUR 0.377 million), amounts for per diem and accommodation of EUR 0.607 million (2020: EUR 0.488 million) and of conferences costs EUR 0.81 million (2020: EUR 0.124 million).

<i>000s Euros</i>	Revised Budget 2021	2021	2020
Shop merchandise consumed	107	77	49
Corporate hospitality including gifts	170	86	35
Interpretation and minute taking fees	226	245	161
Travel and agency costs	1 664	416	377
Hotel and accommodation including per diem	1 368	607	488
Conferences and meetings organization	471	80	124
Grants and subsidies for meetings	0	10	0
Total missions and meetings	4 006	1 521	1 234

Statutory meetings costs include some travel and tickets of delegates, and interpretation and minute taking fees. Costs shown for the GA and Regional Conferences are on a gross basis and exclude revenue received on the sale of exhibitor booths during the GA of EUR 0 million (2020: EUR 0 million).

<i>000s Euros</i>	Revised Budget 2021	2021	2020
General Assembly	522	298	4
Executive Committee	192	96	102
Regional conferences	0	46	7
Heads of NCB conference	5	18	0
Committee for Control of INTERPOL files	119	50	58
Total statutory meetings	838	508	171

C1.3.8 Office expenses

<i>000s Euros</i>	Revised Budget 2021	2021	2020
Equipment rentals and hire charges	135	128	117
Fuel for vehicles	38	26	25
Mailing and courier costs	72	52	56
Printing and publications	69	27	3
External security services	606	562	544
Supplies' costs	307	260	343
External translation	190	67	120
Total office expenses	1 417	1 122	1 208

C1.3.9 Telecommunication Costs

<i>000s Euros</i>	Revised Budget 2021	2021	2020
Network hire charges	640	647	709
Telephone charges	402	309	245
Total telecommunication costs	1 042	956	954

Although some network hire charges involve rentals, these do not involve leasing of equipment nor the leasing of network capacity.

C1.3.10 Third Party and Other Costs

Changes in provisions for member country statutory contributions includes amounts (paid)/due on both General and RB budgets as EUR 0.622 million (2020: EUR 0.116 million) and EUR 0.296 million (2020: EUR 0.491 million) respectively.

<i>000s Euros</i>	Revised Budget 2021	2021	2020
Consultancy charges	1 753	2,030	1 879
Bank charges	48	45	43
Insurance	824	702	784
Equipment Donated	0	0	274
Miscellaneous losses	0	55	287
Gain on projects	(6)	0	0
Provision for statutory contributions	0	918	607
Provisions for stock depreciation and other	0	0	41
Total third party and other costs	2 619	3 750	3 915

C1.3.11 Depreciation

The total amount of depreciation by asset class on the Regular Budget is presented in notes 12 (Intangible assets) and 13 (Plant, property and equipment).

C2. TRUST FUND AND SPECIAL ACCOUNTS

Trust Fund and Special Accounts consists of funds received from external sponsors with a defined purpose such as the implementation of special activities in various crime areas. Projects are separated and tracked individually. Implementation is usually according to the crime area that is managing the project.

C2.1 FINANCIAL PERFORMANCE ON TRUST FUND AND SPECIAL ACCOUNTS

<i>000s Euros</i>	Revised Budget 2021	2021	2020
Operating revenue			
In-kind contributions	1 347	1 301	988
Reimbursements and recoveries	50 000	43 978	37 553
Exchange rate gain /(losses)-net	0	38	(325)
Total operating revenue	51 347	45 317	38 216
Operating expenses			
Pay costs	22 974	26 827	24 640
In-kind pay costs	1 347	1 301	988
Other staff costs	168	1 321	657
Premises running costs	616	964	563
Maintenance	2 426	1 429	638
Missions and meetings	12 481	3 069	2 342
Office expenses	691	3 031	2 432
Telecommunication costs	610	299	161
Third party and other costs	9 977	7 046	5 760
Depreciation and amortization	57	30	35
Total operating expenses	(51 347)	(45 317)	(38 216)
Surplus/(deficit) for the year	0	0	0

Operating expenses relating to the INTERPOL Fund for International Police Cooperation in the above are EUR 6.416 million (2020: EUR 7.035 million) of which operating expenses relating to the INTERPOL Foundation are EUR 5.407 million (2020: EUR 6.393 million).

C2.2. TRUST FUND AND SPECIAL ACCOUNTS BY SPONSOR 2021

The following table presents the Trust Fund and Special Account projects that were executed in the year 2021 by sponsor and for each programme (including in-kind).

Sponsor	Programme	Amount recognised in 2021 <i>Euros 000s</i>
European Commission	Africa Regional Programme; Capacity Building Programme; CBRNE Programme; Counter Terrorism Programme; Criminal Analysis Programme; Drugs and Organised Crime Programme; Environmental and Wildlife Crime Programme; Human Trafficking Programme; I-24/7 Programme; iARMS Programme; INTERPOL Legislation Programme; IT Infrastructure; Maritime Piracy Programme; Migration & Border Management Programme; NCB Support and Upgrade Programme; Operational Support; Research and Innovation	7 677
INTERPOL Foundation	Counter Terrorism Programme; Criminal Analysis Programme; Cybercrime Programme; Drugs and Organised Crime Programme; Human Trafficking Programme; INTERPOL Organization Support; Stolen Motor Vehicles Programme; Stolen Works of Art Programme; Trafficking in Illicit Goods and Counterfeiting Programme	6 033
Federal Ministry for Foreign Affairs (Germany)	G5 Sahel Programme; Combat Human-Traffick. Balkans Programme; Capacity Building Programme; Human Trafficking Programme; Terrorism Network programme	4 716
US Department Of State	Anti-Corruption Programme; CBRNE Programme; Criminal Analysis Programme; Environmental and Wildlife Crime Programme; Human Trafficking Programme; I-24/7 Programme; Maritime Piracy Programme; Trafficking in Illicit Goods and Counterfeiting Programme	4 186
Federal Ministry of Interior (Germany)	I-CORE Programme	2 630
Global Affairs Canada	Capacity Building Programme; CBRNE Programme; Counter Terrorism Programme; Cybercrime Programme; Foreign Fighters Programme; Migration & Border Management Programme	2 545
US AID	Environmental and Wildlife Crime Programme	1 710
Norway - Ministry of Foreign Affairs	Environmental and Wildlife Crime Programme; Human Trafficking Programme; INTERPOL Organization Support; Cybercrime Programme	1 195
NORAD - Norwegian Agency for	Environmental and Wildlife Crime Programme	1 091

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Sponsor	Programme	Amount recognised in 2021 <i>Euros 000s</i>
Development Cooperation		
Italian Interior Ministry	I-CAN Programme	1 039
Human Dignity Foundation	Child Exploitation Programme	1 007
Qatar 2022 Supreme Committee	Sports Security Programme	983
UK Foreign and Commonwealth Office	Cybercrime Programme	923
US Defence Threat Reduction Agency	CBRNE Programme	865
Japan ASEAN Integration Fund	Cybercrime Programme	808
Republic of Korea National Police Agency	FACE Asia Programme; Cybercrime Programme;	792
CEMAC	I24/7 extension Programme	629
UK Home Office	INSIGHT Programme ; WHOIS Programme	626
UK Department for Business, Energy & Industrial Strategy	CBRNE Programme	557
FRONTEX	Migration & Border Management Programme	467
Dutch MFA	Counter Terrorism Programme; Foreign Fighters Programme; Capacity Building Programme	419
UNICEF	Crime Against Children Programme	380
UK Department for International Development	Project Soteria	378
Underwriters' Laboratory Inc.	Trafficking in Illicit Goods and Counterfeiting Programme	305
Council of Europe	Cybercrime Programme	288
NCB China	Counter Terrorism Programme; Financial Crime and Fraud Programme	279
IOC	Integrity in Sport Programme	277
China Ministry of Public security	Environmental and Wildlife Crime Programme	250
US Dept. Of Energy	CBRNE Programme	204
Germany NCB	Crime Against Children Programme	191
Pew Charitable Trusts	Environmental and Wildlife Crime Programme	173
UNOCT	CBRNE Programme; Counter Terrorism Programme	162
Environment Canada	Environmental and Wildlife Crime Programme	154
UK NCA	Anti-Corruption Programme; Migration & Border Management Programme	125
Sinofaith	Trafficking in Illicit Goods and Counterfeiting Programme	125
UK Defra	Environmental and Wildlife Crime Programme	121
FBI	CBRNE Programme	116
Norway Ministry of Climate and Environment	Environmental and Wildlife Crime Programme	109
Ministry of Foreign Affairs (Japan)	Migration & Border Management Programme; Organized and Emerging Crime Strategy	104
Other (below 100k Euros)	Various	678
Total Trust Fund and Special Accounts		45 317

C3. COMBINATION ADJUSTMENT: TRANSFERS BETWEEN BUDGETS:

Trust Fund and Special Account projects share Regular Budget resources and infrastructure, and also benefit by having access to internal experts. The consolidation adjustment removes the effect of double counting the revenue and expenses between budgets when they are combined.

Overhead recoveries, expert fees and charges for other services such as office rentals are invoiced to the Trust Fund and Special Accounts from the Regular Budget and counted as an expense on the Trust Fund or Special Account. All such costs on Trust Fund and Special Accounts are agreed in advance with the sponsor, either in a specific contract or in the general terms and conditions of operation of the Trust Fund. These are accounted under the category, third party and other costs.

The average overhead recovery rate was 9.3% of total Trust Fund and Special Account expenses (2020: 7.8%). Total recoveries from projects, including overhead and other recharges were EUR 9.662 million, or 21.3% (2020: EUR 5.742 million or 14.9%). Of this amount, expert fees recovered were EUR 3.880 million (2020: EUR 1.764 million).

<i>000s Euros</i>	Revised Budget 2021	2021	2020
Operating revenue			
Reimbursements and recoveries	(6 300)	(9 662)	(5 742)
Total operating revenue	(6 300)	(9 662)	(5 742)
Operating expenses			
Pay costs	(1 837)	(3 800)	(1 652)
Other staff costs	0	(403)	(105)
Premises running costs	(317)	(988)	(559)
Maintenance	0	(446)	(101)
Missions and meetings	0	(49)	(31)
Office expenses	0	(29)	(7)
Telecommunication costs	0	(66)	(85)
Third party and other costs	(4 146)	(3 851)	(3 167)
Depreciation and amortization	0	(30)	(35)
Total operating expenses	6 300	9 662	(5 742)
Surplus/(deficit) for the year	0	0	0

C4. CAPITAL BUDGET

C4.1 2021 CAPITAL PROGRAMME AGAINST BUDGET

Location	Capital expenditure programme <i>000s Euros</i>	Revised Budget 2021	2021	Difference
IPSG	Specific equipment furniture and fixtures	58	47	(11)
	Building works	473	612	139
	Security	31	28	(3)
	Building and security	562	687	125
	EDPS database projects	280	0	(280)
	Other IS software projects	1 956	1 112	(844)
	IS infrastructure including global capacity	344	214	(130)
	End user computer hardware and peripherals	237	367	130
	IT systems and communications	2 817	1 693	(1 124)
IGCI	Specific equipment furniture and fixtures	189	48	(141)
	Security	61	17	(44)
	Building and security	250	65	(185)
	IGCI database projects	300	0	(300)
	Other IS software projects	17	(8)	(25)
	End user computer hardware and peripherals	146	47	(99)
	IT systems and communications	463	39	(424)
RB	Specific equipment furniture and fixtures	95	93	(2)
	Building works	150	154	4
	Security	62	65	3
	Building and security	307	312	5
	End user computer hardware and peripherals	36	21	(15)
	IT systems and communications	36	21	(15)
NCB	IS infrastructure and I24/7	65	0	(65)
	End user computer hardware and peripherals	0	0	0
	IT systems and communications	65	0	(65)
	Total capital expenditure programme	4 500	2 817	(1 683)

C5. FINANCIAL PERFORMANCE BY CAPABILITIES AND STRATEGIC OBJECTIVES

C5.1 2021 FINANCIAL PERFORMANCE BY CAPABILITIES

000s Euros	Revised Budget 2021			2021 Actual		
Capability	Total	Police	Corporate	Total	Police	Corporate
<i>Documents</i>	5 763	3 888	1 875	1 608	1 176	432
<i>Individuals</i>	1 493	1 000	493	3 687	2 696	991
<i>Property</i>	2 695	1 800	895	2 363	1 728	635
Identification Services	9 951	6 688	3 263	7 658	5 600	2 058
<i>Analytical support & intelligence</i>	29 360	19 813	9 547	19 515	14 269	5 246
<i>Investigative support & coordination</i>	21 302	14 189	7 113	19 568	14 308	5 260
Operational Support	50 662	34 002	16 660	39 083	28 577	10 506
<i>Groups & networks</i>	2 818	1 904	914	24 794	18 129	6 665
<i>Guidelines & frameworks</i>	728	496	232	2 907	2 126	781
<i>Strategic analysis</i>	39 250	26 572	12 678	3 824	2 796	1 028
Strategic Support	42 796	28 972	13 824	31 525	23 051	8 474
Operational	103 409	69 662	33 747	78 266	57 228	21 038
<i>Capacity Building</i>	3 268	2 166	1 102	6 211	4 541	1 670
<i>Curriculum Management</i>	0	-	-	732	535	197
<i>Training Delivery</i>	941	625	316	15 037	10 995	4 042
<i>Training needs & capability assessments</i>	14 811	9 854	4 957	3 289	2 405	884
Capacity building	19 020	12 645	6 375	25 269	18 476	6 793
<i>Content Management</i>	105	74	31	880	643	237
<i>Knowledge Exchange Platforms</i>	1 071	709	362	995	728	267
<i>Knowledge Networks</i>	1 501	1 010	491	2 585	1 890	695
Knowledge Management	2 677	1 793	884	4 460	3 261	1 199
Knowledge and training	21 697	14 438	7 259	29 729	21 737	7 992
<i>Databases & Applications</i>	1 870	1 237	633	8 749	6 397	2 352
<i>Ideation, architecture & IT project management</i>	2 112	1 398	714	2 752	2 012	740
<i>Infrastructure Management</i>	366	242	124	3 091	2 260	831
<i>IT Governance & security</i>	10 721	7 095	3 626	2 690	1 967	723
<i>IT support to member countries</i>	4 102	2 715	1 387	3 624	2 650	974
Information Technology	19 171	12 687	6 484	20 906	15 286	5 620
<i>Applied Innovation</i>	816	540	276	654	478	176
<i>Strategic Innovation</i>	753	499	254	466	341	125
Innovation	1 569	1 039	530	1 120	819	301
Technology and Innovation	20 740	13 726	7 014	22 026	16 105	5 921
Total operating expenses	145 846	97 826	48 020	130 021	95 070	34 951

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C5.2 2021 FINANCIAL PERFORMANCE BY STRATEGIC OBJECTIVES

Strategic Goals		Strategic Objectives		Revised Budget 2021	Actual 2021
Goal 1	Trusted Information for Action <i>Serve as the trusted global law enforcement hub for the exchange of actionable information and analysis.</i>	1.1	Strengthen law enforcement access and use of information systems through better interoperability, network extensions and development of secure innovative exchange solutions.	8 556	6 343
		1.2	Increase the quality and quantity of threat-driven and criminal intelligence analysis to support the operational and investigative needs of member countries.	10 630	18 697
		1.3	Uphold INTERPOL's privacy and data security regulations and technology to comply with the evolving international standards for data protection.	1 104	1 308
		1.4	Enhance information management in accordance with the 'Universal Declaration of Human Rights' and other relevant and binding international instruments to ensure a high level of trust in INTERPOL's information systems.	720	1 046
Trusted Information for Action				21 010	27 394
Goal 2	Enrich Policing Through Partnerships <i>Maximize resources, knowledge and operations through cooperation and strategic partnerships.</i>	2.1	Be the global police leader in information sharing, incident response, and operational coordination to combat transnational crimes.	27 223	27 835
		2.2	Cultivate diverse partnerships that will improve and develop our capabilities, maximize their use and enrich our services for member countries.	3 219	4 458
		2.3	Provide capabilities to maximize capacity, knowledge, and skills of law enforcement globally.	47 688	24 846
		2.4	Engage with national governments and international forums to obtain support and promote our role in shaping global security.	6 938	7 074
Enrich Policing Through Partnerships				85 068	64 213
Goal 3	Advance & Innovate Policing <i>Advance the global law enforcement community through research and innovative solutions.</i>	3.1	Leverage digital transformation to improve the efficiency of our processes and the quality and speed of our services to member countries.	3 329	5 098
		3.2	Facilitate global dialogue on emerging technologies and cutting-edge solutions with private and public partners to develop innovative policing services.	2 893	3 335
		3.3	Use emerging technologies to deliver innovative policing solutions to member countries.	4 183	6 213
		3.4	Adopt creative thinking and multi-disciplinary collaboration to build a culture of innovation and foresight planning.	1 856	2 242
Advance and Innovate Policing				12 261	16 888
Goal 4	Enhance Organizational Performance & Delivery <i>Be an organization of excellence that is accountable, transparent and agile.</i>	4.1	Make the organization more competitive, efficient and flexible through strong leadership and a modern approach to human resources.	5 710	4 552
		4.2	Increase our agility to respond to a changing environment by decentralizing governance and transforming financial management with an emphasis on empowerment, transparency and accountability.	10 640	7 223
		4.3	Ensure organizational resilience by implementing robust mechanisms for risk management, performance management and business continuity.	2 406	1 572
		4.4	Foster a culture based on ethics, diversity and inclusion that embodies the values of the Organization.	1 644	1 608
		4.5	Strengthen the Organization's legal framework and harmonize institutional policies and practices to improve capabilities and programs.	7 107	6 572
Enhance Organizational Performance and Delivery				27 507	21 527
Total Expenditure				145 846	130 021

D. OTHER FINANCIAL INFORMATION

D1. INVENTORIES

Inventories consist of items of stock held at the shop for resale or to be given as gifts and stocks of office consumables and items held for maintenance.

000s Euros	31 December	
	2021	2020
Items held for sale	433	436
Items held for maintenance	31	30
Office consumables	21	22
Total inventories	485	488

D2. SHOP SALES

Presented below is the summary trading results for the Organization's shop. Merchandise consumed in the shop is reported under Missions and meetings expenses.

000s Euros	Revised Budget 2021	2021	2020
Shop sales	178	98	65
Merchandise consumed	(107)	(77)	(49)
Gross trading profit	71	21	16
<i>Shop merchandise consumed</i>	107	77	49
<i>Items given as gifts (not included above)</i>	0	30	22

D3. FINANCIAL RATIOS

Liquidity ratio	What is measured
Current ratio	Measures an organization's ability to pay off short-term liabilities with current assets
Quick ratio	Measures an organization's ability to pay off short-term liabilities with quick assets
Operating cash flow ratio	A measure of the number of times an organization can pay off current liabilities with the cash generated in a given period
Assets to liabilities ratio	Indicates how an organization can potentially settle its liabilities by selling its assets
