



INTERNATIONAL
MASTERS GAMES
ASSOCIATION

Wokbook Version 08.12.2022 IMGA General Assembly Wednesday 16th of November, 2022





AGENDA

IMGA General Assembly

Date: Wednesday 16th of November 2022

Time: 09h00-12h30 (Central European Time)

Place: **The meeting will be held virtually with Zoom and Lumi.**

Item	Time
1. Opening of the session	09:00 a.m.
2. Identification of delegates and confirmation of their authority	09:05 a.m.
3. Appointment of Scrutineers	09:10 a.m.
4. Approval of the minutes from the last General Assembly 2021	09:15 a.m.
5. President's report	09:20 a.m.
6. Update on IMGA Governance	09:30 a.m.
7. Management letter & Accounts	09:40 a.m.
8. Approval of the accounts for 2021	09:50 a.m.
9. Appointment of the professional auditor for 2022	09:55 a.m.
10. Report on applications for affiliation - International Federation Icestocksport (IFI)	10:00 a.m.
11. Elections - President - Members representing the International Federations - Independent members - Confirmation of the two vice-presidents - Confirmation of the board member with financial expertise	10:15 a.m.
12. Next upcoming event Reports (Time zone order) - Jeollabuk-do APMG 2023: 10 min presentation + 10 min Q&A - Taipei & New Taipei City WMG 2025: 15 min presentation + 10 min Q&A - Tampere EMG 2023: 10 min presentation + 5 min Q&A - Lombardy WWMG 2024: 10 min presentation + 5 min Q&A - Cleveland PANAMG 2024: 10 min presentation + 5 min Q&A	10:45 – 12:15 a.m. 10:45 – 11:05 a.m. 11:05 – 11:30 a.m. 11:30 – 11:45 a.m. 11:45 – 12:00 a.m. 12:00 – 12:15 p.m.
13. Any other business	12:15 p.m.
14. Place and date of the next General Assembly	12:20 p.m.



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1. Opening of Session



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2. Identification of delegates and confirmation of their authority



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3. Appointment of scrutineers



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4. Approval of the minutes from the General Assembly 2021



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IMGA Annual General Meeting

Date: Monday 15 November 2021

Time: 09h00-11h45

Location: Zoom and LUMI (virtual)

IMGA Annual General Meeting

Virtual

Monday 15th of November, 2021

Revised minutes 17.01.2022

AGENDA

1. OPENING OF THE SESSION	2
2. IDENTIFICATION OF DELEGATES AND CONFIRMATION OF THEIR AUTHORITY	2
3. APPOINTMENT OF SCRUTINEERS	2
4.A APPROVAL OF THE REVISED MINUTES FROM THE GENERAL ASSEMBLY 2019	2
4.B APPROVAL OF THE MINUTES FROM THE LAST GENERAL ASSEMBLY 2020	2
5. PRESIDENT'S REPORT	3
6. STEERING COMMITTEE'S REPORT	3
7.A. APPROVAL OF THE ACCOUNTS 2019	3
7.B. APPROVAL OF THE ACCOUNTS 2020	4
8. REPORT ON APPLICATIONS FOR AFFILIATION AND VOTING	4
9. ALTERATIONS TO CONSTITUTION	4
10. ELECTIONS FOR CASUAL VACANCIES	4
11. HOST CITIES REPORT	5
12. ANY OTHER BUSINESS	5
13. PLACE AND DATE OF THE NEXT GENERAL ASSEMBLY	5
CLOSING REMARKS FROM THE PRESIDENT	5



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ASSOCIATION

IMGA Board in attendance:

- Acting president: Sergey Bubka
- Board members: Kate Caithness, Marisol Casado, Denis Oswald, David Eades, Robert Elphinston, Poul-Erik Hoeyer, Jose Perurena, Jens Holm

Apologies: John Coates

From the Administration:

CEO - Jens Holm
Director of Sport - Samantha Hayward

1. Opening of the session

The acting president Sergey Bubka welcomed the members and mentioned it was an important day for the IMGA.

Decision: No comments were made to the agenda

Declaration of interests

No declaration of interests.

2. Identification of delegates and confirmation of their authority

The acting president introduced LUMI who informed which voting delegates were present: Badminton World Federation (BWF), Fédération International de Basketball (FIBA), International Biathlon Union (IBU), International Canoe Federation (ICF), International Golf Federation (IGF), International Orienteering Federation (IOF), International Tennis Federation (ITF), International Table Tennis Federation (ITTF), World Baseball and Softball Confederation (WBSC), World Curling Federation (WCF), World Archery (WA), World Athletics (WA), World Rowing (WR), World Triathlon (WT), World Squash Federation (WSF)

In addition to the voting delegates, the following members and associate members were present: International Skating Union (ISU), International Life Saving Federation (ILS), World Flying Disc Federation (WFDF), World Dance Sport Federation (WDSF), International Floorball Federation (IFF)

Commenté [SH1]: The full name of the members has been displayed rather than just the abbreviation.

3. Appointment of Scrutineers

LUMI is the scrutineer.

4.a Approval of the revised minutes from the General Assembly 2019

The acting president said the IMGA administration had received no comments to the minutes sent on May 20th. (p. 6 of the workbook shared on 12.11.2021)
The vote was opened by LUMI.

Decision: The minutes were approved with 100% of the valid votes (8).

4.b Approval of the minutes from the last General Assembly 2020

The acting president said the IMGA administration had received no comments to the minutes sent on May 20th. (p. 12 of the workbook shared on 12.11.2021)

Jean-Christophe Rolland (JCR) from World Rowing said he hadn't sent remarks at the time but still wanted to make a minor one for clarification and to avoid misinterpretation: he would like to clarify on page 3 of the 2020 AGM minutes, that it was related to the 2018 accounts, as explicitly mentioned in WR's letter. Same for his comment on page 8, he would like the minutes to refer to the General Assembly 2019 where the 2018 accounts were only presented on the screen.

The vote was opened by LUMI.

Decision: The minutes sent to the members in the workbook were approved with 100% of the valid votes (9).



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5. President's report

The acting president started his report by saying that the past year had been different as the global pandemic continues to affect the world of sport and tourism. But the IMGA didn't stay inactive. The new anti-doping code has been adopted in collaboration with the ITA and a governance working group was established.

The IMGA board met regularly and both a steering committee and a remuneration committee were established since the board is committed to implement the suggested changes from the governance working group and proceed with annual reviews by ITrustSport.

He emphasized the importance of the changes to the current constitution and insisted it was only a first step in a continuous governance review.

He thanked Kai Holm, who resigned as president after 27 years for establishing Master sport on an international level and recognized the tremendous work he has done in taking the organisation to where it is today.

He informed the members that two new host cities had been announced in 2021: the city of Cleveland, Ohio located on the great lakes who will host the 2024 Pan-American Masters games and the region of Lombardia, who will host the Winter World Masters Games in 2024.

He ended his report by explaining that sustainability has always been at the core of IMGA's profile as all events are built around the 3 P's of Sustainability: People, Planet and Prosperity. Therefore, there will be a further focus on sustainability in the years to come.

Communication is essential in times of uncertainty and in the past year the IMGA has significantly increased our social media activity to keep the international masters community alive in partnership with our host cities.

Questions:

JCR asked why, for clarity and transparency, the IMGA board had decided not to present the full report of the Governance Working Group to the members.

The acting president said he would look into it and if there is a need rise this question at the next board meeting.

Tom Hollowell (IOF), seconded the request made by JCR that in the interest of transparency the full report of the Governance Working Group should be sent to all members to give additional credibility.

6. Steering Committee's report

Alex McLin presented the steering committee's report to the members. (p. 28 of the workbook shared on 12.11.2021) and explained that for the remuneration committee to begin its work, a legal opinion needed to be obtained to look into key contracts, including the one of the CEO and former president and the impact on the association's liabilities. It took time to gather all relevant materials for the outside council's review, but it is now in process.

Questions:

Zena Wooldridge from World Squash asked if there was a proposal to publish timescales to the implementation of the recommendations.

The GWG had suggested which recommendations were critical, high priority and lower priority. The IMGA board feels some of the priority levels need adjustments and this will guide the steering committee to establish a timeline.

Antti Pihlakoski (AP) from World Athletics thanked the IMGA for taking the first good steps in terms of good governance and insisted it shouldn't be the only ones.

JCR asked how the steering committee would report to the members before the next General Assembly, so the members are updated on the evolution of the Committee and different working groups.

It is a recommendation of the GWG that more regular updates are provided to the members so it is linked to the recommendations and therefore regular updates will be provided by the steering committee.

7. a. Approval of the accounts 2019

The acting president said the IMGA administration had received no comments to the accounts (p. 42 of the workbook shared on 12.11.2021) sent on May 20th.



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The vote was opened by LUMI.

Decision: the accounts were approved with 100% of the valid votes (8).

7. b. Approval of the accounts 2020

The acting president said the IMGA administration had received no comments to the accounts (p. 58 of the workbook shared on 12.11.2021) sent on September 15th.
The vote was opened by LUMI.

Decision: the accounts were approved with 100% of the valid votes (8).

8. Report on applications for affiliation and voting

The acting president gave the floor to the IPF who made a short presentation to the members. (p. 75 of the workbook shared on 12.11.2021)

Questions:

AP asked about doping controls for masters. They are doping controls on all levels and records are tested at the events. The IPF is working with CCES (Canadian Centre for Ethics in Sport) an independent agency similar to the ITA and they have the full control during the events.

Commenté [SH2]: The name of CCES has been modified to match the correct one.

Decision: the IPF was accepted as an associate member with no voting rights with 85,7 % of the valid votes (7).

The President thanked the acting president and the members and informed them that they will keep on working to ensure they fulfill the requirements as a member. Masters have always been treated equally as they are the roots of their sport.

9. Alterations to Constitution

Alex McLin (AM) presented and commented the proposed changes to the Constitution. (p. 93 of the workbook shared on 12.11.2021)

Questions:

JCR raised a question related to article 28 majorities and 33 decisions, where it is mentioned that decisions should be taken on the basis of a simple majority. He explained that for him, based on what World Rowing is doing, it should be absolute majority because simple majority is relative majority and normally when it comes to decisions it should be absolute majority.

Matt Smith (World Rowing), gave an example: if they are 3 candidates and its simple majority, the ones that gets the most votes under simple majority wins. And then the language doesn't make sense to go to another round with simple majority in there. So, for elections it should be absolute majority in order for that sentence to make sense.

Denis Oswald said that in a system where the abstentions and void votes are not taken into account, relative or absolute majority doesn't make a difference.

JCR answered that depending on whether there are two or more candidates, it's not the same.

AM clarified, that the changes adopted during the 2021 General Assembly are a first step and for these articles the language wasn't clear, so a clarification of the current process was proposed.

When the Constitution is completely reviewed, the comments and suggestions from World Rowing will be taken into consideration.

Decision: the changes to the IMGA Constitution were approved with 100% of the valid votes (12).

10. Elections for casual vacancies

The acting president shortly presented the two candidates: Sari Essayah and Ng Ser Miang (p. 112 of the workbook shared on 12.11.2021).

No questions were raised.

Decision:

- Sari Essayah was elected with 100% of the valid votes (10).
- Ng Ser Miang was elected with 100% of the valid votes (12).



11. Host Cities Report

The acting president introduced the host cities and opened the floor for their progress reports.

WMG 2021

The Organising Committee of the WMG 2021 explained to the members why they had asked for a postponement of the Games to the IMGA Board.

The acting president added that the IMGA Board had decided to put together a working group to discuss new potential dates with Kansai.

It is noted that the working group will look at dates of other masters events when discussing with WMG 2021 to avoid a clash with other masters events and IFs masters championships.

Tom Dielen (World Archery) wrote via comments that it would be necessary to have a clear look at the financial impact on the budget. The CEO answered there was none since WMG 2021 has already paid all their rights fees.

APMG 2023

The Organising Committee of the APMG 2023 in Jeollbuk-do presented their progress report to the members. (p. 115 of the workbook shared on 12.11.2021).

No questions were asked.

WMG 2025

The Organising Committee of the WMG 2025 in Tapei City & New Taipei City presented their progress report to the members. (p. 153 of the workbook shared on 12.11.2021).

No questions were asked.

WWMG 2024

The Organising Committee of the WWMG 2024 in Lombardia presented their progress report to the members. (p. 178 of the workbook shared on 12.11.2021).

No questions were asked.

EMG 2023

The Organising Committee of the EMG 2023 in Tampere presented their progress report to the members. (p. 189 of the workbook shared on 12.11.2021).

No questions were asked.

PANAMG 2020

The acting president explained that the IMGA board had granted the organising Committee until the end of the year to find the financial guarantees and confirm the venues.

No questions were asked.

PANAMG 2024

The Organising Committee of the PANAMG 2024 in Cleveland presented their progress report to the members. (p. 205 of the workbook shared on 12.11.2021).

No questions were asked.

12. Any other business

No other business was mentioned.

13. Place and date of the next General Assembly

The members will be informed about the date and location of the next general assembly in due time.

Closing remarks from the President

The acting president closed the meeting by thanking everybody for their participation.



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5. President's report

Presidents Report

Dear members, dear host cities, dear friends,

It is a great pleasure for me to welcome you all today!

As you will have read in our newsletters and social media posts, 2022 has been an exciting and busy year.

It was the year when the world finally began to open up again after the pandemic. But some parts of the world, especially Asia, are still under restrictions. It is also clear that the tourism and travel industry has been affected severely and that a full recovery is years away. These factors, along with the current economic downturn, are likely to affect the IMGA events adversely in the near future but we are to hope for the best. However, the Pandemic has also caused a renewed focus on healthy lifestyle and left a repressed post-Covid travel demand leading to increased interest in our events.

The opening has finally allowed us to visit all our organizing committees. I am happy to report that their spirit is undeterred and that they diligently have continued to prepare for the upcoming events, as we shall see during their presentations later today. We are eternally indebted for their hard work and commitment.

As previously reported, we have had to postpone the 2021 Kansai World Masters Games. Taking other IMGA events into consideration, we have reached an agreement with Japan to postpone until May 2027

2027 is the same year as the IMGA regional event will be held in Europe. I am delighted to announce that IMGA Board unanimously selected Milan and Lake Como Region as host city for the IMGA Open Masters Series in Europe on October 2017, minimizing the impact on both Kansai 2027 and Lombardia 2024.

In the meantime, we are preparing and looking for the following events:

Asia-Pacific Masters Games 2023 Jeonbuk, Korea
European Masters Games 2023 Tampere, Finland
Pan-American Masters Games 2024, Cleveland, USA
World Masters Games 2025, Taipei and New Taipei City

All IMGA events are, per definition and by the constitution, open events as athletes represent themselves, not their nation. The IMGA board has, therefore, following consultation with our host cities, decided that all regional events in the future will be known as IMGA Open Masters Series. This will ease promotion and avoid confusion as to who can participate.

Sustainability continues to be essential for IMGA events. In the past year, we have undertaken a thorough consultation process with our host cities and sustainability experts to restructure our host city reporting system. In the future, all established KPIs will be anchored in the sustainable development goals of the United Nations. This will also allow a more direct comparison between cities, which will strengthen the legacy building and knowledge transfer over time.

The IMGA remains committed to good governance. We will continue the ongoing reforms following today's election, adapting the board to the constitutional changes implemented at last year's AGM.

Here I would like to thank once again Kai Holm for establishing the organization, lead for 27 years on the international level and take to where it is today. With signing of the Memorandum of Understanding in 2016 the importance of the World Games as a multi-sport event was recognized by IOC. Since then IOC supports IMGA and provides assistance including in the questions of Good Governance, and I must say that our Reforms are getting good reviews from the side of IOC and we received only positive and motivating feedbacks.

It is time to thank the members of our Governance Working Group who coordinated the governance review. They are:

Tom Dielen,

Colin Grahamslaw,

Jean-Christophe Rolland,

William Louis-Marie,

Raul Calin,

as well as two independent experts **Alex McLin and**

Sophie Coughlan

The great contribution to this work was made by the members of the Steering Committee which was formed to carry out the recommendations of the IMGA Governance Working Group.

I thank its chair **Jose Perrurena** and members:

Marisol Casado,

Kate Caithness,

Tom Dielen,

Alex McLin,

Sophie Coughlan

for the great work done in regard to the changes to the Constitution adopted by GA and established the schedule of the recommendations for implementation.

We will continue the ongoing reforms following today's election, adapting the board to the constitutional changes implemented at last year's AGM.

Sadly, this also means we will have to say goodbye to the five longest-sitting board members. They have all been instrumental in building the Masters movement, and we are deeply grateful for this valuable contribution:

Denis Oswald – 6 terms (24 years)

Bob Elphinston – 3 terms (12 years)

Marisol Casado – 3 terms (12 years)

José Perurena - 3 terms (12 years)

John D.Coates – 3 terms (12 years)

In the meantime, I wish all the best for our candidates to the Board. I am sure that following today's elections we shall have a strong, capable and efficient command which will strength the work of our organization and lead it to the following development and welfare.

Thank you all for your continued support of the IMGGA and the global master sports movement!!!



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6. Update on IMGA Governance

IMGA Governance Review Recommendations

The following Working Groups or Committees should be formed:

- Constitution Working Group
- Remuneration Committee (established)
- Finance & Audit Committee
- Strategy Working Group
- Conflict of Interest & Ethics Committee
- Host City Selection Working Group
- Board Documents Working Group
- Other

In addition to the groups and committees, some of the recommendations are ongoing.

The IMGA Board has accepted all the recommendations from the Governance Working Group and the ITrustSport review report.

Many of the recommendations from the two reviews were duplicates.

Below, you will find the compilation of the recommendations without duplicates.

The IMGA Governance will be reviewed on a regular basis and members will be informed when working groups and committees are established.

Considering that most constitutional changes adapted at the last AGM in Nov. 2021 are related to changes in the board composition, some governance recommendations will be adapted following the next AGM when these have come into effect.

In the table below the colors indicate:

Green = Completed

Yellow = Partly implemented

Red = Not yet implemented

	Constitution Working Group	Status	Deadline	Who is responsible?
1.1	Consider increasing the number of independents on the board. Independence in this context means absence of recent affiliation with an IF member federation.	Adopted in Constitution – November 2021	Continuous review	IMGA Board
1.2	IMGA should take measures to achieve gender equality on the board. A clause in the Constitution to this effect should be introduced.	Adopted in Constitution – November 2021	Continuous review	IMGA Board
1.3	Implement a formal election process, with attention devoted to reviewing new board candidates along criteria including skills, ethics, risk and conflict of interest. Create an election oversight committee to	Skill matrix has been developed.	From 2023, when full review of Constitution is done by board	IMGA Board & Election oversight Committee

	ensure that the process happens as documented and can be approached during elections.	Review of current Constitution.	elected in Nov. 2022	
1.4	Election of the President and a majority of members of all executive bodies published on website	Achieved		IMGA Administration
1.5	Clear policies/rules on campaigning to ensure election candidates can campaign on balanced footing including opportunity for candidates to present their vision/programmes	Pending	From 2023, when full review of Constitution is done by board elected in Nov. 2022	IMGA Board
1.6	Election process with secret ballot under a clear procedure/regulation	Done by using LUMI at last AGM and upcoming ones	Continuous review	IMGA Administration
1.7	Make public all open positions for elections and non-staff appointments including the process for candidates and full details of the roles, job descriptions, application deadlines and assessment	The steering committee and remunerations committee appointments have been shared with members.	On-going	IMGA Administration
1.8	Establishment and publication of eligibility rules for candidates for election together with due diligence assessment	Eligibility rules established in Constitution adopted – Nov. 2021	On-going	IMGA Board
1.9	Term limits for elected officials	Adopted in Constitution – November 2021		IMGA Board
1.10	Provide for the representation of key stakeholders (e.g. athletes, host cities, etc.) in governing bodies	On-going	Elected board in Nov. 2022 to evaluate	IMGA Board

	Remuneration Committee	Status	Deadline	Who is responsible?
	All recommendations related to the Remuneration Committee are defined in its terms of reference. (Sent in workbook for AGM 2021)	On-going	End of 2022	Remuneration Committee

	Finance & Audit Committee	Status	Deadline	Who is responsible?
2.1	Establish an internal audit committee that is independent from the IF decision-making body	Pending	After election of new board in Nov. 2022	IMGA Board
2.2	Adopt accounting control mechanisms and external financial audit	Pending	After election of new board in Nov. 2022	IMGA Board
2.3	Adopt policies and processes for internal control	Pending	After election of new board in Nov. 2022	IMGA Board

	Strategy Working Group	Status	Deadline	Who is responsible?
3.1	Create a committee to create a board skills matrix mapping the expertise present against the strategic requirements	Achieved		IMGA Administration
3.2	Put into place a specific strategy process, in addition to the regular planned board meetings, to review critical risks and opportunities, as well as competitive threats, and to discuss possible updates to the strategic plan.	Pending	Elected board in Nov. 2022 to evaluate	Strategy Working Group
3.3	A clear process must be defined to communicate on the strategy. The strategy document that has been developed by the CEO should be shared with the board and a summary published on the website upon the approval of the board.	Pending	Elected board in Nov. 2022 to evaluate	Strategy Working Group
3.4	Implement a risk management process to define the organization's risk appetite and systematically identify the IMGA's risk exposure.	Pending	Elected board in Nov. 2022 to evaluate	Strategy Working Group

	Conflict of Interest & Ethics Committee	Status	Deadline	Who is responsible?
4.1	Conflict of interest policy identifying actual, potential and perceived conflicts with exclusion of members	On-going	After election of new board	Legal counsel & IMGA Board

	with an actual conflict from decision-making	No policy yet but item included in board meetings agendas.	in Nov. 2022	
4.2	Has a unit or officer in charge of ensuring that the IF abides by the IOC Code of Ethics and/or the IF's own Code of Ethics			Deemed not relevant given the size of the IMGA
4.3	Establish an internal ethics committee with independent representation			Deemed not relevant given the size of the IMGA

	Board Documents Working Group	Status	Deadline	Who is responsible?
5.1	Board members guidelines to include clear and concrete expectations on performance including meeting and Games attendance, board meeting preparation and expected engagement with external stakeholders.	Duties of the IMGA Board included in Constitution	Continuous review	IMGA Board
5.2	Board session to be devoted to design of board papers.	Achieved on 20.08.2021		IMGA Board
5.3	Create an online board portal/repository storing all board papers and archives.	Achieved		IMGA Administration
5.4	Decisions made can be challenged through internal appeal mechanisms on the basis of clear rules	Clear rules pending	On-going	Legal counsel & IMGA Board

	Host City Selection Working Group	Status	Deadline	Who is responsible?
6.1	Review and evaluate the host city application process, to identify opportunities to enhance regularity of touchpoints, and transparency and proactivity with regard to communicating guidelines on the selection criteria.	Achieved when bid documents for EMG 2027 were reviewed		IMGA Administration

	Other On-going	Status	Deadline	Who is responsible?
7.1	Administration to send detailed agenda and board papers two weeks ahead of scheduled board meeting	Achieved	On-going	IMGA Administration

7.2	Minutes should be provided within a week of board meetings and within a month of General Assembly.	Achieved	On-going	IMGA Administration
7.3	Administration to provide more frequent and regular updates to board members. The frequency required should be determined by the board.	Frequency still to be determined by new board	On-going Monthly reports are compiled	IMGA Board & Administration
7.4	Administration to provide an update at least twice per year to Member federations.	Achieved	On-going	IMGA Administration
7.5	Provide education to board members on how to monitor social media and other sources to track relevant external information.	Pending	After election of new board in Nov. 2022	IMGA Administration
7.6	Ensure a meeting is held to give new board members sufficient depth of organizational context.	Pending	After election of new board in Nov. 2022	IMGA Administration
7.7	If meetings happen at SportAccord, it should be preparation for the General Assembly and should happen before the General Assembly with a follow-up meeting after, if needed. For, other board meetings the duration should be adapted to the agenda. We also recommend adding one or two virtual or hybrid board meetings per year.	IMGA Board meetings will no longer take place during SportAccord but during events and/or online. 3h allocated to every board meeting.	Continuous review	IMGA Administration
7.8	Consider the possibility of a yearly feedback session for board members (conducted either by the President or an external facilitator) to build a common understanding of where the board is and where it wants to go as a group.	Pending	After election of new board in Nov. 2022	IMGA President
7.9	A session on board dynamics should be facilitated by an external facilitator can help to create the psychological safety required to address potential dominance and dependence dynamics at play.	Pending	After election of new board in Nov. 2022	External Facilitator
7.10	More time needs to be devoted to board meetings, so that discussions can happen to the depth required, while also observing efficient time management. Also, greater preparation ahead of	Achieved. 3h dedicated to all board meetings	Continuous review	IMGA Administration

	time can reduce the need for management presentations and allow substantially more time for discussions among board members. (Refer to 3.2.2 relating to board papers timeliness and to 3.2.3 relating to board meeting frequency and duration.)			
7.11	Publication of annual financial reports following external audit	Achieved	Continuous review	IMGA Administration
7.12	Publication of General Assembly agenda with relevant documents (before) and minutes (after) with procedure for members to add items to agenda	Achieved	Continuous review	IMGA Administration
7.13	A summary of reports/decisions taken during Executive Board and Commission meetings and all other important decisions of IF are published	Achieved	Continuous review	IMGA Administration
	<i>General recommendation: IMGA has a good CSR message to share which does not come through clearly on the website. Consider a section which articulates the benefits for host cities, the financial model, and the environmental requirements on host cities, and social impact. Couple this with a "triple bottom line" approach to reporting.</i>	Achieved Triple bottom line included on the website and bid guidelines	Continuous review	IMGA Administration

	Other	Status	Deadline	Who is responsible?
8.1	The ASOIF assessment exercise should be repeated in 12 months' time.		After election of new board in Nov. 2022	IMGA Administration
8.2	Creating a decision-making matrix clearly delineating the limits of the respective roles and responsibilities, to ensure coverage of key functions as well as adequate checks and balance.	Pending	After election of new board in Nov. 2022	IMGA Board
8.3	Consider the pros and cons of registration in the commercial register. This also has the benefit of making signature rights transparent.	Achieved Board decision is NO		IMGA Board
8.4	Mandate a legal firm specialist in Swiss association law to look at the current agreements and documents and	Currently being reviewed	End of 2022	Remuneration Committee & Legal firm

	recommend which ones are valid and which ones are not valid.			
8.5	Establish confidential reporting mechanisms for “whistle-blowers” with protection scheme for individuals coming forward	Pending	After election of new board in Nov. 2022	Legal counsel & IMGA Administration
8.6	Programmes or policies in place regarding safeguarding from harassment and abuse	Pending	After election of new board in Nov. 2022	Legal counsel & IMGA Administration



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7. Management letter & Accounts



International Masters Games Association

Management Letter
Review of the financial statements 2021

29 July 2022



Summary

Who delivers the audit

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How we conducted the audit and our conclusions

Page

3

Follow up on previously reported items

- Compliance with the general provisions of the Constitution act
- Compliance with contractual conditions
- Pension liability
- Corporate governance and internal control system

4

5

6

7

Distribution: President of the Board and CEO

How we conducted the audit and our conclusions

To the attention of IMGA Board

Year-end review 2021 of International Masters Games Association (IMGA)

We conducted our examination in accordance with the Swiss Standard 910 “Engagements to Review Financial Statements”.

According to the standard, our work is limited primarily to:

- inquiries of the persons responsible for management and preparation of the financial statements;
- analytical procedures.

According to the standard, a review does not include in particular:

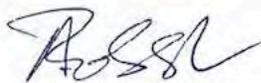
- verification of the internal control system;
- obtaining confirmations from third parties;
- procedures to detect fraud or other violations of the law.

The work performed during our review has led us to issue an **unqualified review report** on the financial statements.

In our report, we confirm that nothing has come to our attention that causes us to believe that the financial statements do not comply with Swiss law and the articles of the Constitution act.

However, following previous audits we had made observations and issued recommendations that are listed and followed up below in this document.

KPMG SA



Alexandre Probst
Licensed Audit Expert



Hugues Morel
Licensed Audit Expert

Lausanne, 29 July 2022

Follow up on previously reported items (1/4)

Compliance with the general provisions of the Constitution act (year-end 2019)

Observations

The constitution act, adopted on 16th April 2018, in Bangkok, states the following rule:

“The IMGA is only bound by the signature of its President or Vice President in conjunction with the signature of the CEO or of another member of the IMGA Board.”

We noticed during our tests of details that employment contracts were signed by the CEO and the employee. The CEO's contract was signed by himself and the president of the Board.

Recommendation

We recommend you to put in place a remuneration Board to ensure that decisions in relation to salaries and recruitments are taken jointly by members of the Board and the CEO.

Management's response

The Board appointed Vice President Sergey to establish a remuneration Board under a defined setup, including the condition that two members must be chosen outside the elected IMGA Board Members, and a third member is chosen from the IMGA Board.

Status 2020

KPMG will follow up as soon as the remuneration Board will be active and the new contract established.

Status 2021

The remuneration Board is fully active and reviewing all documents and contracts. A final recommendation is expected in 2022.

Follow up on previously reported items (2/4)

Compliance with contractual conditions (year-end 2019)

Observations

1. In the employment contract of the CEO a methodology for the calculation of his annual bonus payment is defined and approved by the Board. However, the methodology used to calculate the bonus doesn't follow the one predefined in the contract. The calculation is based on the income received during the year whereas the method defined in the contract is based on future revenues. Hence, the amount paid in 2019 is lower than the amount that could have been paid out, according to the contract.
2. In may 2012, it was formally agreed that the President of the Board receives an annual compensation of CHF 100,000. In 2018 a waiver of his consultancy fee was formalized. Hence, the compensation wasn't given out in 2018.

Recommendation

1. We are of the opinion that the method used for the calculation is more adequate than the method mentioned in the contract. In fact, it takes into account the amounts already collected, which makes sense and limits the risks for IMGA. Based on the aforementioned, we recommend you to make an amendment to the employment contract of the CEO to state the actual method used to calculate the bonus. This can prevent any future disagreements and ensures a systematic approach from year to year.
2. Regarding the compensation of the President of the Board, since waivers have been made, we recommend you to review the agreement. You might consider changing the fixed amount to determine that the compensation will be based on the time spent during the year and subject to approval by the remuneration Board.

Management's response

1. *This will be taken up by the remuneration Board.*
2. *The remuneration Board to decide on the president's compensation, but in order not to interfere with the rules of an association, the compensation – if any – should be based on the number of hours and worked performed.*

Status 2020

KPMG will follow up on as soon as the remuneration Board will be active and the new contract established.

Status 2021

The remuneration Board is fully active and reviewing all documents and contracts. A final recommendation is expected in 2022.

Follow up on previously reported items (3/4)

Pension liability (year-end 2019)

Observations

According to an agreement with the Association, the President of the Association will receive CHF 20,000 for each year acting as President. When the President is stepping down the pension shall be paid out as a yearly pension of CHF 100,000 until the full pension has been paid out. At 31 December 2019 the President will have served during 24 years at his position, meaning that there is a potential liability of CHF 480,000 (approx. EUR 423,000). The outcome of this contractual clause is as the date of the preparation of the financial statements (February 2021) uncertain since it will be subject to discussion at the next Board meeting. Hence, the amount was not booked yet as a liability in the accounts.

Recommendation

We recommend that you formalize during a Board meeting the terms of the future payments to the President of the Board.

If it's formally decided that amounts will be paid out, as a result of his prior years' service, then these payments must be accrued.

Management's response

The President gave up the pension. He declared the agreement made in 2012 null and void. He will not claim anything.

Status 2020

KPMG took note of this comment but recommends this declaration to be established in writing.

Status 2021

The declaration has been established in writing and the matter is now closed.

Follow up on previously reported items (4/4)

Corporate governance and internal control system (year-end 2020)

Observations

We have noticed that business and travel expenses are paid by credit card. A split between private and corporate expenses is made by Mr. Holm himself based on the credit card invoice. The private expenses are then booked on a separate account and reimbursed by Mr. Holm. However we were informed that no regulations on business expenses exist. Moreover, there is no approval process on business expenses.

Recommendation

We recommend to:

- Implement a policy in order to establish clear guidance on the authorized expenses with indication of some guidelines (Airplane Business class, Train 1st class, Accommodation up to 4* or 5*, Tips etc.) to enable a proper approval process and avoid unauthorized expenses.
- Put in place an approval process on business expenses with a clear segregation of duties (4 eyes principle).

Management's response

Separate corporate credit cards have been established so there no longer will be need for reimbursement of private expenses.

The rules for travel expenses as approved by the canton in the "Règlement des remboursements" will be in function until the finance committee has established new rules for travel and expense control.

Status 2021

A finance committee will be established following the IMGA Board's election in November 2022.



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**International Masters Games Association,
Lausanne**

Review Report to the Management

Financial Statements 2021



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kpmg.ch

Review Report to the Management of International Masters Games Association, Lausanne

We have been engaged to review the financial statements (balance sheet, income statement and notes) of International Masters Games Association for the year ended 31 December 2021.

These financial statements are the responsibility of the Management. Our responsibility is to issue a report on these financial statements based on our review.

We conducted our review in accordance with the Swiss Auditing Standard 910 "Engagements to Review Financial Statements". This standard requires that we plan and perform the review to obtain limited assurance as to whether the financial statements are free of material misstatement. A review is limited primarily to inquiries of company personnel and analytical procedures applied to financial data and thus provides less assurance than an audit. We have not performed an audit and, accordingly, we do not express an audit opinion.

Based on our review, nothing has come to our attention that causes us to believe that the financial statements do not comply with Swiss law and the Constitution act.

KPMG SA

Alexandre Probst
Licensed Audit Expert

Hugues Morel
Licensed Audit Expert

Lausanne, 29 July 2022

Enclosure:

- Financial statements (balance sheet, income statement and notes)

International Masters Games Association, Lausanne

Balance Sheet

ASSETS	Notes	CHF 2021	CHF 2020
Current assets			
Cash and cash equivalents		2,495,909.50	2,686,798.07
Prepaid expenses and accrued income		91,266.21	0.00
Total Current assets		2,587,175.71	2,686,798.07
Fixed assets			
IT material		10,111.10	8,424.20
Depreciation on IT material		-4,705.00	-2,913.00
Total Fixed assets		5,406.10	5,511.20
TOTAL ASSETS		2,592,581.81	2,692,309.27
LIABILITIES AND EQUITY / ORGANISATION CAPITAL			
Current liabilities			
Trade accounts payable to third parties		81,479.59	76,809.20
Other short term liabilities			
- to third parties	2.1	539.20	118,637.20
- to employees		8,475.51	20,589.16
Accrued expenses		81,194.60	84,426.23
Total Current liabilities		171,688.90	300,461.79
Equity / Organisation Capital			
Voluntary retained earnings			
- Accumulated profits or losses brought forward		2,391,847.48	525,371.61
- Profit (+) / Loss (-) of the year		29,045.43	1,866,475.87
Total Equity / Organisation Capital		2,420,892.91	2,391,847.48
TOTAL LIABILITIES AND EQUITY / ORGANISATION CAPITAL		2,592,581.81	2,692,309.27

International Masters Games Association, Lausanne

Income statement

	Notes	CHF 01.01.2021 31.12.2021	CHF 01.01.2020 31.12.2020
Revenues from rights' fees	2.2	1,359,989.41	3,267,910.00
Other income		0.00	61,070.55
Total operating income		1,359,989.41	3,328,980.55
Personnel expenses		-917,515.50	-966,452.63
Travel and Representation expenses		-83,650.43	-93,480.69
Development and consulting expenses		-55,467.35	-189,840.01
Office rent and related expenses		-57,528.80	-60,844.80
Other operating expenses		-100,645.25	-82,545.93
Depreciation and impairment losses on non-current assets		-1,808.38	-1,550.00
Total operating expenses		-1,216,615.71	-1,394,714.06
Operating result		143,373.70	1,934,266.49
Financial expenses		-114,284.77	-49,381.79
Extraordinary, non-recurring or prior period expenses		-43.50	-18,408.83
Profit (+) / Loss (-) of the year		29,045.43	1,866,475.87

Notes

1 Principles

1.1 General aspects

These financial statements were prepared according to the principles of the Swiss Law on Accounting and Financial Reporting (32nd title of the Swiss Code of Obligations). Where not prescribed by law, the significant accounting and valuation principles applied are described below. Some reclassifications on prior year figures have been made to allow the comparability.

1.2 Functionnal currency

IMGA changed its functional currency from EUR to CHF with effect as at 1 January 2019. Although right fees are received in EUR or USD, the operational expenses are mostly in swiss francs. Hence, the functional currency should be the swiss franc.

1.3 Foreign currency transactions

Transactions denominated in foreign currencies are converted in CHF at daily foreign exchange rates. Foreign exchange differences arising between the exchange rate at the transaction date and the rate at the payment date are recognised in the income statement under financial results.

Receivables and payables (current assets and liabilities in the balance sheet) denominated in foreign currencies at the year end are revalued in CHF at the closing exchange rate. The difference between the exchange rate at the balance sheet date and the date at which the receivable or payable was recognised is booked in the income statement under financial results.

Non current items of the balance sheet denominated in foreign currencies, are converted at their historical exchange rate. Hence, there is no exchange rate impact on the income statement.

1.4 Revenue recognition

Revenues are recognized on a cash basis. The contracts are generally signed at least 4 years before the date of the games and provide fixed annual amounts to be paid by the contractors to IMGA, until the date of the games. It is stipulated in the contracts that the amounts paid to IMGA are not refundable in any circumstances.

The right fees booked in the financial statements relate mainly to the right fees received in cash. They also include other cash payments such as registration fees and reimbursement of accomadations for example.

2 Disclosure on balance sheet and income statement items

2.1 Other short term liabilities to third parties

Other short term liabilities relate mainly to debts to social institutions.

2.2 Rights fee	2021		2020	
	CHF	EUR	CHF	EUR
WMG2021 Osaka	818,850.00	750,000.00	829,650.00	750,000.00
APMG 2023 South Korea	272,950.00	250,000.00	269,400.00	250,000.00
EMG 2023 Tampereen	218,620.00	200,000.00	214,240.00	200,000.00
PAMG 2024 Cleveland	49,569.41	45,401.55	0.00	0.00
WMG2025 Tapei	0.00	0.00	1,954,620.00	1,800,000.00
Total Rights fee and other income	1,359,989.41	1,245,401.55	3,267,910.00	3,000,000.00

Contractual income to be received in the next business years based on contracts signed as of 31.12.2021

Here below is the list of all contracts signed, for which revenues should be received in the following years but haven't been yet recognised in the income statement, according to the accounting principle set forth in the note 1.4.

PAMG2022 Rio de Janeiro, Brazil - Total rights fee as per contract : USD 750,000

Amount already received as at 31.12.2021 : USD 100,000

Balance to be received : USD 650,000, according to the following timetable:

2022 : USD 650,000

Notes

APMG2023 Jeonbuk-do, South Korea - Rights fees as per contract : EUR 800,000

Amount already received as at 31.12.2021 : EUR 550,000

Balance to be received : EUR 250,000, accordingly to the following timetable :

2022 : EUR 125,000 - received on 04.02.2022

2023 : EUR 125,000 -

EMG2023 Tampere, Finland - Rights fees as per contract : EUR 800,000

Amount already received as at 31.12.2021 : EUR 400,000

Balance to be received : EUR 400,000, accordingly to the following timetable :

2022 : EUR 200,000 - received on 27.01.2022

2023 : EUR 200,000

WWMG2024 Lombardy, Italy - Right fees as per contract : EUR 350,000

01.2022 : EUR 100,000 - received on 31.01.2022

09.2022 : EUR 150,000

09.2023 : EUR 100,000

PAMG2024 Cleveland, Ohio, United States - Rights fees as per contract : USD 250,000 + Revenue share according to number of participants

Amount already received as at 31.12.2021 : USD 62,500

Balance to be received : USD 187,500, accordingly to the following timetable :

2022 : USD 62,500 - received on 27.01.2022

2023 : USD 62,500

2024 : USD 62,500

WMG2025 Taipei, Taiwan - Right fees as per contract : EUR 6,000,000

Amount already received as at 31.12.2021 : EUR 1,800,000

2022 : EUR 1,050,000 - received on 14.01.2022

2023 : EUR 1,050,000

2024 : EUR 1,050,000

2025 : EUR 1,050,000

2.3 Pension scheme liabilities

The pension scheme liabilities, of an amount of CHF 55,184.55 as at 31 December 2021 (previous year: 37,180.55), are included in the balance sheet position "Other short-term liabilities to third parties".

3 Other information

3.1 Full time equivalents

The annual average number of full-time equivalents for the reporting year, as well as the previous year, did not exceed 50.

3.2 Contractual obligations

Lease obligations : Open-ended office lease; annual cost KCHF 45.3 months' notice.



INTERNATIONAL
MASTERS GAMES
ASSOCIATION

8. Approval of the accounts for 2021



INTERNATIONAL
MASTERS GAMES
ASSOCIATION

9. Appointment of the professional auditor for 2022



Dear Members,

As noted in the management letter, for the annual accounts 2021, there are still some open issues, following the recent governance review.

In order to finalise this with the auditors who was appointed, since the beginning of the review, the IMGGA will continue to use KPMG, Switzerland as the professional auditor for the accounts of 2022.



INTERNATIONAL
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10. Report on applications for affiliation and voting



Additional Information for applicant to membership of the International Masters Games Association (IMGA)

1. What is the name of your International Federation?

International Federation Icestocksport (IFI)

2. Is your Federation an Olympic Sport or is it recognized by the IOC?

IFI is fully recognised by the IOC.

3. What year did you become a member of SportAccord/GAISF?

2011

4. What are your upcoming World or Regional Masters Events in the next 4 years?

2022 WCH MEN/WOMEN, **2023** ECH Long Distance, EC Long Distance, America-Cup + Africa-Cup (M/F), EC Teamevent (M/F), **2024** WCH M/W

5. What is the approximate number of athletes taking part in your Masters Events?

390 per annum approx.

6. How is Master Sport organized in your Federation? Is it run by the Federation or is it a separate body, committee, commission?

Master Sport in IFI is organised by the Technical (Sports) Commission with the IFI Vice President Sport as chair of the TC and him representing Masters in the IFI Executive Committee.

7. Please send us the rules, the age categories and the tournament format you would like the IMGA to follow during its events.

8. How do you call your Masters athletes?

Masters Women and Master Men in the respective age categories.

9. Who is the contact person for Masters Events in your Federation?

Mr. Georg SMOUNIG, IFI Vice President for Sports.



IMGA

APPLICATION for
IMGA-MEMBERSHIP
INTERNATIONAL MASTERS GAMES ASSOCIATION

The undersigned International Sports Federation hereby confirms to enter as a member of the International Masters Games Association (IMGA) and agree to respect its constitution of which we have received a copy.

Federation: International Federation Icestocksport

Date: 28. October 2021

Stamp and signature:

A handwritten signature in blue ink, appearing to read 'Christian Lindner', is written over a faint, light blue circular watermark that matches the IMGA logo.



Christian Lindner, President



INTERNATIONAL
MASTERS GAMES
ASSOCIATION

11. Elections



INTERNATIONAL
MASTERS GAMES
ASSOCIATION

President

Sergey Bubka

EDUCATION

Graduated from the Kiev State Institute of Physical Culture (Ukraine) (1987); Doctor of pedagogy

CAREER

“Sergii Bubka Sport Club” Founder and President (1990-2002), then Honorary President (2002-); Member of the Ukrainian Parliament and its Committee for Youth, Culture and Sport and Tourism (2002-2006); Member of the Cabinet of Ministers in Ukraine as Chief Advisor to Prime Minister on sports (2002-2005); Member of the Humanitarian Council of the President of Ukraine; Member of the Presidential Council (2005-2010); UNESCO Ambassador and Champion for Sport

SPORTS PRACTISED

Athletics (pole vault)

SPORTS CAREER

Participated in four editions of the Games of the Olympiad: Seoul 1988 (gold medallist), Barcelona 1992, Atlanta 1996, Sydney 2000; ten-time World Champion (outdoor: 1983, 1987, 1991, 1993, 1995, 1997 and indoor: 1985, 1987, 1991, 1995); gold medallist in the World Cup (1985), European Championships (1986), European Cup (1985); world record beaten 35 times; voted world’s best athlete on several occasions

SPORTS ADMINISTRATION

Athletes’ Commission Chair at the European Olympic Committees (EOC) (2001-2002); Athletes’ Commission member at the International Association of Athletics Federations (IAAF) (2001-2011); IAAF Competition Commission member (2003-2015); IAAF Council member (2001); Member of the Council of the Ukrainian National Olympic Committee then President (2005-); IAAF Senior Vice-President (2007-2011, 2015-); IAAF Vice-President (2011-2015); Chairman (2011-2015), then Member (2016-) of the IAAF Development Commission; Chairman of the Coordination Commission of the IAAF World Championships in Daegu 2011 (2008-

2011); Council Member of the Association of Summer Olympic International Federations (ASOIF) (2009-2017); Chairman of the Evaluation Commission of the IAAF World Championships 2015 (2010); Chairman of the Coordination Commission of the IAAF World Championships in Moscow in 2013; member of the IAAF International Relations Commission (2016-)

IOC HISTORY

Member of the Executive Board as athletes' representative (2000-2008); Member of the Executive Board (2012-2020); Member (1996-2002), Chair (2002-2008), then Honorary Member (2008-2015) of the Athletes' Commission; Member of IOC Disciplinary Commission in Athens 2004, Turin 2006 and Beijing 2008; Chair of Evaluation and then Coordination Commission for the first Summer Youth Olympic Games Singapore 2010 (2007-2011); Chair of the following Commissions: Entourage (2010-2015), Athletes' Entourage (2015-); Member of the following Commissions: Eligibility (1998), "IOC 2000" (1999), Evaluation for the Games of the XXIX Olympiad in 2008 (2001), "IOC 2000" Reform Follow-up (2002), Coordination for the Games of the XXIX Olympiad Beijing 2008 (2005-2008), Coordination for the Games of the XXXI Olympiad Rio 2016 (2010-2016), Coordination for the 3rd Winter Youth Olympic Games Lausanne 2020 (2015-2020)



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Members representing the International Federations



INTERNATIONAL
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Catherine Caithness - World Curling

Kate Caithness CBE Biography

Kate Caithness CBE, from Scotland, was elected President of the World Curling Federation in April 2010. She is the first female president of the World Curling Federation and the first female president of an Olympic Winter Sports Federation.

From 2005 to 2009 Caithness was elected to the International Paralympic Committee's five person Sports Council Management Committee and from 2006 to 2009 she served on the Paralympic Games Committee.

She was elected Vice-President of the World Curling Federation in 2006 and served for two, two-year, terms under former President Les Harrison.

In March 2011, Caithness was appointed to the Olympic Programme Commission which is responsible for reviewing and analysing the programme of sports, disciplines and events, as well as the number of athletes in each sport, for the Summer and Winter Olympics.

Currently as part of this commission, Caithness is working on programmes for upcoming games, specifically Paris 2024, Milan-Cortina 2026.

In April 2012, Caithness was re-elected, unopposed, to the position of World Curling Federation President for a further two-year term. She was unopposed again in 2014 as she was re-elected for another four-year term at the World Curling Congress in Reno, United States. In 2018 she stood once more for a final four-year term and was elected unanimously at the Congress in Budapest, Hungary.

In 2016, Caithness was elected to the International Olympic Committee's Coordination Committee for the Olympic Winter Games Beijing 2022 and to the newly formed council of the Global Association of International Sports Federations (GAISF) where she is also a board member and member of the steering committee created to discuss the future of the Federation.

Caithness became an Honorary Professor of Beijing Sports University in 2016 and also serves as the Dean of the curling college within the University.

In 2014, Caithness was elected to the Board of the International Masters Games Association and is a member of the task force to implement changes to the governance of the Association. In 2022, she was selected by the International Masters Games Association Board to role of acting Vice-President.

In 2020, Caithness became a member of the Advisory Council and board member of the World Academy of Sport, who are partners of the World Curling Federation in the development of their online education platform.

In early 2021, Caithness was appointed to the Gangwon 2024 Winter Youth Olympic Games Coordination Commission, where she will work on the programme for these Games.

In March of 2021, Caithness was the recipient of the International Paralympic Committee 2021 International Women's Day Recognition Award in the Builder category.

Caithness was bestowed the honour of an OBE (Officer of the Most Excellent Order of the British Empire) by Queen Elizabeth II in 2013 for services to curling and international disability sport. Then, in the New Year 2019 Honours List she became a CBE – Commander of the Most Excellent Order of the British Empire – for services to sport.

On 11th September she retired after 12 years as President and was honoured to receive the IOC Olympic Order presented to her during the WCF Annual General Assembly by IOC President Thomas Bach.



INTERNATIONAL
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Poul-Erik Hoeyer - Badminton World Federation

Poul-Erik Hoeyer

Education

Masters in Personal Analysis (2003), Master Management A/S;
Merconom in International Marketing, North Copenhagen Business School

Career

Chairman of Association for New Danish Citizens; Candidate for European Parliament; Member of City Council

Sports practised

Badminton, cycling, running, golf

Sports career

Gold medallist at the European Championships (1992, 1994 and 1996); Gold medallist at the All England Championships (1995 and 1996); Gold medallist at the Atlanta 1996 Olympic Games

Sports administration

Board Member of the Danish Players' Organisation (1989-1996); Board Member of the International Players' Organisation (1991-1997); Deputy Chairman of Badminton Denmark (2005-2010); Board Member of the Danish Olympic Committee (2005-); President of the Badminton Europe Confederation (2010-2013); President of the Badminton World Federation (BWF) (2013-)

Awards and distinctions

Danish Sports Hall of Fame (2010)

IOC History

Member of the following Commissions: Entourage (2014-2015), Athletes' Entourage (2015-), Evaluation for the Games of XXXIII Olympiad in 2024 (2016-2017)



INTERNATIONAL
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Prof. Dr. Ugur Erdener - World Archery

Prof. Dr. Uğur ERDENER

Uğur Erdener was born on 25 June 1950 in Trabzon. Upon completion of his elementary school education in Van, he attended secondary school in Bandırma and graduated from the Gazi High School in Ankara. Having dreamed of becoming a physician since his childhood, he enrolled in the School of Medicine of Hacettepe University, which he believed offered the best medical education in the country. After graduating with his medical degree in 1977, he completed a residency in Ophthalmology at Hacettepe University.

Uğur Erdener has spent all of his professional life, both as a physician and as a faculty member at the School of Medicine of Hacettepe University. He became an Associate Professor in 1996 and a Professor of Ophthalmology with a specialization in Oculoplastic Surgery in 2001. Prof.Dr. Uğur Erdener became the General Director and CEO of the Hacettepe University Hospitals and later, in 2007, he was elected and appointed Rector of the University and served as such until 2011. Prof.Dr. Uğur Erdener served as an Academic at the Department of Ophthalmology for 40 years and has published over 70 articles in both foreign and domestic journals.

Sport has been a significant aspect of Uğur Erdener's life. In his sports career, starting as an amateur athlete and successfully surpassing all the phases, he managed to attain the top positions in sports on the international level that any Turkish sportsperson had ever accomplished. He was a renowned athlete in the triple jump and later a basketball player, where he became a successful coach for many years. Starting with his Presidency of the Hacettepe University Sports Club, he assumed important roles in sports administration including professional football clubs.

Erdener, bearing responsibilities in Turkish archery since 1982, served as the President of the Turkish Archery Federation for four terms over 23 years until 2005. During this period, he received numerous awards from various national organizations for his contributions to sports and served the Ministry of Youth and Sports as a Ministerial Advisor. He served as the President of the European and Mediterranean Archery Union (EMAU) for five years and, in 2005, he became the first Turkish sportsperson to be elected as the President of an International Federation of an Olympic Sport: the International Archery Federation (now World Archery). He was re-elected as World Archery President for a second term in 2009, the third term in 2013, the fourth term in 2017, and the fifth term in 2021.

Prof.Dr. Uğur Erdener is the President of the Turkish Olympic Committee (TOC) since 2011 and an International Olympic Committee (IOC) member since 2008. He was elected as an IOC Executive Board member in 2014 and IOC Vice President in 2016. Currently, he chairs the IOC Medical and Scientific Commission, IOC Commission for Coordination for the Games of the XXXIII Olympiad Paris 2024, and Youth Olympic Games (YOG) Advisory Committee.

Erdener also serves as a member of the Executive Committee representing the IOC and also a member of the Foundation Board of the World Anti-Doping Agency (WADA). Erdener was elected a Council Member of the Association of Summer Olympic International Federations (ASOIF) in 2014, Vice President in 2017, and was re-elected in 2021. He represents the IOC in the International Testing Agency (ITA) Foundation Board.



INTERNATIONAL
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Tom Hollowell - International Orienteering Federation

Curriculum vitae

THOMAS (TOM) HOLLOWELL

Born 21 November 1961 – Ohio, USA

Married to Physical Therapist Tone Hollowell



EDUCATION

B Sc Computer Systems Engineering

University of Massachusetts, 1982

PROFESSIONAL HISTORY

In Business

Procos AS – Copenhagen, Denmark and Sandefjord, Norway 1982 - 1987

Emerson Process Management

Global Product Manager - Minnesota, USA 1987 – 1990

Marketing Director Europe - Den Haag, Netherlands 1990 – 1994

General Manager, Scandinavia - Karlstad, Sweden 1994 – 2001

Prevas AB

Vice President - Karlstad, Sweden 2001 – 2007

In Orienteering

Swedish Orienteering Federation

Director [O-Ringen](#) - Sweden 2007 – 2010

Secretary General - Stockholm, Sweden 2010 – 2012

International Orienteering Federation

Secretary General/CEO – Karlstad, Sweden, 2015 - 2022

A TRULY GLOBAL LEADER

My background and experience in industry and sports is truly global. I was born in the US and remain a US citizen. My family moved to Norway during my high school years, where I also met my wife and discovered the sport of orienteering. I have lived and worked in both North America and Europe over a 35+ year career in leadership positions. Particularly in my years in global product and marketing management I also travelled extensively in Asia, Oceania and Africa and find working in multi-cultural environments to be exciting and stimulating.

HISTORY IN SPORTS

I have had the opportunity to be involved in nearly all aspects of sports at both the local and international level.

As an Athlete - I have been a standing member of the US Orienteering Team during the 1980s and have several US and North American Championship titles. I have represented the USA as an athlete at 3 IOF World Championships, FISU World University Championships and numerous IOF World Cup events and Regional Championships.

As a Coach and Team Official – I have been Coach of the US Orienteering Team and have been Coach and Team Leader at multiple IOF World Championships between 2003 and 2014.

As a Developer of Sport – Upon returning to the USA in 1980 after living in Norway, I was involved in the grass-roots development of orienteering in the state of Michigan. Starting an orienteering club

from scratch, building the necessary infrastructure of maps and equipment, marketing the sport and engaging in the organisation of activities and events has contributed significantly to my understanding of sport at the grass-roots level and how sports add value to society.

As a Volunteer – Over the past 40 years I have involved myself as a volunteer in the various sports organisations. I have held volunteer positions in organisations within Orienteering, Skiing, Cycling, Ice hockey, Football, Baseball and American Football. My volunteer experience has spanned across everything from coaching youths, to administration, to developing recreational concepts, to event director of both smaller and larger events, to board memberships and several terms as President of local sports organisations.

As an Organiser of Major Events – In 2007 I was appointed Permanent Event Director for O-Ringen (the orienteering event in the world that gathers the most participants). I gained experience with all aspects of international major events organisation during the years I had the responsibility.

From a National Sports Organisation – As Secretary General of the Swedish Orienteering Federation I gained experience and knowledge about the workings of national sports organisations and their relationship to international sports organisations. During my tenure at the Swedish Federation, 2 international Championship Events were held in Sweden, and we successfully bid for the World Orienteering Championships.

From an International Sports Federation – In my 7 years at the IOF, I worked in leading the professionalisation of the IOF Office and in meeting our strategic objectives in developing the sport globally, increasing visibility and finances and further improving our governance and sustainability. I continue to serve the IOF now as Vice President on the IOF Council, elected by the IOF members.

As part of the international sports movement – I was elected to the ARISF Council in 2018. I have also been the ARISF representative in the GAISF Membership Commission and there I have worked with colleagues from the IOC and Olympic Federations and non-recognized federations.

Finally, as a Masters Athlete – I fully embrace the life-long aspect of orienteering and I continue to compete in masters events including participation in the World Masters Orienteering Championships. This participation has given me very good insight into the positive aspects of sport for life as demonstrated through Masters sport.



INTERNATIONAL
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Petra Sörling - International Table Tennis Federation



PETRA SÖRLING

ITTF PRESIDENT

EDUCATION

- 1998 – 2002** Lunds university, Lund
Degree: Bsc Business & Administration
Founded in 1666, Lund University, Sweden is one of northern Europe's oldest, broadest and finest University and consistently ranked among the world's top 100 Universities.
- 2010-2010** Stockholm School of Economics
IFL Management

CONTACT



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Dalköpinge Strandväg
231 32 Trelleborg
SWEDEN



petrasorling



petra.sorling



petraerika

ABOUT

Experienced leader with a demonstrated history of working in the commercial real estate industry. Strong business development professional skilled in negotiation, budgeting, business planning, management and contract negotiation. Elected member in senior official positions within national and international table tennis.

EMPLOYMENT HISTORY

- 2017 – present** CEO at Rosengård Fastighets AB, Malmö
Residential “urban planning” company in Malmö, Sweden. I was recruited to startup the company in 2017 in the position as CEO. Located in a multicultural area with the vision to be “a Rosengård that makes all of Malmö proud” and the mission to be there for the tenants, for Rosengård and for Malmö as a whole – in that order, supporting development beneficial for everyone. Multiply awarded both from a customer point of view as by the real estate industry.
- 2013 – 2017** Head of Real Estate at HSB Malmö and HSB Sundsfastigheter AB
Residential property estate company in Malmö, Sweden. Property portfolio of 2 300 apartments in Malmö, Svedala and Trelleborg. Responsible for property management and to grow the portfolio by acquisitions and new development of properties.
- 2009 – 2013** Head of Real Estate at Riksbyggen, Malmö
- 2005 – 2008** CEO at Macab AB, Trelleborg
- 1997 – 2005** CFO at Vasakronan AB, Malmö
- 1992 – 1997** Financial manager at Gambro AB, Lund

EXTRA CURRICULAR ACTIVITIES

- 2018 – present** Board member at Intelligence Watch, Malmö
Think thank - insights for sustainable development.
- 2019 – present** Deputy President Diversity Index Award
Diversity award that has been presented since 2012. Highlights role models and good examples by focusing on people, companies or organizations that work to strengthen diversity, acceptance and justice.
- 2019 – present** President at NyföretagarCentrum, Öresund
Founded in 1985 with the goal to stimulate the Swedish economy through entrepreneurship and new business development. It is the largest organization in the country that helps people start new businesses.
- 2021 – present** Board member, NOC
Swedish Olympic Committee. Portfolio racket sport, international business.
- 2013 – 2022** President at Swedish Table Tennis Association, Stockholm
President since 2013. Deputy President 2005-2013.
- 2022 – present** President International Table Tennis Federation, Lausanne
- 2013 – 2022** Vice President Finance at International Table Tennis Federation, Lausanne
- 2018 – present** Chair of the Board of Trustees ITTF Foundation
The ITTF Foundation is the social responsibility arm of the ITTF. Under the motto “Solidarity through Table Tennis”, the non-profit organisation aims to use table tennis as a tool for positive social change through its 6 different programs.
- 2007 – 2009** Vice President at European Table Tennis Union, Luxembourg
Portfolio with youth and education.



INTERNATIONAL
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Manuela Di Centa - Fédération Internationale de Ski

Manuela Di Centa

Seven-time Olympic cross-country skiing medallist, Manuela Di Centa went on to plant the Olympic flag on the roof of the world in 2003.

Top of the world

Growing up in the Friuli–Venezia Giulia region of Northern Italy, near the Austrian border, Manuela Di Centa had two dreams. The first was to compete at the Olympic Games - she went on to do so no less than five times - and the second was to complete an ascent of the world's highest mountain. On 23 May 2003, half a century after Edmund Hillary and Tensing Norgay, she became the first Italian woman to reach the 8,848m summit of Everest. The IOC member duly planted the Olympic flag at the top of the world's highest peak. After returning to sea level, she donated the equipment from her expedition to the Olympic Museum in Lausanne.

A precocious talent

At the age of four, Di Centa took her first steps on a pair of red wooden skis made for her by her grandfather. Her talent was quick to shine through and by the age of 17 she was already representing Italy in international cross-country competitions. Her maiden Olympic appearance came at the Sarajevo Winter Games in 1984, and she was in action once more four years later in Calgary, but on each occasion finished without a medal. Her first podium finish came at Albertville 1992, where she was a member of Italian team that took bronze in the 4x5km relay.

High five in Lillehammer

From 13 to 24 February 1994, at the Winter Games in Lillehammer, Di Centa was a permanent fixture on the podium, winning medals in each of the five women's cross-country events. Starting with a victory in the 15km classic, where she finished ahead of Lyubov Yegorova, she went on to take two silvers in the 15km freestyle and 10km pursuit behind her Russian rival. Next up, came a bronze in the 4x5km relay with Bice Vanzetta, Gabriella Paruzzi and Stefania Belmondo, and then she finished as she had started, with a gold in the 30km freestyle. She left Lillehammer with five medals from five events, and two Olympic titles!

IOC stalwort

Di Centa, who also notched up 22 national titles and seven medals at the World Cross-Country Championships, competed in her final Olympic Games in Nagano (JPN) in 1998, where she won another bronze in the 4x5km relay. After hanging up her skis, she was elected onto the IOC Athletes' Commission, before going on to become a full IOC member in 1999, serving notably on the Radio and Television Commission, while pursuing a career as a commentator for Italian TV. She also served as Vice-President of the Italian National Olympic Committee. Meanwhile, the Di Centa name continues to ring out at the Winter Olympic Games, thanks to the exploits of her younger brother, Giorgio, who won double gold at Turin 2006.



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Independent Members



INTERNATIONAL
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Professor Makoto Chogahara

CURRICULUM VITAE

Makoto Chogahara

Date of Birth: April 17, 1965

Address: Graduate School of Human Development and Environment, Kobe University,
3-11 Nada, Kobe Japan 657-8501

Telephone & Fax: 81(78)803-7731

E-mail: cmakoto@kobe-u.ac.jp

Education

1984-1988

National Institute of Fitness and Sports, Kanoya, Japan (B.Sc.)

1989-1990

National Institute of Fitness and Sports, Kanoya, Japan (M.Sc.)

1994-1998

Faculty of Physical Education and Recreation

University of Alberta, Edmonton, Canada (Ph.D.)

Majors: Sport Gerontology, Sport Promotion, Masters Sports

Career

1984-1988: Research Associate

National Institute of Fitness and Sport, Kanoya, Japan

1998-1999: Lecturer

University of Alberta, Edmonton

Faculty of Physical Education and Recreation:

1999-2006: Associate Professor

Faculty of Human Development, Kobe University, Japan

2006-Present: Professor

Graduate School of Human Development and Environment, Kobe University, Japan

2020-Present: Chair

School of Human Behaviour, Faculty of Human Development, Kobe University, Japan

2022-Present: Director

Active Aging Research Hub, Graduate School of Human Development and Environment,
Kobe University, Japan.

2022-Present: Director

Masters Sport Promotion Management Office

Faculty of Global Human Science, Kobe University, Japan

Sport administration and advisor work

- 2006-2009:** Executive board, International Association for Sport Information
2007-2009: Committee member, Research Committee, Susakawa Sport Foundation, Japan
2008-2012: Executive board, Field of Dreams Corporation, Japan
2009-2015: Committee member, Japan Sports Club Association
2013-2017: Executive board, Sport for Life Corporation, Japan
2013-2019: Committee member, Japan Sport Council, Sports Project Evaluation Committee
2013-2019: Committee member, Sports Commission Kansai, Japan
2014-2020: Committee member, Takarazuka Sports Promotion Committee, Japan
2015-2019: Committee member, Osaka Chamber of Commerce and Industry, Sport Culture Promotion Special Committee
2016-Present: Executive board, Hyogo Sports Association, Japan
2017-2019: Committee member, Japan Sports Association, ASEAN Project
2018-2019: Committee member: Japan Sports Agency, Sports International Strategy Commission
2018-Present: Advisor, Sports Promotion Unit, Union of Kansai Governments, Japan
2019-Present: Advisor, Women Sports Research Centre, Juntendo University, Japan
2019-2020: Committee member, Japanese Ministry of Education, Culture, Sports, Science and Technology, Council for University Chartering: Sport Sociology Subcommittee
2019-Present: Executive board, Association for International Sport for All - Japan
2019-Present: Committee member: Sports Experts Committee, Kansai Economic Federation
2019-Present: Committee member: Hyogo Sports Promotion Committee, Japan
2019-Present: Advisor, Sports for Disaster Prevention Project in Japan

Masters sport administration and advisor work

- 2003-2004:** Advisor, World Masters Games Shiga Bidding Committee
2004-2021: Manager, Masters Sport Promotion Office, Kobe University, Japan
2004-Present: Chief executive, High School Baseball OB Federation Office, Kobe University
2004-Present: Chief executive, Masters Koshien Tournament Office, Kobe University
2004-Present: Chairman, Japanese Federation of High School Baseball OB Clubs
2004-Present: Chairman, Masters Baseball Koshien Organising Committee
2005-2007: Committee member, Japan Athletics Masters Association
2007-2010: Executive board, APOSA Masters Games Preparation Committee
2007-Present: Chief executive, Gerontology Sport Research Institute, Japan
2012-2013: Advisor, Steering Committee for 2021 World Masters Games in Kansai
2012-Present: Director, World Masters Games Kansai Monitoring Research Committee
2014-Present: Counsellor, World Masters Games Kansai Advisory Committee
2015-2017: Executive Board: Japanese Baseball Professional OB Foundation
2016-Present: Chairman, World Masters Games Kansai Legacy Creation Committee
2016-Present: Committee member, Kansai Masters Festival Organising Committee, Japan
2019-2020: Chairman, Asian Masters Baseball Exhibition Games Organising Committee
2019-Present: Counsellor, Baseball Games Committee for World Masters Games Kansai
2020-Present: Board member, Japan Association for Winter Masters Sports

Academic administration

2020-Present: Chairman, Japan Society of Lifelong Sports

2020-Present: Executive board: Japan Society of Physical Education, Health and Sport Sciences

2020-Present: Chairman, Hyogo Society of Sports Sciences, Japan

2020-Present: Associate editor-in-chief, International Journal of Sport and Health Science

Authored and co-authored books and Journals in which papers were published

1998: International Journal of Aging and Physical Activity (English)

International Review for the Sociology of Sport (English)

1999: Journal of Gerontology: Social Sciences (English)

“Social Sciences in Sport: Sports Sociology” (Japanese)

2001: “Health Promotion for Older Adults” (Japanese)

“Sport for All in Japan” (English)

2002: “Worldwide Trends in Sport for All: Sport for All in Japan” (English)

“The Implementation Theories of Lifelong Sports” (Japanese)

“Social Economics of Lifelong Sports” (Japanese)

2003: “Japan Sport Masters: The Survey on Masters Athlete Motivation” (Japan)

2004: “International Forum of Masters Sports” (English)

2005: “The Keywords Study of Human Development: Behaviour and Health” (Japanese)

2006: “Dictionary of New Sports Sciences” (Japanese)

“White Paper on Sport in Japan” (Japanese)

2007: “Gerontology Sports” (Japanese)

2009: “National Survey on Active Aging 2009” (Japanese)

“Healthy Walking Instructor Textbook” (Japanese)

2010: “Sport Life Data Book 2010” (Japanese)

“Marketing Sports Events” (Japanese)

2011: “A Review on Policy Information of Sport Promotion Guideline” (Japanese)

“White Paper on Sport in Japan: The Trends in Sporting Events” (Japanese)

2013: “Physical Education and Sports Sciences” (Japanese)

“Health Sports: Promotion, Gerontology and Coaching” (Japanese)

“Health Sports Promotion Coach Textbook” (Japanese)

2014: “Sport for All in Japan” (English)

“White Paper on Sport in Japan: The Trends in Sporting Events” (Japanese)

2017: “White Paper on Sport in Japan: World Masters Games 2021 Kansai” (Japanese)

2018: Journal of Asia Sport for All (English)

Geriatrics & Gerontology International (English)

Landscape Research Journal (Japanese)

Japan Journal of Exercise Epidemiology (Japanese)

2020: Aging & Mental Health (English)

Asian journal of Social Psychology (English)

2022: “Baseball Heritage in Japan: A Case of the Masters Koshien” (English)

International Journal of Sport and Health Science (English)

Field research: specific to IMGA games

- 1998:** World Masters Games 1998 Oregon
- 2002:** World Masters Games 2002 Melbourne
- 2004:** World Masters Games 2004 Edmonton
- 2009:** World Masters Games 2009 Sydney
- 2013:** World Masters Games 2013 Torino
- 2017:** World Masters Games 2017 Auckland
- 2018:** Asia Pacific Masters Games 2018 Penang
- 2019:** European Masters Games 2019 Torino

Organized projects related to masters sports study

- 1996-1997:** The activation of resocialization into sports among older adults
- 1997-1998:** A review of masters sports research from the gerontological perspectives
- 1999-2001:** Masters sports resources and lifelong sport promotion in aging population
- 2002-2003:** Feasibility study on hosting the future World Masters Games in Japan
- 2003-2005:** The demonstration study on the promotional campaign for potential sport participants in the local communities
- 2004-2010:** International survey on national lifelong sports promotion guidelines
- 2004-Present:** Action research on sport alumni club activation by masters event development
- 2006-2008:** A longitudinal study on the effects by sport promotion campaign through event development and mass media
- 2008-Present:** The development of legacy building model through staging the World Masters Games in Kansai
- 2009-2011:** The impact analysis and action research on social benefits of masters sport promotion projects
- 2009-2012:** International survey of masters sport event leverage and legacy
- 2010-2011:** The relationships between masters sports and self-assessed physical fitness age in Japanese adult population
- 2011-2012:** International survey on lifelong sports promotion campaign and communication
- 2011-2013:** The assessment study on hosting capability of the World Masters Games in Kansai
- 2012-2014:** A cross-national study on the benefits and managements of masters sport events
- 2013-2014:** The scale development for measurement of expected value perception of world Masters Games Kansai among the residents of housing region
- 2013-2014:** The process evaluation of activating active aging brought by the Masters Koshien from project management perspectives
- 2014-2018:** The longitudinal research on monitoring lifelong sports activation toward staging the World Masters Games Kansai in Japan
- 2014-2015:** The scale development of active aging index and quality of sport life (QOSL) and application to behavioral changes by participating in the World Masters Games in Kansai

- 2015-2016:** The development of monitoring social index for assessment of sustainable social impact and sport legacy by preparing for staging the World Masters Games in Kansai
- 2016-2019:** The synergy effects of staging mega-sporting event in host nation: Rugby World Cup, the Olympic and Paralympic Games, and World Masters Games
- 2016-2017:** Leveraging strategies of World Masters Games for Sport volunteering activation and host community development: A multiple-host city case study approach
- 2017-Present:** A longitudinal analysis on the life activation and local activation through staging the masters sports mega-events
- 2017-2019:** Process evaluation of internalization among sport organizations at the preparation stage of the World Masters Games Kansai.
- 2019-2020:** Historical analysis on the cultural maturity of lifelong sports and the contribution of masters sports as a social innovation in super-aged society.
- 2021-Present:** Conceptualization and theory building of participatory action research of masters sports promotion
- 2022-Present:** The re-conceptualizing 'successful aging' and development of Multi-Dimensional Index for assessing active aging through masters movement

Masters sports promotion by media production

1. Movie

2015: "Again" (2015). A Japanese drama film based on the Masters Koshien, Toei Co., Ltd.

2. TV documentary

- 2008:** "Koshien for mature baseball kids." Japan Broadcasting
- 2009:** "The history of Masters Koshien." Japan Broadcasting
- 2010:** "Field of dreams in Japan." Minichi Broadcasting
- 2011:** "No matter how old you are, Koshien is Koshien." Asahi Broadcasting
- 2014:** "Tsurumaru masters alumni dream team." Minaminihon Broadcasting
- 2015:** "All batters take full swings despite their age." Sun Broadcasting
- 2016:** "I am not 46 years old, call me a 31st grade high school kid." Sun Broadcasting
- 2018:** "Cerebration of reunion party in Masters Koshien." Asahi Broadcasting
- 2019:** "Masters Koshien 2019 toward WMG 2021 Kansai." Sun Broadcasting
- 2020:** "Asian masters baseball exhibition toward WMG Kansai." Asahi Broadcasting
- 2021:** "Maturity doesn't prevent us from play ball." Abema Broadcasting

Masters sports promotion by conference and symposium speaker

- 1999:** World Congress on Physical Activity, Aging, and Sports, Orland
- 2000:** Pre-Olympic Congress, Sydney
- 2001:** World Congress of Sociology of Sport, Seoul
- 2002:** International Symposium on the Promotion of Community Sports Clubs, Japan
- 2003:** Japan Society of Physical Education, Health and Sports Sciences, Japan
International Forum of Masters Sports, Japan

- 2004:** World Congress on Aging and Physical Activity, London
International Sport for All Seminar, Seoul
- 2005:** ICHPER · SD Asia Congress, Japan
- 2006** Japan Society of Physical Education, Health and Sports Sciences, Japan
- 2007:** Japan Society of Lifelong Sports Symposium, Japan
- 2008:** World Congress on Aging and Physical Activity, Japan
- 2013:** National Conference on Lifelong Sports and Fitness, Japan
IAGG World Congress of Gerontology and Geriatrics, Seoul
- 2014:** German-Japanese Symposium of Sport Science, Japan
Japan sport Tourism Alliance Forum, Japan
Kansai Economic Federation International Club Forum, Japan
Promoting Healthy Living with Aging Populations Symposium, London
- 2015:** Kyoto Sports Symposium, Japan
Inter-College Competition of World Masters Games 2021, Kansai
Osaka Chamber of Commerce and Industry Conference, Japan
- 2016:** Japan Society of Sports Policy Research, Japan
- 2017:** Kansai Association of Corporate Executives Conference, Japan
Japan Society of Baseball Sciences, Japan
- 2018:** Association of Kansai Sporting Goods Industries Seminar, Japan
- 2019:** TAFISA World Congress, Japan
- 2020:** Japan Sport Network/Local Sport Policy Innovation Seminar, Japan
World Masters Games Kansai Symposium, Japan

Masters sports research award

- 2021:** Japan Sport Association, the 23rd Prince Chichibu Memorial Sport Science Award. "Lifelong Sports Promotion by Masters Koshien Project"

Masters sports career

- 1998:** World Masters Games 1998 Oregon Games: 400m dash (30+) Finalist
- 2017:** World Masters Games 2017 Auckland Games: Baseball (35+) Bronze Medal
- 2004-Present:** High School Baseball OB Japan Tournament (Masters Koshien)



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Ser Miang NG

Ser Miang Ng

Education

Bachelor with honours in Business Administration, University of Singapore

Career

Chairman of TIBS International Pte Ltd (1975); President of the Automobile Association of Singapore (1988-1996); Member of the Singapore Insurance Ombudsman Bureau (1990-1996); Chairman of NTUC Choice Homes (1996-2010); Singapore Ambassador to Hungary (2000-2013) and to Norway (2001-); Member of Asian Pacific Economic Cooperation (APEC) Business Advisory Council (2001-2008); nominated Member of Parliament (2002-2005); Chairman of NTUC FairPrice (2005-2014); Justice of Peace (2005-); Director of Singapore Press Holdings (2007-); Chairman of Rowsley Ltd (2015-)

Sports practised

Sailing, scuba diving, golf, alpine skiing, tennis, tai-chi, swimming, yoga

Sports career

Participated in various international, continental and regional sailing races

Sports administration

Vice-President of International Optimist Dinghy Association (1989-1994); Vice-President of the Singapore National Olympic Council and Chairman of the Finance Commission (1990-); Chairman of the Singapore Sports Council (1991-2002); Vice-President of the Organising Committee and Chairman of the Finance Commission for the 17th Southeast Asian Games in Singapore (1993); Vice-President of the International Sailing Federation (ISAF) (1994-1998); Chairman of the Board of Governors of the Singapore Olympic Academy (1994-); President of Asian Yachting Federation (1995-1997); President of the Organising Committee of the 117th IOC Session in Singapore (2005); Chairman of the Advisory Committee of the Olympic Council of Asia (OCA) (2007-); President of the Singapore 2010 Youth Olympic Games Organising Committee (2007-2010) and Chairman of the 1st Asian Youth Games Steering Committee (2009)

Awards and distinctions

Outstanding Chief Executive Award (Singapore Business Awards) (1992); National Trades Union Congress (NTUC) May Day Award – Medal of Commendation (1993); Singapore Schools Sports Councils “Friends of the Councils” Award (1994); IOC Centennial Olympic Games Trophy (1996); ISAF Gold Medal (1998); Public Service Star by the Singapore Government (1999); NTUC Friend of Labour Award (2001); NTUC Meritorious Service Award (2007); OCA’s Award of Merit (2009); Meritorious Service Medal by the Singapore Government (2010)

IOC History

Member of the Executive Board (2005-2009 then 2016-); IOC Vice-President (2009-2013 and 2020-); Chairman of the Finance Commission (2014-); Member of the following Commissions: Olympic Solidarity (2000-2001), Coordination for the Games of the XXIX Olympiad in 2008 in Beijing (2002-2008), Evaluation for the Games of the XXX Olympiad in 2012 (2004-2005), Coordination for the Games of the XXX Olympiad in 2012 in London (2005-2012), Finance (2006-2014), Audit Committee (2006-2014); IOC Staff Pension Fund Board (2006-2014), Coordination of the Games of the XXXIV Olympiad Los Angeles 2028 (2019-), Member of the Editorial Committee of the 2009 Olympic Congress (2007-2009); Chairman of the 123rd IOC Session and 125th IOC Session Evaluation Commissions; Chairman of the IOC Staff Pension Fund Board (2014-); Member of the Board of directors of Olympic Channel Services S.A., Switzerland (2015-)



INTERNATIONAL
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Sari Essayah

Sari Essayah

Education

Master of Science degree in business administration, University of Vaasa (Finland) (1995)

Career

Member of the Youth and Temperance Committee, Lapinlahti (Finland) (1988-1990); Part-time teacher, Northern Savo Higher Education College, Iisalmi (Finland) (1990, 1997); Town Councillor, Lapinlahti, and member of the Inspection and Culture Committee (1996-2000, 2017-); Auditor, SVH PricewaterhouseCoopers Oy, Kuopio (Finland) (1997-2000); Business Controller, TeliaSonera Finland Oy/Auria Oy/Turun Puhelin Oy, Turku (Finland) (2000-2007); Member of the Finnish Parliament (2003-2007 and 2015-); Chair of the Christian Democratic Group in the Finnish Parliament (2004-2007); Member of the Council on Ethics, Finnish National Lottery Veikkaus (2004-2008); Member of the Body of Delegates, Kaleva insurance company (2005-); Party Secretary, the Finnish Christian Democrats (2007-2009); Member of the Supervisory Board, Kemijoki Oy (Hydropower Company (2015-), Member of the Supervisory Board, Finnish State Railways (VR) (2008-2009); Councillor of the Association of Finnish Local and Regional Authorities (2008-2012); Member of the Body of Delegates, Turku Cooperative Society (2008-2012); Town Councillor, Paimio (Finland) (2008-2012) and member of the Paimio Municipal Executive (2009); Councillor of the Regional Council of Southwest Finland (2009); Member of the European Parliament, EPP-group (2009-2014); Chairperson of the Finnish Christian Democratic Party (2015-)

Sports practised

Race walking

Sports career

World Championships, 10 km: 19th, Rome (Italy) (1987); 3rd Tokyo (Japan) (1991); 1st, Stuttgart (Germany) (1993); 4th, Gothenburg (Sweden), (1995)

Universiade: 5,000m, 3rd, Duisburg (Germany) (1989); 10km, 1st, Sheffield (Great Britain) (1991)

European Championships, 10 km: 5th, Split (Croatia) (1990), 1st, Helsinki (Finland) (1994)

World Race Walking Cup, 10 km: 16th, San Jose (United States of America) (1991); 2nd, Monterrey (Mexico) (1993); 12th, Beijing (People's Republic of China) (1995)

Olympic Games, 10km: 4th, Barcelona (Spain) (1992); 16th, Atlanta (United States of America) (1996)

Sports administration

Board member, Finnish Athletics Association (1997-1999); Member, IAAF Race Walking Committee (1998-2015); Member, Economic and Marketing Committee and Race Walking Committee, Finnish Athletics Association (1998-2009); Member of the Ethics Committee, Finnish Association for Persons with Intellectual Disabilities (2004-); Chair, sports development aid NGO Liike (2007-2009); Board member, Athletics Support Foundation (2007-); Member of the Ethics Committee, Finnish Athletics Association (2014-)

Awards and distinctions

Finnish Sportswoman of the Year (1993 and 1994); Alumnus of the year 2004, University of Vaasa; Member of the Honorary Board, Helsinki World Championships Games (2005); Honorary Medal of the Finnish Sport Culture (2009)

IOC History

Member of the following Commissions: Sustainability and Legacy (2016-), Digital and Technology (2017-), Olympic Solidarity (2017-), Sport and Active Society (2018-) and Chair (2019-), Coordination for the Games of the XXXIV Olympiad Los Angeles 2028 (2019-), Chair of the Coordination Commission of the XXV Olympic Winter Games Milano Cortina 2026 (2019-)



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Alexander R. McLin

Alexander R. McLin

alex.mclin@mclinarbitration.com
Tel/ Fax: +41.79.629.45.03

Current

Arbitration / Legal and Sports Advisory Services. Geneva/Lausanne, Switzerland (2011-present).

- CAS (Court of Arbitration for Sport). Numerous appointments as chair, sole arbitrator and co-arbitrator (2013-).
- ICC (International Chamber of Commerce Arbitration Court). Appointments as chair and sole arbitrator (2015-).
- AAA (American Arbitration Association) Sports Panel.
- ASOIF (Association of Summer Olympic International Federations): Member, Governance Task Force (2015-).
- FISA/World Rowing Federation: Member, Ethics Advisory Group (2015-).
- BWF (Badminton World Federation): Referral Officer (2017-).
- IAAF/World Athletics: Member, IAAF Working Group on Governance and Integrity Reform (2016-19); Member, IAAF Legal Commission (2016-19).
- IMG/Masters Games: Member, Governance Working Group, (2021-)
- IWF (International Weightlifting Federation): Chair, Anti-Doping Pool (2016-17).

Gymnastics Ethics Foundation. Lausanne, Switzerland (2019-present).

Director

Experience

Swiss Arbitration Association (ASA). Geneva/Zurich, Switzerland (2012-2021).

Executive Director

FEI (Fédération Equestre Internationale). Lausanne, Switzerland. (2005-2011).

CEO & Secretary General (August 2007-October 2011)

Deputy Secretary General (COO) & General Counsel (November 2006-August 2007)

General Counsel (March 2005-November 2006)

CNET Networks, Inc. (now CBS Interactive). Vevey, Switzerland. (2000-2004).

General Counsel, Associate Vice President

Member of the Board of Directors, Company Secretary, CNET Channel Services S.A.

Baker & McKenzie. New York, New York, USA. (Summer 1998;1999-2000).

Litigation / Arbitration Associate.

Lenz & Staehelin. Geneva, Switzerland. (Summer 1997).

Summer Associate

World Economic Forum. Geneva/Davos, Switzerland. (1993-1999).

Programme Manager & Consultant

Education

Duke University School of Law. Durham, North Carolina (1996-1999).

J.D. (Juris Doctor) awarded May 1999.

Member, New York Bar.

Articles Editor (elected), *Duke Journal of Comparative and International Law.*

Duke/Geneva Institute in Transnational Law. Geneva, Switzerland (Summer 1997).

Haverford College. Haverford, Pennsylvania (1989-1993).

B.A. (Bachelor of Arts) in Economics, awarded May 1993.

International School of Geneva. Geneva, Switzerland.

I.B. (Bilingual International Baccalaureate) awarded June 1989.

Other

English, French: Mother tongues. **Spanish, German:** Conversant.

Nationalities: Switzerland, USA.

Member, ASDS (Swiss Sports Law Association).

**Selected
Publications /
Speaking**

- "The ICRC: An Alibi for Swiss Neutrality?", *Duke Journal of Comparative and International Law*, Volume 9 (Spring 1999).
- Panelist, "Can Sports be Saved from Banned Performance Enhancements?", *Duke University School of Law International Conference*, June 2008).
- "Systematizing Good Governance," *XIII Olympic Congress Contributions*, September 2009, p. 326.
- Keynote speaker, "Sharing Control: working with event owners within your sport", *SportAccord International Federation Forum*, November 2010.
- Panelist, "Governance and accountability of sports organizations", *Executive Master in European Sport Governance (MESGO)*, November 2010.
- "Fédérations sportives – Gouvernance: la fin d'un époque?", *Jurisport*, April 2011 (with Mikael Rentsch).
- Panelist, *LawAccord 2012* (SportAccord Convention), *Good Governance in Sport*, May 2012.
- Discussion leader and moderator, *ASOIF-CIES International Federation Governance Seminar*, April 2013.
- Lecturer, Sports Arbitration and Governance, *Lucerne University Transnational Legal Studies Programme*, May 2014.
- Keynote speaker, *Worthiness: what will it take to govern world sport in the coming years?*, Geneva 2014 International Sports Convention (ISC) Sports Law Expo, December 2014.
- Keynote speaker, *Latest Trends in Sports Law in Europe and the United States – Views from Both Sides of the Atlantic*, Leagues and Federations: Governance of Sports, UIA/ABA Conference, Miami March/April 2016.
- ASOIF General Assembly 2016 (*SportAccord Convention 2016*), presentation of the ASOIF Governance Task Force project to member International Federations, Lausanne April 2016.
- Panelist, Swiss Sport Law Days, *L'éthique au cœur des débats: les fédérations sportives doivent-elles sanctionner ou réformer?*, Macolin/Maggingen November 2016.
- Keynote speaker, *Assessing Progress on the Road to Improved Sports Governance Culture*, Geneva 2016 International Sports Convention (ISC) Sports Law Expo, December 2016.
- Panelist, Sports Governance Workshop, *Tackling Doping in Sport 2017*, London, March 2017.
- Guest Lecturer, Sports Arbitration, *Duke-Geneva Institute in Transnational Law*, July 2017.
- Keynote speaker, Area Representation, *Athletics Connect*, London, August 2017.
- Guest Lecturer, Sports Arbitration, *ELSA Arbitration Summer School*, Geneva, August 2017.
- Moderator, Governance Best Practices Panel, *ASOIF International Federation Governance Workshop*, Lausanne, October 2017.
- Panelist, New Frontiers in Sports Arbitration, *Seoul ADR Festival / Asia Pacific ADR Conference*, November 2017.
- Panelist, Faster, Higher, Stronger — and Fairer? The Growing Impact of the Court of Arbitration for Sport (CAS) on International Sport, *Inter-Pacific Bar Association Annual Conference*, Manila, March 2018.
- Moderator, Termination Clauses, *AIAF (International Football Lawyers' Association) Congress*, Lausanne, September 2018
- Panelist, Corruption and Match-fixing in Sport, *IBA (International Bar Association) Annual Conference*, Rome, October 2018.

Panelist, *Sino-European Arbitration Forum*, Shenzhen/Hangzhou, November 2018.

Speaker, *Gymnastics Ethics Foundation Case Study, ASOIF Governance Workshop*, Lausanne, 8 October 2019.

Panelist, *Safeguarding, 2019 International Federation Forum*, Lausanne, 29 October 2019.

Speaker, *Fighting Violence in Gymnastics*, Cascais, 7 December 2019.

Speaker, *FIG E-Conference on Gymnastics Culture*, 26-27 October 2020.

Speaker, *Achieving Systematic Safeguarding and Support in Gymnastics*, Centre for Sport and Human Rights Symposium, ISPCAN 2021 Congress, 9 June 2021.

Speaker, *Forging a Responsible Sport Leadership & Culture*, CSHR Sporting Chance Forum, 6 October 2021.

Speaker, *The Gymnastics Ethics Foundation, Swiss and International Legal Frameworks*, 1st Swiss Safeguarding Conference, 3 December 2021.

Panelist, *Commercial and Sports Arbitration: Cross-Fertilization and Reciprocal Opportunities*, 7th Conference on International Arbitration and the United Nations Convention on Contracts for the International Sale of Goods (CISG), 10 February 2022.



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David Eades

David Eades

David Eades is one of the most familiar faces on BBC World News TV, with ten years as a mainstream anchor. He is also a regular presenter of the prestigious BBC national news and current affairs programme 'The World Tonight', on Radio 4.

David also moderates at international conferences, in particular on areas of European affairs, Sustainability and Sport.

As a correspondent, his postings covered Europe and Ireland, tackling major stories including the launch of the Euro, The Good Friday Agreement, the death of Princess Diana. He then took on the role of Senior Sports News Correspondent and has been the global face of the BBC's major sports news coverage, fronting successive FIFA World Cups and Olympic Games for BBC World.

In 2003 David created Allday Media Ltd, offering specialized services in conference moderating, organising and hosting. He has particular experience in areas of sustainability, sport and European affairs, from east to west.

David also provides presentation training, media familiarization, crisis response and media consultancy. He has trained some of the most familiar faces in the British and international media, helping to raise their profile and standards in delivering speeches, business presentations and conference addresses. He provides training masterclasses within the BBC for presenters and reporters, from Newsnight to Regional TV, and acts as a mentor for developing journalists.

David attended University of Bristol, where he studied French and Politics.



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12. Next upcoming event Reports



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Asia-Pacific Masters Games 2023 Jeollabuk-do



Asia-Pacific Masters Games
2023 Jeonbuk Korea

Progress Report

2022. 11. 16.



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ASIA-PACIFIC MASTERS GAMES
2023 JEONBUK KOREA

Outlines

- I General Information
- II Operation and Games Management
- III Operation Support
- IV Games Management
- V Opening & closing ceremonies, tourism and cultural events
- VI Publicity
- VII Participant Recruitment Plan
- VIII Competition marketing and sponsorship management
- IX International Cooperation



I General Information

1 General Overview Asia-Pacific Masters Games 2023 Jeonbuk Korea

	Dates	Friday, May 12th to Saturday, May 20th 2023 (9 Days) ※ Opening Ceremony (5.13.) Closing Ceremony (5.20.)
	Location	Jeollabuk-do Province of South Korea (14 cities/counties)
	Anticipating	10,000 Participants all over the world
	Sports Program	[Official Sports] Archery, Athletics, Badminton, Baseball, Basketball, Bowling, Cycling, Golf, Hockey(field), Judo, Roller sports, Sailing, Shooting, Soccer, Softball, Squash, Swimming, Table tennis, Taekwondo, Tennis, Triathlon, Volleyball, Weightlifting, Wushu. [Demo Sports] Gateball, Park golf
	Budget	11.5 mil Euro
	Host	IMGA
	Organisers	Organizing Committee for Asia-Pacific Masters Games 2023 Jeonbuk Korea, Jeonbuk Sports Council and Jeollabuk-do Provincial Government
	Supporters	Ministry of Culture, Sports and Tourism, Korea Sports Promotion Foundation, Korean Sport & Olympic Committee, Korea Tourism Organization, etc.



2 Brand Identity

I
General
Information

✔ Slogan

하나된 스포츠! 즐거운 어울림!
ENJOY SPORTS! PLAY LIFE!

✔ Symbol Mark



2023 전북 아시안태평양 마스터스대회
ASIA-PACIFIC MASTERS GAMES 2023 JEONBUK KOREA

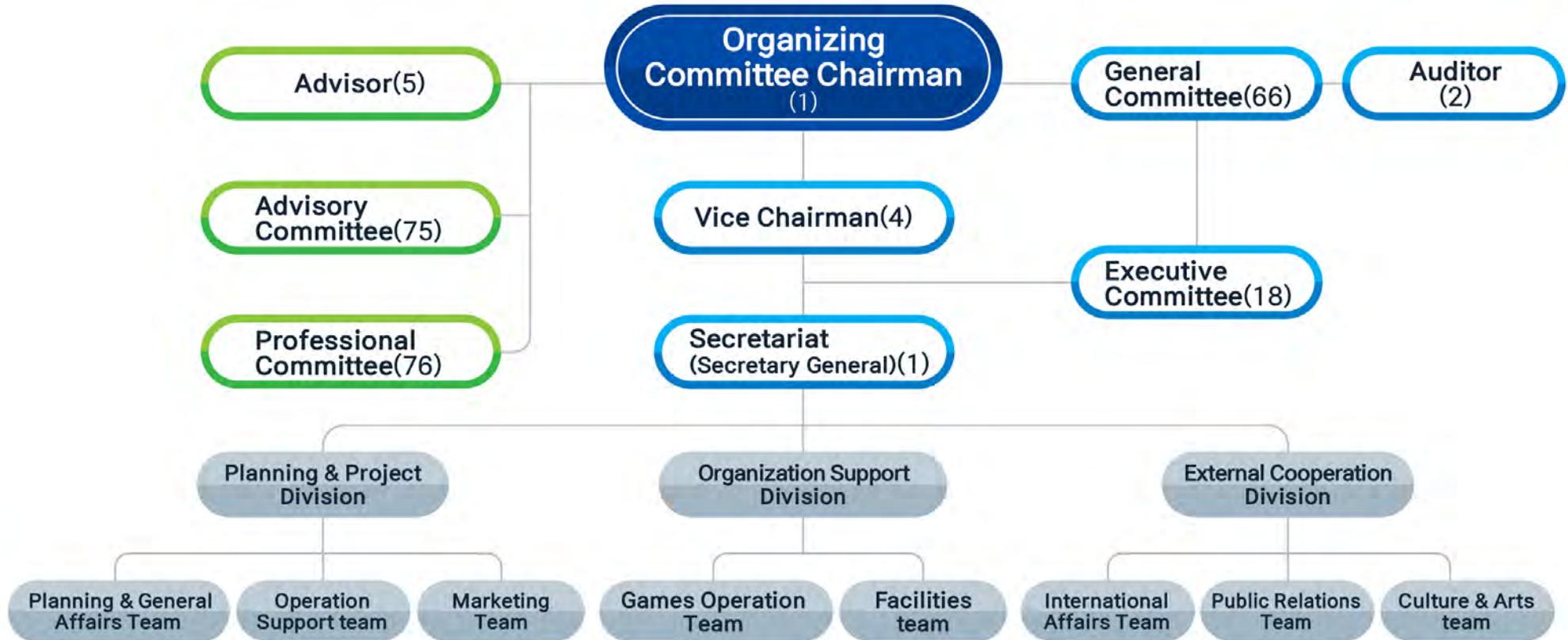
✔ Mascot

아치(Achi) & 태치(Taechi)



3 Organization charter of organizing committee

Secretariat : 1 Secretary General, 3 Divisions, 8 Teams, 60 Staffs



4 Event Preparatory Organization Structure

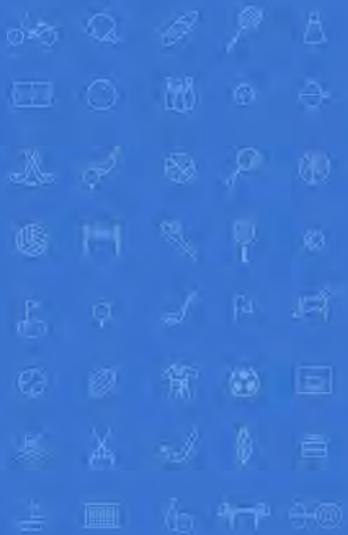
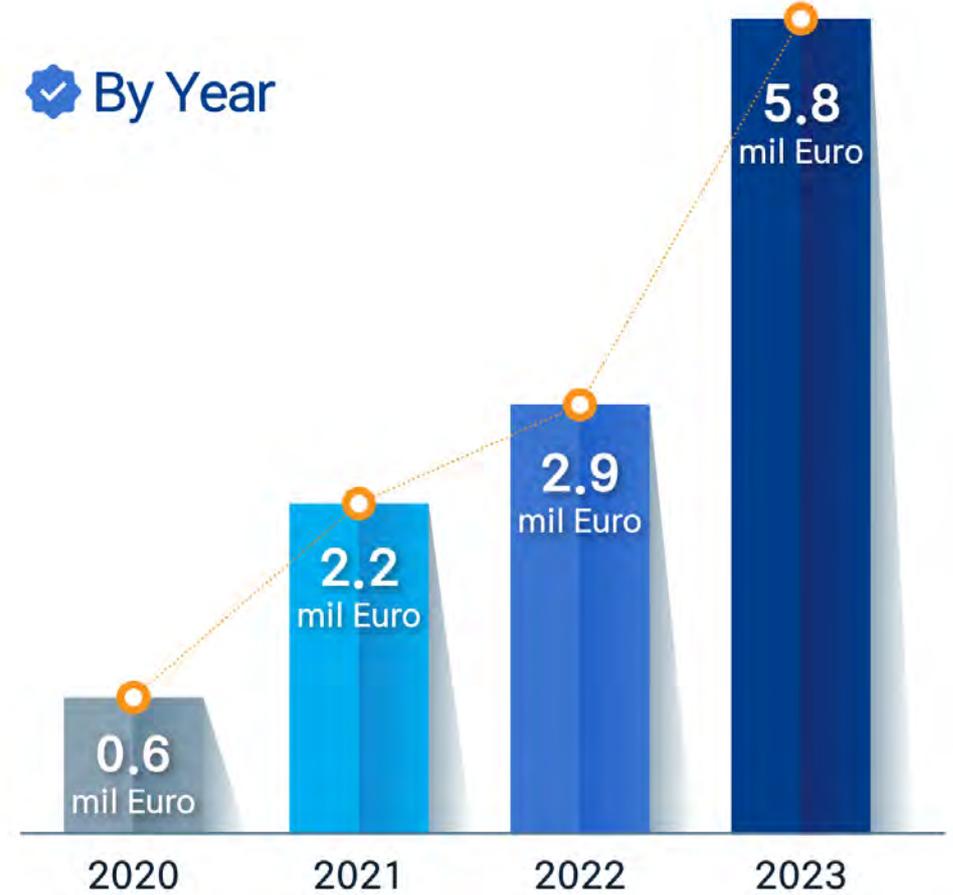


5 Current Budget

By Budget



By Year



I General Information

6 Sports Event Schedule

Events	Day 01	Day 02	Day 03	Day 04	Day 05	Day 06	Day 07	Day 08	Day 09
	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat
	5.12	5.13	5.14	5.15	5.16	5.17	5.18	5.19	5.20
Opening Ceremony		■							
Closing Ceremony									■
Archery	■	■	■	■	■	■			
Athletics		■	■	■	■	■	■		
Badminton		■	■	■	■	■	■	■	
Baseball	■	■	■	■	■	■	■	■	
Basketball	■	■	■	■	■	■			
Bowling		■	■	■	■	■			
Cycling		■	■	■	■				
Golf			■	■	■	■	■		
Hockey		■	■	■	■	■	■		
Judo		■	■	■	■	■			
Roller sports		■	■	■	■	■	■		
Shooting		■	■	■	■				

Events	Day 01	Day 02	Day 03	Day 04	Day 05	Day 06	Day 07	Day 08	Day 09
	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat
	5.12	5.13	5.14	5.15	5.16	5.17	5.18	5.19	5.20
Soccer	■	■	■	■	■	■	■	■	
Softball		■	■	■	■	■	■		
Squash		■	■	■	■	■			
Swimming		■	■	■	■	■	■	■	
Table tennis	■	■	■	■	■	■	■		
Taekwondo			■	■	■	■	■	■	
Tennis	■		■	■	■	■	■	■	
Triathlon		■	■						■
Volleyball	■	■	■	■	■	■	■		
Weightlifting			■	■	■	■			
Wushu		■	■	■	■				
Dinghy Yacht		■	■	■	■	■			
DEMO	Gateball	■	■	■	■				
	Park golf		■	■	■	■	■	■	

※ Subject to change from unforeseen circumstances, feedback by IMGA and relevant organizations (Korean Sport & Olympic Committee, etc)

1 Organizing Committee Office Operation

- ✔ Operation of the organizing committee office ('20.8.5. ~ present)
 - ✔ 1 president, 3 divisions, 5 teams (30 staffs)
- ✔ Expanded the second stage of the Secretariat (July, '22)
 - ✔ 1 Secretary-General, 3 divisions, 8 departments (capacity 42 staffs)

✔ **Securing personnel dispatched to the office (continued)**

2 Increase in total business expenses (originally) KRW 7.5 billion → (change) KRW 16.5 billion(11.5 mil Euro)

- ✔ Fulfillment of contract with host city, postponement of competition for one year
- ✔ Increase venues (37 → 42)
- ✔ Security, safety, quarantine, and sanitation reinforcement

✔ **Approval of change of business plan by Ministry of Culture, Sports and Tourism ('22.11.)**

✔ **Securing additional allotment for international events ('22.11.~)**

3 Promotion of detailed action plan for games preparation

- ✔ Reflect changes due to one-year postponement of the competition ('21.5)

✔ **Implementing 38 tasks in 10 areas (continued)**
(Operation support, game operation, public relations and marketing, international cooperation, etc.)





4 Establishment of a cooperative system with related organizations

Collaboration in competition promotion, participant recruitment, participant support, etc.

- ✔ Organizing Committee-Provincial Governors Council Business Agreement ('21.8.)
- ✔ Establishment of provincial-related organization collaboration promotion system ('21.11.)
 - ✔ 51 tasks in 8 fields
- ✔ Cooperate and hosting banquet meetings with cities and provincial sports councils officials ('22.4./9.)



- ✔ Consultation on cooperation plan with KOC (2021.3.~continued)
- ✔ Jeonbuk Province-Related Institutions Collaborative Task Promotion Check (Continued)
 - ✔ Conduct quarterly progress check
- ✔ Continued promotion to sports organizations meetings (Continued)



5 Subscription and operation of competition insurance

Business liability insurance (46 venues, etc.) and group accident insurance (12,000 athletes, operating personnel, etc.)

- ✔ Establishment of a basic plan for operation of competition insurance ('22.3.)
- ✔ Survey of basic data on competition insurance (~'22.6.)
 - ✔ Competition facilities, parking lots, number of participants, etc
- ✔ Cooperate and hosting banquet meetings with cities and provincial sports councils officials ('22.7.~9.)

- ✔ Selection and subscription of games insurance companies ('22.12.)

1 Establishment of Competition Regulation

24 fields including participation qualification and participation fee policy

- ✔ Basic (draft) confirmed (~'21.5.)
 - ✔ Participation qualification, participation application method, participant management
 - ✔ Participation fee payment, cancellation and refund policy
 - ✔ Attribution of rights, prohibited matters, etc.
- ✔ Modification and supplementation of basic (draft) ('21.7.)
 - ✔ IMGA Comments Reflected
- ✔ Confirmation of the Participant Terms and Conditions ('21.11.)

2 Accreditation Center Operation

15 locations in total (main 1, aux 14)

- ✔ Establishment of master plan for comprehensive registration management ('21.6.)
 - ✔ Registration fee payment, cancellation, refund, transportation, accommodation, etc.
- ✔ Accreditation center site inspections('22.3.~4.)
- ✔ Collecting data related to AD card production ('22.8.~10.)
- ✔ AD card production ('23.2.~4.)
(during the games, 2023.5.9-5.20)
- ✔ A total of 15 locations(during the games, '23.5.9.~5.20.)
- ✔ Payment of AD card and participant kit

3 Uniforms and Participant kits

Operational personnel (2,500), volunteers (2,000), supporters (300), teams (10,000)

- ✔ Establish an integrated production plan ('21.5.)
- ✔ Selection of manufacturer and completion of contract ('22.2.)
- ✔ Uniform Design Competitive Show ('22.9.)
- ✔ Uniform prototype production ('22.11.)
- ✔ Establishment of uniform distribution plan ('22.11.)
- ✔ Production and delivery (~ '23.2.)

4 Volunteer operation

11 fields including registration center, transportation, and lodging / Recruitment of 2,000 volunteers

- ✔ Establishment of volunteer operation plan ('21.11.)
 - ✔ 1,300 general, 700 interpreters
- ✔ Establishment of volunteer application system ('22.3.)
- ✔ Establishment of recruitment plan and announcement of recruitment ('22.7.)

- ✔ Recruitment and selection of volunteers (~'22.12.)
- ✔ Education and training ('23.3.~5.)



5 Supply procurement and management

(Goods) General information center and goods necessary for the operation of the game (meal service) Support for the operation of the competition staff

- ✔ Primary demand survey for necessary materials ('22.5.)
 - ✔ Situation room, general information center, registration center, etc.

- ✔ Secondary demand survey for necessary materials (~'22.11.)
 - ✔ Sports equipment by sport, etc.
- ✔ Establishment of Comprehensive Material Support Plan (~'22.12.)
- ✔ Securing materials ('23.1.~4.)

6 Transportation and transport assistance

Exclusive vehicle support for IMGA executives and event officials, shuttle bus for participants, and operation of the transportation/transport control room

- ✔ Identify the current status for establishing transportation measures ('22.5.)
- ✔ Transport vehicle rental cost calculation service ('22.6.)
- ✔ Establishment of transport vehicle rental plan ('22.10.)
- ✔ Transportation information and website ('22.10.)

- ✔ Securing parking lots and establishing transportation plans (~'22.7.)
- ✔ Selection of transportation agencies ('22.7.~12.)
- ✔ Made a public transportation guide map ('23.4.)
- ✔ Establishment and operation of traffic situation rooms and control center ('23.4.~5.)

III Operation Support

7 Accommodation and restaurant management

Operation and management of VIPs, accommodation and restaurants for participants

- ✔ Selected an accommodation reservation agency ('21.6. / Yanolja)
- ✔ Survey on the status of accommodation facilities in the province ('21.7~8.)
- ✔ Survey on the status of representative restaurants by city and county ('21.12.)
- ✔ Additional registration of non-registered accommodation facilities ('22.1.~)
- ✔ VIP·Headquarters Hotel Designation MOU ('22.5.)

- ✔ Continue to update the accommodation information on the APMG homepage (continued)
- ✔ Lodging Association and Restaurant Association Meeting (~'22.12.)
- ✔ Sanitation inspection of lodging facilities and restaurants ('23.1.~5.)
- ✔ Service and sanitation education for restaurant workers ('23.3.~5.)

8 Stadium Security and Safety Management

7 fields (security, firefighting, disaster prevention, quarantine and sanitation, emergency medical care, protection of the lost child, support for the elderly and the disabled)

- ✔ Check the installation site of the safety management situation room ('22.4.)
- ✔ Establishment of a security service plan ('22.4.)
- ✔ Selection of a security service provider ('22.8.)

- ✔ Establishment of comprehensive safety management plan for the games ('22.11.)
- ✔ Collaboration with related organizations in the field of security and safety (continued)

9 Comprehensive information and convenience support

Operation of general situation room, operation of general support center for 14 cities and counties, operation of general information center

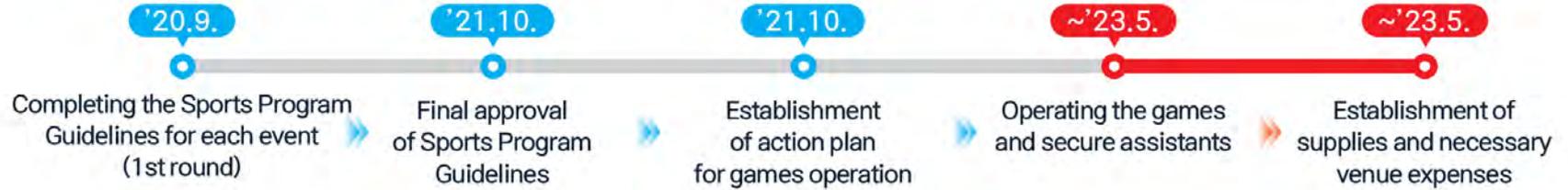
- ✔ Operation of the general situation room
- ✔ Operation of comprehensive support centers in 14 cities and counties
- ✔ Establishment of master plan for operation of general situation room ('22.5.)

- ✔ Establish a detailed operation plan for the general situation room ('22.11.)
- ✔ Production of the APMG 2023 guidebook for participants ('22.11.)
- ✔ Installation and operation of general situation rooms, etc. ('23.4.~5.)

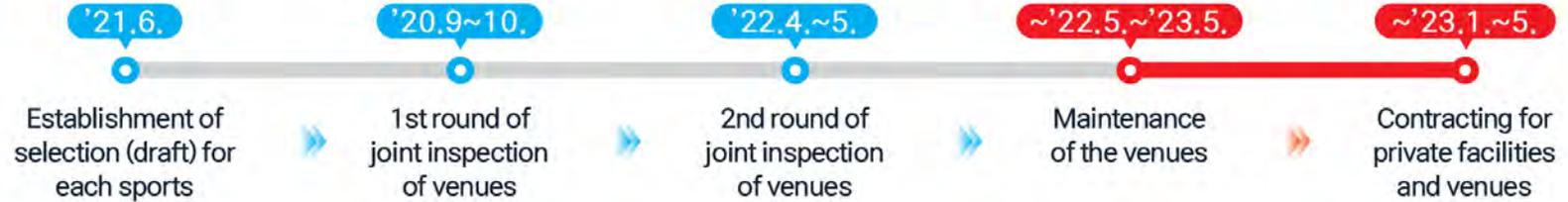
IV Games Management



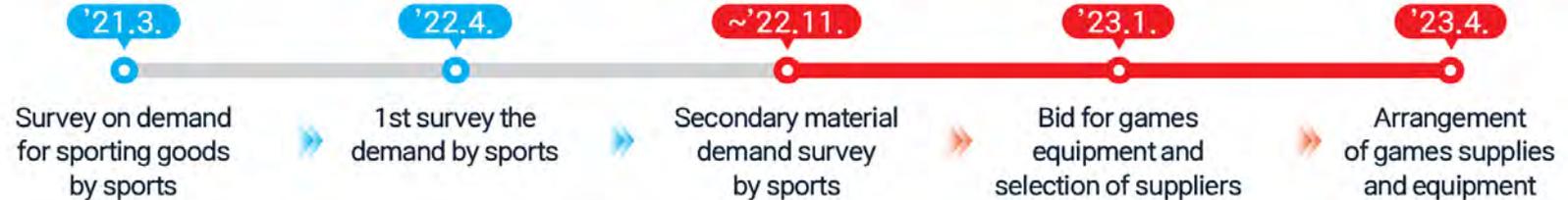
1 Games Operation Selection of events, allocation of venues in cities and counties



2 Venue Operation Installation of information signs, operation and management of venues by sports



3 Operation of Games Equipment and Supplies (Purchase) 93 types 17,343 items / (Lease) 86 types 5,514 items



IV

Games Management

4 Games Operation of Manpower

Utilization of International Federations (IFs) TD and training of international referees



5 Awards

Production of medals, podiums, award boxes, and ceremony training



6 Medical service, hospital, and doping center operation

Emergency medical support measures, on-site medical support, and the establishment of doping center



IV

Games Management

7 Establishment of information and communication infrastructure for each venues

Competition network operation, intra-premises communication operation, computerized office equipment operation



8 Establishment of Games Information System (GIS)

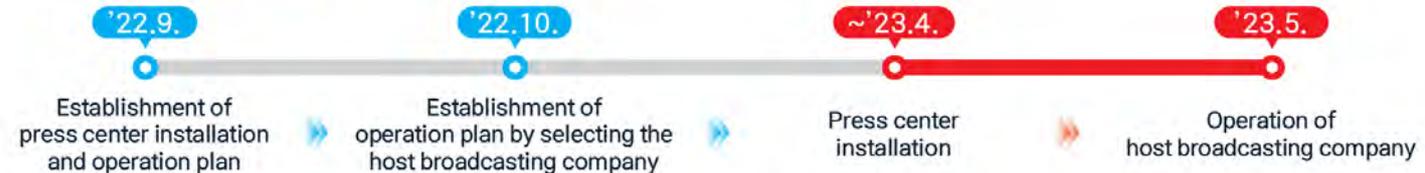
Development and operation of registration, immigration, accommodation, entry management, game operation system, etc.



9 Torch lighting and relay management



10 Press and Media Support



1 Opening & Closing Ceremonies

(Opening Ceremony) '23.5.13.(Sat), Jeonju World Cup Stadium
(Closing Ceremony) '23.5.20.(Sat), Jeolla Gamyong

- ✔ Establishing a basic plan for the opening and closing ceremony ('21.10.)
- ✔ Appointment of general and supporting director ('22.4.)
- ✔ Preparation of a production plan ('22.5.~'22.7.)
- ✔ **Public announcement and selection of directing agencies ('22.8.~'22.9.)**
- ✔ **Final inspection of practice and rehearsal ('22.11.~'23.5.)**



2 Discovering and operating tourism programs

Recruitment of participants through discovery of tourism programs by city/county and promote tourism programs

- ✔ Conference and meeting with cities/counties and related organizations ('21.3./11.)
- ✔ Selection of travel agencies dedicated to overseas regions ('21.12.~'22.6)
 - ✔ China/Japan/Asia/Americas/Europe/Oceania/Africa

- ✔ **Tourism program development and route confirmation ('22.11.)**

✔ Expansion of Jeonbuk Tour Pass Bus, etc.

3 Cultural Events

Main stadium, cultural performances in 14 city/county, AR experience promotion center, etc.

- ✔ Preliminary tour of cultural event venues ('22.9.)
- ✔ Consultation on the operation of cultural events with related institutions ('22.10.)
- ✔ D-200 Day Celebration ('22.10.)

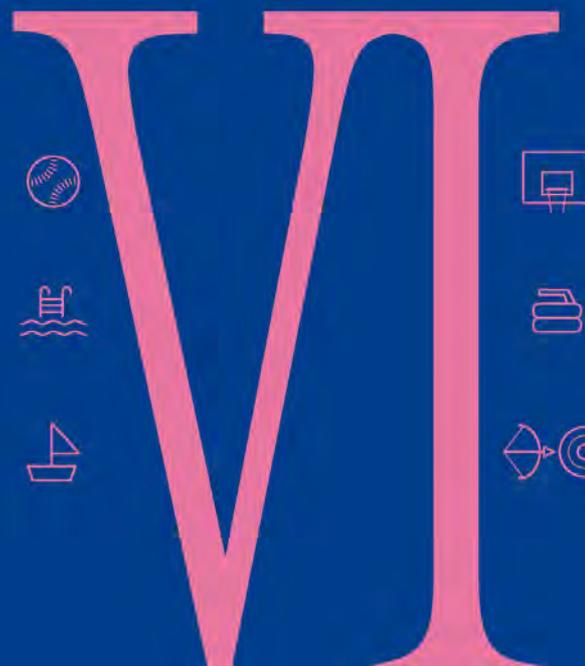


- ✔ **Selected as the overall agency for cultural events ('22.12.)**
- ✔ **Venue confirmation, safety management, and preparation ('23.1.~4.)**
- ✔ **Inspection of cultural events by venues and city/county ('23.4.~5.)**



Progress Report

Publicity



VI Publicity

1 Collaboration with related organizations for PR

- ✔ Sisterhood ties with Jeollabuk-do and 14 city/county
- ✔ Overseas Korean Sports Council, World Honam Association
- ✔ Korea Tourism Organization overseas branch
- ✔ Central administrative agencies and 17 cities and provinces
- ✔ Korean Sports & Olympic Committee, 17 city and provincial sports councils
- ✔ Central and provincial sports councils

2 Online Promotion Promotion through website and 7 social media channels

- ✔ Operation of official website ('20.10.~**continued**)
- ✔ Official SNS operation ('20.8.~**continued**)
✔ Facebook, Instagram, YouTube, blog, etc.
- ✔ Online/mobile keyword advertisement ('21.2.~**continued**)
- ✔ IPTV real-time advertisement ('21.5~**continued**)
- ✔ Untact Angel Marathon ('21.6.1.~30.)
- ✔ Production of webtoons for PR (7 episodes)

3 Offline Promotion On-site PR, attend other sports events, and host events

- ✔ Publicity at sports facilities used by club members **(continued)**
- ✔ Promotion of participation in major domestic and foreign competitions and events **(continued)**
- ✔ Participation in 2021 & 2022 Huntsman World Senior Games
✔ '21.10. / MOU signed, PR and benchmarking
✔ '22.10. / PR and benchmarking
- ✔ Promotion of Fam Tours for domestic and foreign key figures ('22.6.~**Continued**)
- ✔ PR stunts at major tourist spots in the province, etc. **(continued)**
✔ Jeonju Hanok Village, Jeonju International Film Festival, etc.
- ✔ Promotion of cooperation between Chinese consular offices and overseas missions **(continued)**
- ✔ Promotion and participation cooperation with the U.S. military in Korea **(continued)**



VI Publicity

4 Appointment of public relations ambassador



“ Cheer for the 2023 Jeonbuk ”
Asia-Pacific Masters!

- 📌 **Name:** Na Tae-ju (‘20.10.)
- 📌 **Occupation:** Singer, movie actor
- 📌 **Profile:** 1st place at WT 2018
 - ✓ World Poomsae Championships
 - ✓ K-Tigers Arirang album and other 6th album



- 📌 **Appointment status**
16 presidents of Korean sports organizations overseas
(President: Man-Young Yoon)
 - ✓ Members from 20 countries including non-approved countries and 300,000 indirect members
- 📌 **Main Activities**
 - ✓ Overall activities such as sports-related information services by country



- 📌 **Name:** Jin Sung (‘22.3.)
- 📌 **Occupation:** Trot Singer
- 📌 **Profile:** 1st place at WT 2018
 - ✓ MBC Entertainment Awards, Special Award
 - ✓ 2019 Gallup Survey ranked 20th among Korean favorite singers
- 📌 **Contributing Roles**
 - ✓ Games theme song and music video production activities

VII

Participant Recruitment Plan

Domestic

- ❏ Operation of quota system by region and category
 - ✓ Allocation of participants (8,145) ('21.10.~11.)
- ❏ Visiting cities and provincial sports associations ('22.3.)
 - ✓ Request for cooperation in strengthening the role of each councils
- ❏ Attendance at the council meeting of the secretary general of the cities and provincial sports councils ('22.3.)
 - ✓ Communicate participant recruitment cooperation
- ❏ Holding a joint meeting of the cities and provincial sports officials ('22.4./9.)
 - ✓ Promoting the games, requesting support for accommodation expenses, etc.
- ❏ Meeting of the Secretary General of the Sports Associations and Organization ('22.6.)
- ❏ **Collective registration of quota system recruitment (~'22.12.)**
- ❏ **Conference for the establishment of a cooperative system for domestic sports organizations (continued)**



Overseas

- ❏ Establish recruitment strategy in connection with tourism ('21.4.)
- ❏ Select an exclusive travel agency for each region ('21.10. ~'22.5.)
 - ✓ China/Japan/Asia/Americas/Europe/Oceania/Africa
 - ✓ Promotion of recruitment activities through tourism product development and operation
 - ✓ Promotion activities through local travel agencies
- ❏ Publication of participation in Huntsman World Senior Games ('21.10. / '22.10.)
- ❏ '22 Overseas Korean Sports Council Meeting' on-site discussion ('22.5.)
- ❏ **Observing the Thai Open Masters Games and operating a booth ('23.1.)**
- ❏ **Promote targets using DB participants in other international sports competitions (continued)**
- ❏ **Collaborate with the Overseas Korean Sports Council and the World Korean Association (continued)**
- ❏ **Recruitment in connection with sister countries (urban) of provinces, cities and counties (continued)**



1 Attract sponsors (recruitment) Target amount: 1 bil KRW (0.7mil Euro)

- ✔ Self-sponsored recruitment (continued)
 - ✔ Selected as 19 targeted corporations in the province
- ✔ Recruitment of sponsors linked to in-house projects (continued)
 - ✔ 14 projects (4.9 bil KRW / \$3.4 mil USD)
- ✔ The first company in the province to sign an official sponsorship agreement ('21.10.)

- ✔ Attracting sponsorship and working-level contact with local sponsors for target companies (continued)



2 Official merchandising right holder selection Granting the right to use the badge to the merchandising right holder and collecting royalties

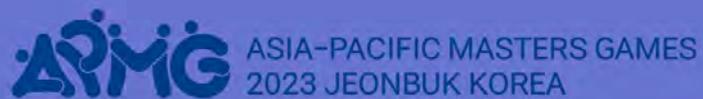
- ✔ Establishment of plan to select merchandising right ('21.5.)
- ✔ Selection of commodification right holder and contract ('21.10.)
- ✔ Completion of trademark registration application procedure ('22.3.)
- ✔ Opening of merchandise online shop for merchandising rights holders ('22.7.)

- ✔ Complete the registration of brand identity trademark application ('22.12.)
- ✔ Operation of online and offline goods market ('23.5.)

3 Operation of Local Resident Supporters Promotion activities to create a PR momentum(boom) of the games / Recruitment of 167 people completed

- ✔ Recruitment and selection of local supporters ('22.1~3.)
- ✔ PR activities ('22.3.~)
- ✔ Inauguration ceremony for local residents supporters ('22.10.)

- ✔ Supporters operation and activities (continued)
 - ✔ Production of online promotional content, promotional activities for major events



Progress Report

International Cooperation



1 IMGA cooperation

Attend IMGA general meeting, report on preparations for the games, support on-site visits, etc.

- ✔ Ongoing report of the implementation status in line with the host city contract
- ✔ Promotion-related working-level video conferences(20 meetings)

✔ Support for the IMGA board meeting during the games ('23.5~)



2 Cooperation in various international competitions

Attending and Observing other international competitions, and operate observer program

- ✔ Connecting with the New Zealand Masters Games ('22.4)
- ✔ Support and cooperation for the Australian Masters Games ('22.4)
- ✔ Cooperation of the Masters Games Federation of India('22.5.~)
- ✔ Sent a delegation to the Huntsman World Senior Games(2nd round, '22.10.)

✔ Attend the Thailand Open Masters Games ('23.1.)

3 Language service support

Secure 700 interpreters

- ✔ Conclusion of MOU with universities in the province ('22.1~3.)
 - ✔ Chonbuk National University, Jeonju National University, Wonkwang University, Gunsan University, Wooseok University
- ✔ Working-level cooperation with universities in the province (5 times) ('22.1.~3)
- ✔ Public Diplomacy of Jeollabuk-do, Multicultural Family Support Center, Recruitment of Volunteer Interpreter ('22.1~)

✔ Recruitment of volunteer interpreters ('22.7~)



4

Immigration Assistance

Simplification of visa issuance procedures, operation of immigration inspection teams, and operation of reception centers

- ✔ Formation of a working council for simplifying immigration ('22.4.)
 - ✔ Ministry of Justice, Airport Quarantine, Customs, Incheon Airport Corporation, Airport Police Corps
- ✔ Holding a working-level meeting to simplify immigration('22.5.)



- ✔ Working-level meeting to simplify immigration (frequently)
- ✔ Establishment and operation of welcome reception centers ('22.3.~5.)
 - ✔ 4 sites in Incheon Airport and 2 sites in Gimpo Airport

Thank you



INTERNATIONAL
MASTERS GAMES
ASSOCIATION



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World Masters Games 2025 Taipei & New Taipei City

SPORTS beyond AGE! LIFE without LIMITS!



IMGA General Assembly Progress Report

World Masters Games 2025
Taipei & New Taipei City Organizing Committee



OUTLINE

- I. Overall Report
- II. Milestones
- III. Divisional Report
- IV. Next Stage

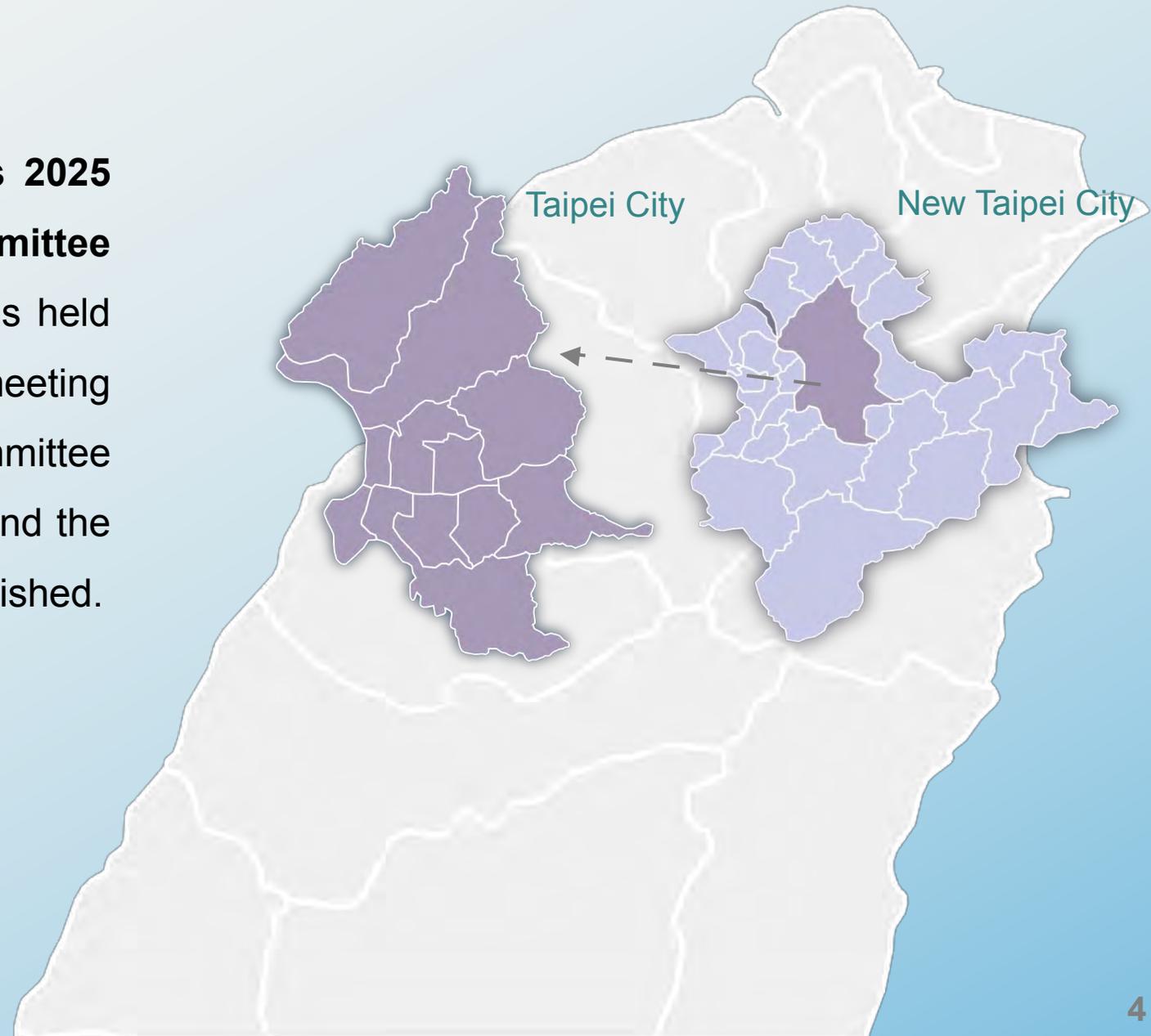


01

Overall Report



In November 2021, **World Masters Games 2025 Taipei and New Taipei City Executive Committee** was established: the unveiling ceremony was held at the same time as the first committee meeting was held, and the principle of holding committee meetings every 6 months was established, and the list of 13 divisions and 44 sections was established.



In order to enhance the capacity of tourism promotion and tourism services of the Games, a **"Tourism Services Division"** has been added, and a "Tourism Service Section" and "Business District Market Promotion Section" have been set up under this item. In addition, to ensure the epidemic prevention work of the Games With adequate planning, an "Epidemic Prevention Section" was added under the medical service division after adjustment, a total of 14 divisions and 46 sections were set up.



DEDICATED STAFF PLANNING

Area	Division	2021	2022	2023	2024	2025
Games Administration	1 General Administration	2	2	5	13	14
	2 International Affairs	1	1	2	4	4
	3 Logistics Management	0	1	2	4	4
	4 Human Resources	1	1	2	5	5
	5 Market Development	0	1	1	2	2
Competition & Venue	6 Competition	1	2	3	9	9
	7 Venue	1	1	3	7	7
Games Activities	8 Cultural Affairs	0	1	2	3	3
	9 Media and Marketing	1	1	2	4	4
Games Services	10 Transportation	0	1	1	1	1
	11 IT & C Services	0	1	1	2	2
	12 Security	0	0	1	1	1
	13 Medical Services	0	0	1	1	1
	14 Tourism	0	0	1	1	2
		7	13	27	57	59

SECOND EDITION OF THE MASTER PLAN

The first version was submitted to IMGA in December 2021 and modified based on the feedback. It now contains more details about basic missions as well as strategies for reaching the goals. After different Departments in the Two Cities recruited their own teams, all Divisions were asked to review the tasks and timeline of the Master Plan between February and April, 2022. All Divisions evaluated the actual conditions, methods and budgets for implementation between May and August, 2022, thereby confirming the tasks and timeline of the Master Plan.

The second edition was finished in September 2022. In the future, tasks will be developed into detailed action plans as the basis for the assessment of future preparations.

35 SPORTS PROGRAM

The evaluation of adding new sports types was launched in March with 3 sports added (including 1 demonstration sport), for a total of 35 sports (including 2 demonstration sports). The list was submitted to IMGA for confirmation in June 2022.

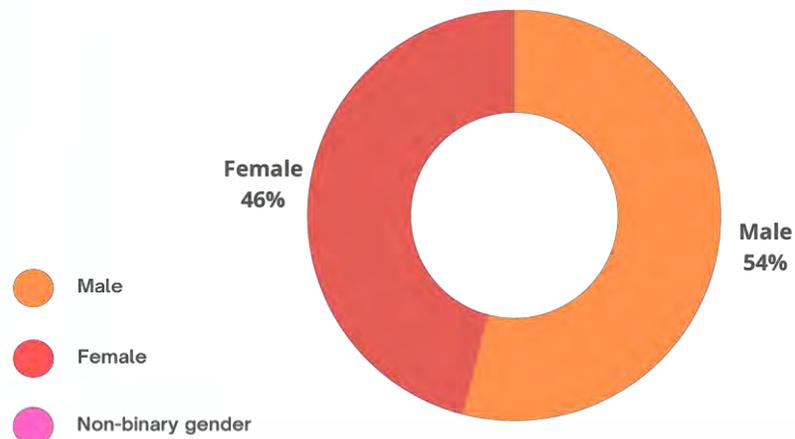
MARKETING PLAN

We carried out marketing activities in 6 important domestic sports events and 2 large-scale events, including setting up booths, social media check-ins, filling out **questionnaire**, ads in event brochures and on-site advertising to promote WMG. The campaign aims at improving people's understanding and willingness to participate in the WMG through interactions, promoting the concept and activities of WMG.

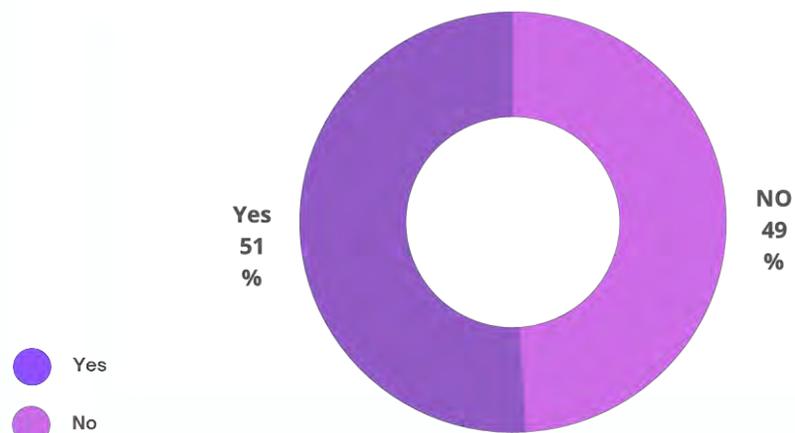


BACKGROUNDS

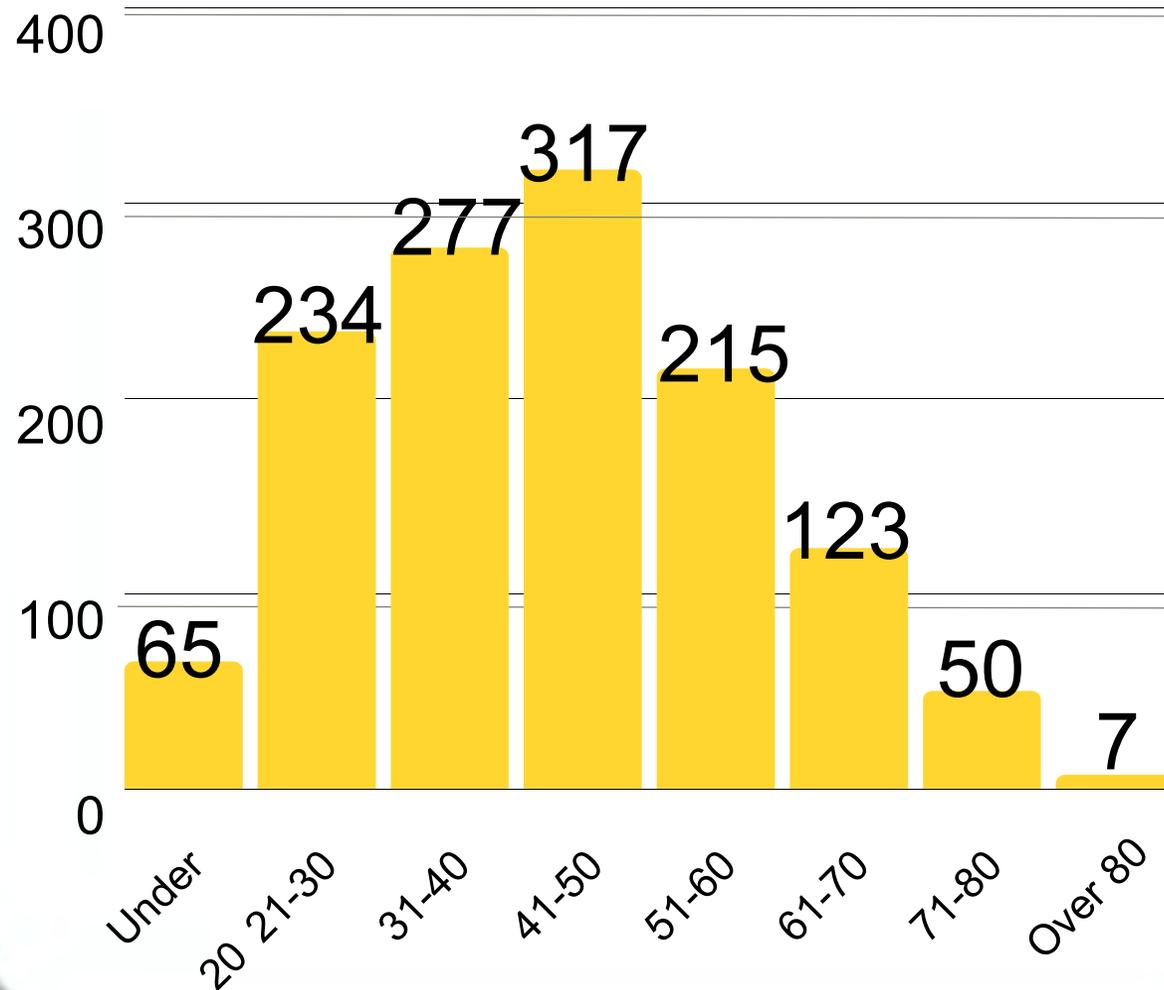
GENDER



HAVE YOU HEARD ABOUT WMG?



AGE



TOP 5 SPORTS PEOPLE WOULD LIKE TO COMPETE IN:



WMG2025 OFFICIAL WEBSITE LAUCHED



WMG 2025 SOCIAL MEDIA CAMPAIGN

World Masters Games 2025 Taipei & New Taipei City
3 Tweets

World Masters Games 2025 Taipei & New Taipei City
@2025WMG
wmg2025.tw | Joined March 2022
2 Following 11 Followers

World Masters Games 2025 Taipei & New Taipei City
@2025WMG · Sep 9
WMG2025 official website is live!
Check it out at wmg2025.tw to see the sports, a little bit about WMG and more.

#wmg2025
@IMGAmasters

TWITTER

2025 雙北世界壯年運動會 World Masters Games 2025 Taipei & New Taipei City
1,257 讚或 · 1,431 位追蹤者

介紹
2025 雙北世界壯年運動會，是為「世界級、專業、口徑高、平實、專業」的壯年運動會。
The official language of world masters games 2025

貼文
2025 雙北世界壯年運動會 World Masters Games 2025 Taipei & New Taipei City
WMG2025 官方網站已正式上線！
歡迎大家踴躍前往查詢活動資訊及報名詳情。
詳情請至 <https://wmg2025.tw>
查詢。
歡迎大家踴躍前往查詢活動資訊及報名詳情。
詳情請至 <https://wmg2025.tw>
查詢。

FACEBOOK

2025wmg
13 Posts 388 Followers 5 Following

2025 雙北世界壯年運動會
World Masters Games 2025 Taipei & New Taipei City
co-hosted by @imgamastersgames
#WMG2025
wmg2025.tw/

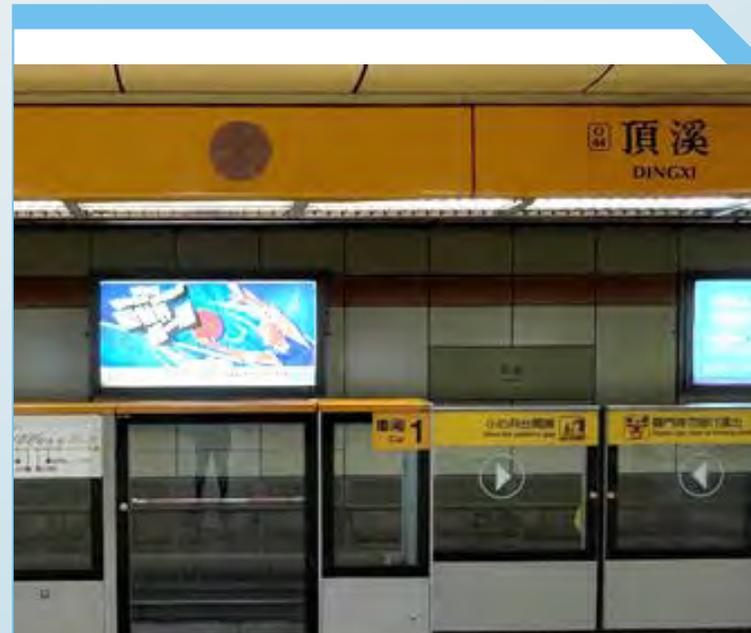
INSTAGRAM

MARKETING KEY VISION DESIGN

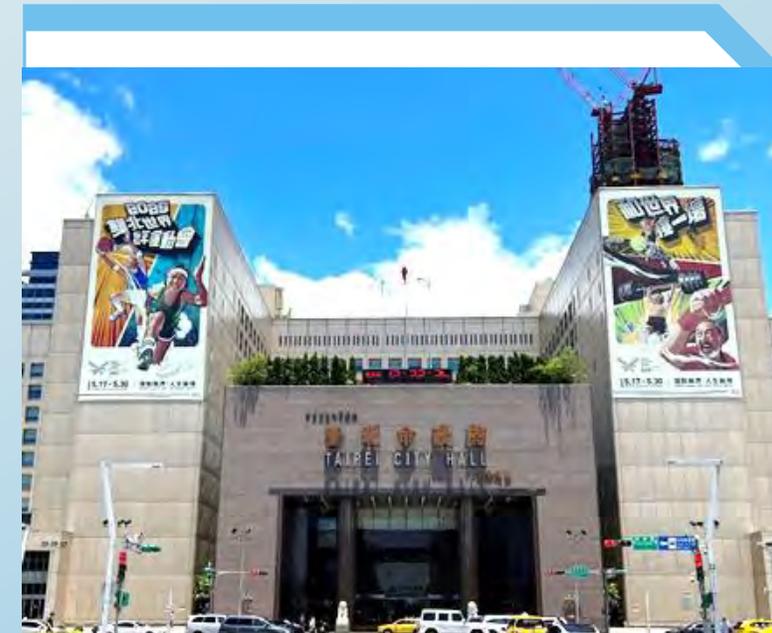
Professional companies are commissioned to create marketing visual designs for ads on walls, public transportation, promotional materials and official website



CITY BUS



MRT STATION



CITY HALL



MARKETING KEY VISION DESIGN

Formulate the specifications for using the visuals to maintain a unified image of the WMG2025 brand

運動無界 人生無限
SPORTS beyond AGE! LIFE without LIMITS!



WORLD MASTERS GAMES

雙北世界壯年運動會
2025 TAIPEI CITY
NEW TAIPEI CITY

DEVELOP ICONS FOR THE SPORTS INCLUDED IN WMG 2025

★ Para Sports (9)

 ★ Archery	 Orienteering	 ★ Aquatics	 Karata		
 ★ Athletics	 Rowing	 Boules	 Lifesaving		
 ★ Badminton	 ★ Shooting	 Dance Sport	 Rugby		
 Baseball & Softball	 Squash	 Fencing	 Sailing		
 ★ Basketball	 ★ Table Tennis	 Flying Disc	 Surfing		
 Canoe	 ★ Tennis	 Handball	 Taekwondo		
 Cycling	 Triathlon	 ★ Judo	 Tug of War		
 Football	 Volleyball	<h3>Demonstration Sports (2)</h3> <table border="1"> <tbody> <tr> <td> Gateball</td> <td> Woodball</td> </tr> </tbody> </table>		 Gateball	 Woodball
 Gateball	 Woodball				
 Golf	 Weightlifting				
 Hockey					

IMGA VISIT

Meetings with different divisions are organized during the IMGA visits to present the progress report as well as talking about the difficulties each division has encountered for further improvement.



Division Meeting Discussion



IMGA VISIT – VENUE INSPECTION

IMGA was visiting in October to understand the current progress in preparations. The venues were inspected with feedback offered.



Heping Basketball Stadium - Basketball



Taipei Dome - Opening Ceremony

IMGA VISIT – CULTURE AND TOURISM EXPERIENCING

Except venues, we provided the culture experiencing for IMGA to introduce the local lifestyles.



Bubble Tea Making



Sky Lantern Writing

IMGA VISIT – FLAG HANDOVER CEREMONY

The Flag Handover ceremony was held at the Regent Taipei to symbolize the legacy and continuation of the IMGA spirit.



Mr. Holm handed over the IMGA flag to
Mayors of Taipei and New Taipei City



Address by Mr. Bubka, President of IMGA

02

Milestones







03

Divisional Report



GENERAL ADMINISTRATION

- ▶ **Customer grouping**
Discuss the supply method and the principle of distributing benefits for different customer groups based on their needs.
- ▶ **Insurance planning**
Seeking potential suppliers to provide different types and amount of insurance.



Discussion with IMGA about overall report

INTERNATIONAL AFFAIRS

- ▶ Finish building connections with international cities and operating mechanisms

Compile the list of contacts for international cities and develop a table for contacting international cities.

- ▶ Finish planning for language services

Create questionnaires and review standards for language service personnel qualifications, develop language-specific service plans for the Games.

- ▶ Planning for IMGA Visiting Tour

Schedule the tour including division meeting, venue inspection, cultural and tourism experiencing and Flag handover ceremony.



LOGISTICS MANAGEMENT

- ▶ Professional companies were invited to share recycling and reuse processes
Professional companies were consulted on the recycling reuse processes of eco-friendly products, to facilitate the follow-up development of the overall environmental protection plan.
- ▶ Discussion meeting for the host family accommodation plan
The Taiwan Host family Program was consulted with discussion meetings featuring experts and scholars.



COMPETITION

▶ Preparations of technical manual

The technical manuals of previous WMGs, Asian and Olympic Games and other multisport events are used as reference. The manuals will be reviewed by sports associations, experts and scholars.

▶ Appointment of technical delegates

The qualifications for the appointment of technical delegates and benefits have been formulated. National sports federations have been asked to recommend a list of technical delegates based on the qualifications.

▶ Plan formulation of warm-up pre-game events

Warm-up pre-game events will be held in 2023 to develop different pre-game events based on the attributes and fields of different sports.

VENUE

- ▶ Venue Inspection completed
- Inspections of 89 venues and alternative venues were completed



CULTURAL AFFAIRS

► Build a professional coordinating team for pre-planning

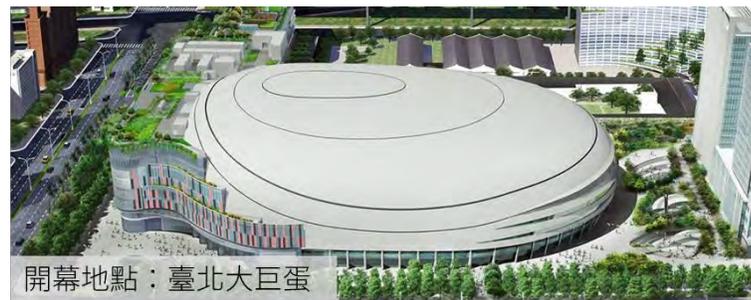
An outstanding project planning and coordinating team was selected based on the public selection mechanism, in order to coordinate the planning of the cultural activities for the opening and closing ceremonies, their cores and implementation methods.

► Planning domestic cultural events

Diverse domestic pilot cultural activities and a series of cultural activities during the Games are planned to raise the expectations of the Taiwanese people for hosting WMG.

► Confirmation of the scale and venues for the opening and closing ceremonies

In August, the first site inspections for the opening and closing ceremonies were completed, and the project team was instructed to carry out the evaluation for the scale and evaluation based on the actual area of the venues.



04

Next Stage



Jan.

- ▶ Report to the new municipal team

Feb.

- ▶ Hire new OC staff

Mar.

- ▶ Planning of catering services for the participants
- ▶ Organizing pre-WMG warmup games



Jun.

- ▶ Medal and prize design
- ▶ A series reports on sports

Jul.

- ▶ Formulate the production and promotion plans of the theme song

Sep.

- ▶ Confirmation of the mascot
- ▶ Build a database and platform for volunteer recruiting

Dec.

- ▶ Finish the overall visual design and use specifications



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European Masters Games 2023 Tampere

TAMPERE.
FINLAND

EUROPEAN
MASTERS
GAMES
TAMPERE 2023

EMG²⁰₂₃ 

 INTERNATIONAL
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EMG 2023 TAMPERE 26. 6. – 9. 7. 2023

- 30 sports
- 30 local sports clubs
- 17 venues
- Target: 7500 participants





EMG 2023 TAMPERE SPORTS PROGRAM

SPORTS & DISCIPLINES	Mon 26.6.	Tue 27.6.	Wed 28.6.	Thu 29.6.	Fri 30.6.	Sat 1.7.	Sun 2.7.	Mon 3.7.	Tue 4.7.	Wed 5.7.	Thu 6.7.	Fri 7.7.	Sat 8.7.	Sun 9.7.
ARCHERY	26.6-17.													
ATHLETICS									4.7-9.7					
BADMINTON			28.6-17.											
BASKETBALL		27.6-30.6.												
BEACH VOLLEY								3.7-8.7.						
CANOE SLALOM						1.7-2.7.								
CANOEING										6.7-9.7.				
CYCLING					30.6-2.7.									
DISC GOLF		27.6-29.6.												
FLOORBALL									4.7-8.7.					
FOOTBALL		27.6-2.7.												
FUTSAL									4.7-8.7.					
GOLF												7.7-9.7.		
HANDBALL				29.6-2.7.										
INLINE HOCKEY								3.7-6.7.						
JUDO	26.6-27.6.													
KARATE						1.7-2.7.								
ORIENTEERING	26.6-30.6.													
ROWING				29.6-2.7.										
SHOOTING	26.6-1.7.													
SQUASH					30.6-4.7.									
SWIMMING												7.7-9.7.		
TABLE TENNIS										5.7-8.7.				
TAEKWONDO									4.7-5.7.					
TENNIS								3.7-9.7.						
TRIATHLON													8.7.	
VOLLEYBALL	26.6-1.7.													
WEIGHTLIFTING	26.6-30.6.													
PADEL		27.6-30.6.												
PETANQUE												7.7-8.7.		

EMG 2023 TAMPERE VENUES



REGISTRATION IS OPEN

- EMG2023 is using Fusesport as the registration and accreditation tool.
 - Registration opened on 6.10.2022 and ends at 30.4.2023.
 - Early bird offer -15% is valid until 6.11.2022.
-
- 368 registrations by 28.10.2022.
 - 39 nationalities by 28.10.2022.



PARTICIPANTS BY SPORT / 28.10.2022

Archery	124
Athletics	34
Badminton	19
Basketball	10
Beach Volleyball	16
Canoe Kayak	6
Canoe Slalom	6
Cycling	9
Disc Golf	6
Floorball	0 Registration opens 1.11.2022
Football	19
Futsal	0
Golf	8
Handball	0 Registration opens 1.11.2022
Inline hockey	0

Judo	4
Karate	18
Orienteering	0
Padel	1
Petanque	0
Rowing	9
Shooting	14
Squash	4
Swimming	38
Table Tennis	1
Taekwondo	5
Tennis	4
Triathlon	7
Volleyball	2
Weightlifting	4

Total: 352 athletes, 16 non playing officials

IMGA board members has direct connection to at least seven of our sports, we highly appreciate your support in encouraging sports people in your sport to register.

PARTICIPANTS BY COUNTRY / 28.10.2022

Finland	75
Germany	59
United Kingdom	32
Israel	19
Lithuania	18
United States of America	17
France	15
Australia	15
Switzerland	12
Sweden	7
Italy	6
Latvia	6
Czech Republic	5
England	5
Netherlands	5
Hungary	5
Belgium	4
Ireland	4
New Zealand	4

Poland	4
Austria	3
India	3
Mexico	3
Spain	3
Brazil	2
Canada	2
Estonia	2
Iceland	2
Norway	2
Portugal	2
South Africa	2
Slovakia	2
Faroe Islands	1
Jersey	1
Kuwait	1
Serbia	1
Ukraine	1
United Arab Emirates	1
GUAM	1

Total: 39 nationalities

EMG2023 SIDE PROGRAM

Official events

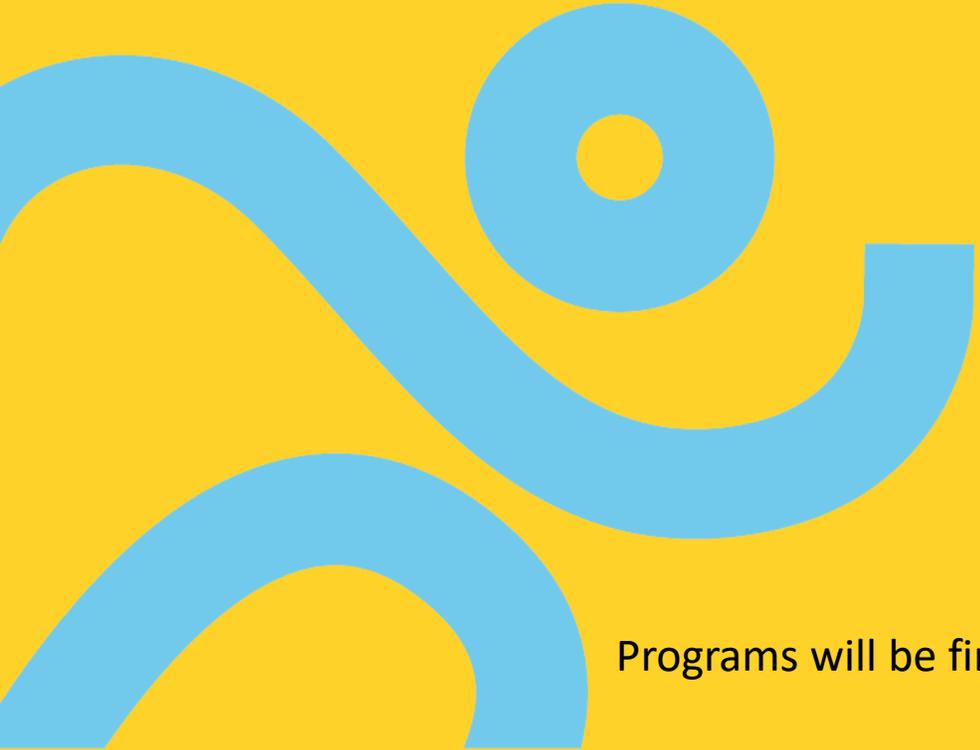
- Opening ceremony on Tuesday 27.6.2023
- Closing ceremony on Saturday 8.7.2023

Trips and excursions

- Tampere & the region
- Rest of Finland; Helsinki, Lapland

Social events

- EMG living room in the city square.
- Casual Gala nights by the lake: 4 events, 60-80 people per event.
- Outdoor group training (stretching, yoga etc.) in the mornings.



Programs will be finalised and available by the end of this year.

PROGRESS UPDATE

- Sports Guides ready and Technical Delegates nominated.
- Venues and the competition related equipment booked and secured.
- All possible accommodation reserved in the city and in surroundings.
- Registration of volunteers opens in November 2022.
- Business partnership negotiations are in full speed.

Next steps:

- Marketing and communications campaigns continues
- Detailed side program plans
- Observer program plans

MAIN RISKS

- The darkened global economic outlook
 - less people may afford to come
 - registrations may come later than expected
- The limited number of accommodation in Tampere
 - the participants should book the accommodation well before next spring
 - have you already booked your accommodation?

PROPOSAL FOR THE FUTURE

Games related social media channels could be owned by IMGA. The rights to use already existing channels with the audience could then be given to the next organisers.

COMMUNAL REASONS:

- Most of the target audience is the same e.g. in EMG events. Keeping the channels the same makes it is easy to follow the right channels year by year.
- It is easy to keep the masters together and the marketing teams of the event can focus to get new audience to the events.
- No need to start to gain the audience from zero for every event → reusability of the work done at previous event.

TECHNICAL REASONS:

- Gives more time to focus on the right things in marketing, e.g. to prepare campaigns to audience and reach new followers to the event.
- Algorithm works better the longer the audience has followed the channels and the channels has been kept active. Saves us all money.
- More cost effective.
- Better added value for the event.

Examples:

@2023iihfwm (Ice Hockey World Championships)

@olympics (The Olympic games)

@fisalpine (FIS Ski World Cup)

@fisfreestyle (FIS Freestyle Ski World Cup)

@fisnordiccombined (FIS Nordic Combined)

CONTACT INFORMATION

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EMG²⁰₂₃ 



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THANK YOU!



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Winter World Masters Games 2024 Lombardia



WWMG LOMBARDIA 2024

UPDATE

NOVEMBER 1°, 2022





JUNE:

1° EB OF THE FOUNDATION LOMBARDIA 2024
APPROVAL OF THE STRUCTURE

JULY AND AUGUST:

WORKSHOPS WITH IED AND PR & GO UP FOR THE LOGO, THE WEBSITE AND THE COMMUNICATION STRATEGY



SEPTEMBER:

PRESS CONFERENCE IN MILAN TO PRESENT THE WWMG LOMBARDIA 2024

WHERE: IN THE HQ OF THE REGION LOMBARDIA

WHO: PRESIDENT SERGEY BUBKA, CEO JENS HOLM, DIRECTOR OF SPORT SAMANTHA HAYWARD
MINISTRY FOR TOURISM OF ITALY MASSIMO GARAVAGLIA
PRESIDENT OF THE REGION LOMBARDIA ATTILIO FONTANA
COUNSELOR AND OLYMPIC CHAMPION MANUELA DI CENTA
UNDERSECRETARY FOR SPORT AND OLYMPIC CHAMPION ANTONIO ROSSI
ALL THE MAYORS OF THE COHOST CITIES LOMBARDIA 2024
50 MAYORS OF OTHER CITIES
40 MEDIA REPRESENTATIVES





OCTOBER:

VENUE TOUR AND BRAIN STORMING ON ONE YEAR TO 2024,
ON SPORT COMPETITIONS AND EVENTS.

WE WILL HAVE 5 ACCREDITATION CENTRES:

SONDRIO
CHIESA
BORMIO
CHIAVENNA
PONTE DI LEGNO

4 MASTER FUN VILLAGES:

BORMIO
CHIAVENNA
CHIESA
PONTE DI LEGNO



NOVEMBER:

PROMOTION AT THE VALTELLINA WINE TRAIL

DECEMBER:

PROMOTION IN ALL THE 9 COHOST CITIES DURING THE ENTIRE WINTER SEASON



WEBSITE:

WE ALREADY HAVE LAUNCHED OUR WEBSITE AND WE ARE PRESENT ON SOCIAL MEDIA

NEXT STEPS TO TAKE:

SPORT MANUALS

CALENDAR

REGISTRATION

EVENTS



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Pan American Masters Games 2024 Cleveland



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MASTERS GAMES**
2024 CLEVELAND



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PAN-AMERICAN MASTERS GAMES

2024 CLEVELAND



CACTUS CLUB CAFE



**PAN-AMERICAN
MASTERS GAMES**
2024 CLEVELAND

ATHLETES TODAY. COMPETITORS FOR LIFE.

*BOARD OF GOVERNORS MEETING
NOVEMBER 2022*



EVENT DETAILS

- > July 12-21, 2024
- > Downtown Cleveland will serve as the central hub for PAMG:
 - Competition venues
 - All venues are within 30 minutes of downtown
 - Accreditation Center
 - Opening & Closing Ceremonies
- > Downtown and suburban hotels will be used
- > Signed contract with FuseSport for registration



PAN-AMERICAN
MASTERS GAMES
2024 CLEVELAND



BLUEPRINT FOR SUCCESS

Goals of the PAMG Local Organizing Committee are to manage and deliver a fun, safe, and well-organized Pan-American Masters Games:

- > meets and exceeds the expectations of athletes, spectators, volunteers, sponsors, and the people of Cleveland,
- > within the budget and manner that meets Greater Cleveland Sports Commission's obligations with IMGA,
- > which maximizes economic impact and social benefits from hosting the Games, and
- > which enhances the reputation of Cleveland as an international leader in hosting significant sporting events.





PAN-AMERICAN MASTERS GAMES 2024 CLEVELAND

ATHLETES TODAY. COMPETITORS FOR LIFE.

PLANNING STRUCTURE





LOCAL ORGANIZING COMMITTEE

HONORARY CHAIRS

- > Ohio Governor
- > Cuyahoga County Executive
- > Cleveland Mayor Justin Bibb

CO-CHAIRS

- > Amy Held, The J.M. Smucker Company
- > Ansir Junaid, Supply Side Group
- > Sean Richardson, Huntington
- > Kevin Stein, Transdigm

GCSC LEADERSHIP

- > David Gilbert
- > Rachael Stentz-Baughner

COMMITTEES

- > Corporate Engagement
- > Community Programming
- > Ceremonies & Socials
- > Communication & Technology
- > Healthcare & Medical
- > Athlete Advisory Committee
- > International Advisory Committee

ATHLETES TODAY. COMPETITORS FOR LIFE.





**PAN-AMERICAN
MASTERS GAMES**
2024 CLEVELAND

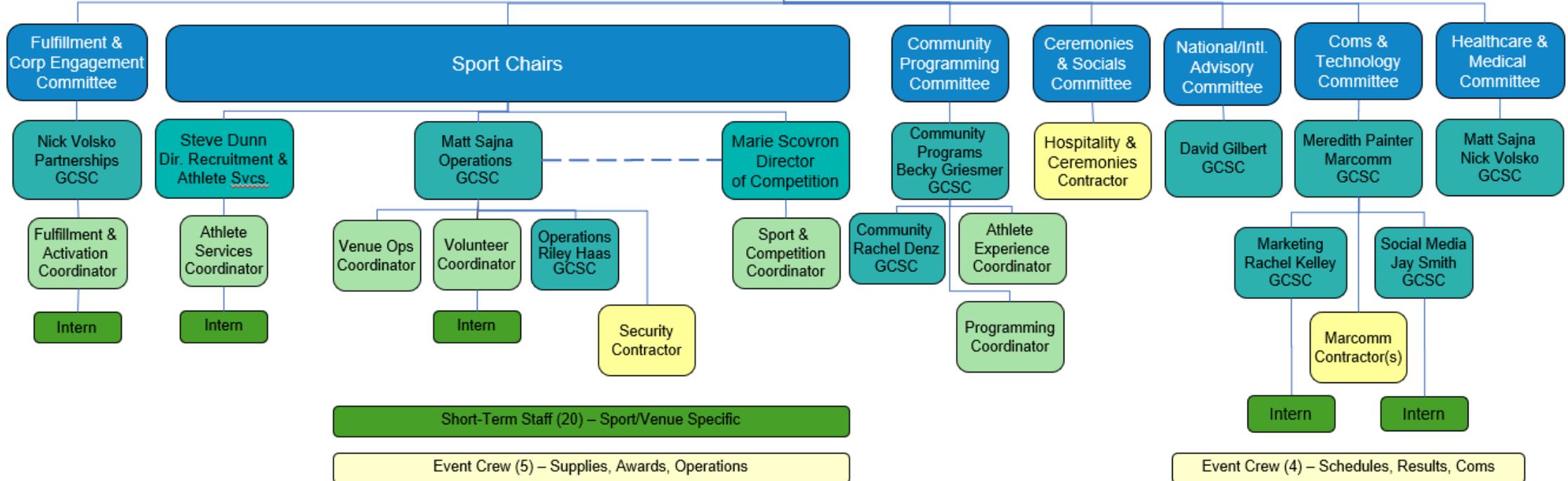
STAFFING



GCSC CEO/President
David Gilbert

Pan American Masters
Executive Director
Rachael Stentz-Baugher

PAN AMERICAN MASTERS GAMES LOCAL ORGANIZING COMMITTEE





**PAN-AMERICAN
MASTERS GAMES**
2024 CLEVELAND

ATHLETES TODAY. COMPETITORS FOR LIFE.

SPORTS & OPERATIONS



SPORTS

ANTICIPATED

- > Archery
- > Athletics
- > Baseball
- > Basketball
- > Canoe/Kayak
- > Cycling
- > Flying Disc
- > Golf
- > Ice Hockey
- > Orienteering
- > Pickleball
- > (Demo)
- > Rowing
- > Soccer
- > Softball
- > Swimming
- > Table Tennis
- > Tennis
- > Triathlon
- > Volleyball

UNDER CONSIDERATION

- > Badminton
- > Bowling
- > Cricket
- > Curling
- > Judo
- > Karate
- > Rugby
- > Sailing
- > Squash



PAN-AMERICAN
MASTERS GAMES
2024 CLEVELAND

Final sport program anticipated by January 1, 2023.



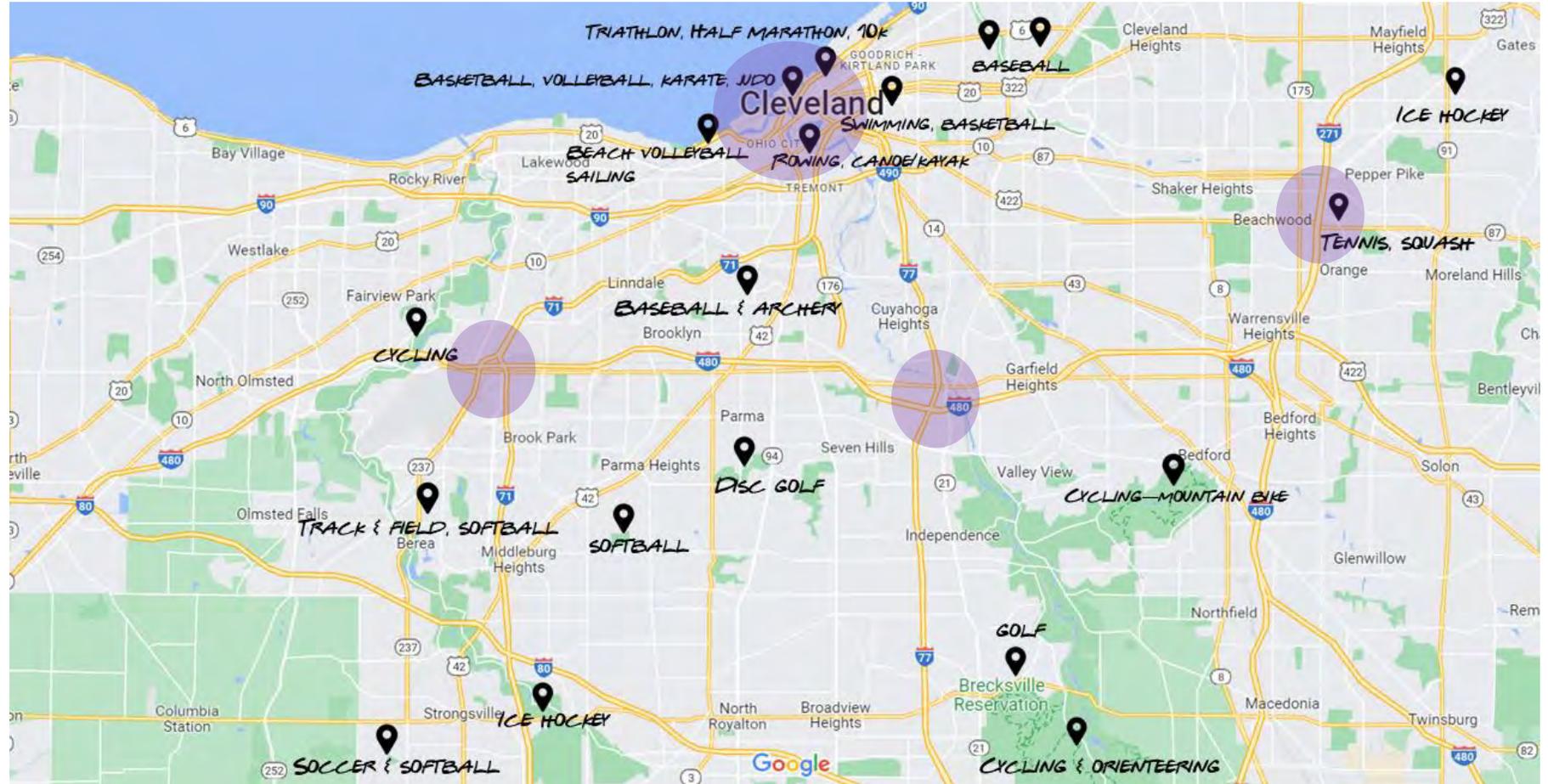


PAN-AMERICAN
MASTERS GAMES
2024 CLEVELAND



GEOGRAPHY

- > Competition Venues in black
- > All venues within 30 minutes of downtown Cleveland
- > Hotel clusters in purple
 - > Primary in downtown Cleveland
 - > Beachwood
 - > Independence
 - > North Olmsted





**PAN-AMERICAN
MASTERS GAMES**
2024 CLEVELAND

ATHLETES TODAY. COMPETITORS FOR LIFE.

**MARKETING &
COMMUNICATIONS**



MARKETING

- > Brand guidelines finalized and in use
- > First phase of website launched and generating database signups
- > Full website launching in spring, 2023
- > Preliminary marketing & communications plan is complete and evolving into its final version
- > Paid social media awareness campaign began prior to press conference.
- > Paid conversion campaign will begin when final website is complete
- > Exploring experiential marketing opportunities and giveaways for on-site promotions.

COMMUNICATIONS

- > Monthly e-newsletter sent to IMGAs and growing PAMG databases
- > Monthly meetings with Kirsty at IMGAs to align priorities and messaging

SOCIAL MEDIA

- > Handles secured on Facebook, Instagram, and Twitter: @clemasters2024
- > Over 1,000 followers since July 2022



PAN-AMERICAN
MASTERS GAMES
2024 CLEVELAND

MARKETING & COMMUNICATIONS





PAN-AMERICAN MASTERS GAMES 2024 CLEVELAND

ATHLETES TODAY. COMPETITORS FOR LIFE.

RECRUITMENT



RECRUITMENT

- > Content included in the monthly IMGA Newsletter
- > Attend US and International Events
 - > 2023 European Masters Games, Tampere, Finland
 - > 2023 Huntsman World Games, St. George, UT (USA)
 - > 2023 National Senior Games, Pittsburgh, PA (USA)
 - > State Senior/Masters events in Ohio, Indiana, Michigan, Pennsylvania, Florida, New York, California, Texas and others
- > Send Recruitment Collateral to International Events
 - > 2023 Australian Masters Games
 - > 2023 New Zealand Masters Games
 - > 2023 Asia-Pacific Masters Games
 - > 2024 Winter World Masters Games
- > Direct Outreach
 - > Sport Chairs
 - > Athlete Advisory Committee
 - > International Advisory Committee
- > Outreach by Sport
 - > National & International Masters Federations
 - > National & International sport organizations & leagues
- > Social Media
- > Earned Media

Goals:

- 8,000+ athletes
 - 10% Ohio athletes
 - 45% from outside Ohio
 - 45% from outside United States
- 2,000+ spectators



PAN-AMERICAN
MASTERS GAMES
2024 CLEVELAND





PLANNING TIMELINE



PAN-AMERICAN
MASTERS GAMES
2024 CLEVELAND



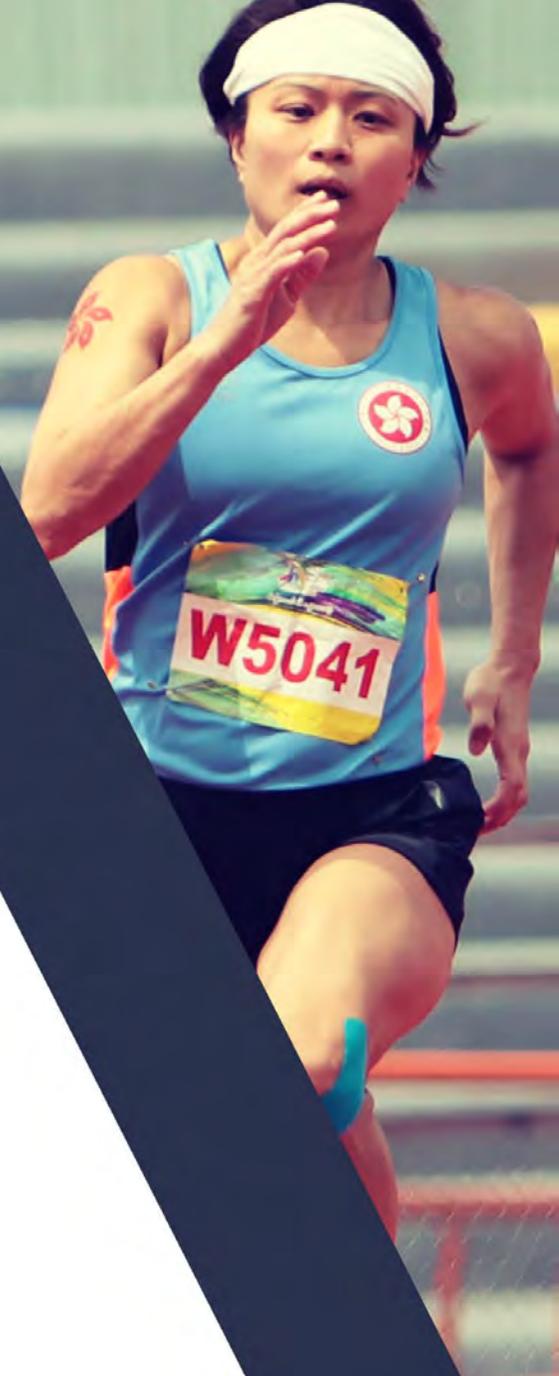
INTERNATIONAL
MASTERS GAMES
ASSOCIATION

- > August 2022
 - > Press Conference
 - > Event Dates Finalized
 - > Preliminary Website Launched
- > September 2022
 - > Marketing plan completed (v.1)
- > December 2022
 - > Sport Program finalized
- > March 2023
 - > Full Website Launch
 - > Sport & Venue Announcement
 - > Active Promotion Begins
- > May 2023
 - > Event Schedule Published
- > June 2023
 - > Begin On-Site Recruitment at Masters Events
 - > Additional PAMG Staff Hired (7)
- > August 2023
 - > Registration Opens
- > May 2024
 - > Registration Closes (in phases)
- > July 2024 - PAN-AMERICAN MASTERS GAMES



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KEY DATES





**PAN-AMERICAN
MASTERS GAMES**
2024 CLEVELAND

ATHLETES TODAY. COMPETITORS FOR LIFE.

BUDGET





BUDGET

AT 8,000 ATHLETES



REVENUE		
Participant Fees	\$ 1,770,000.00	Reg fees estimated at \$140 (Ohio) and \$215 Z(Non-Ohio); Incl. spectators & OC attendees
Merchandise Sales	\$ 25,000.00	
Destination Cleveland	\$ 350,000.00	Secured
Foundations	\$ 100,000.00	\$50K secured
State Funding	\$ 545,000.00	Secured
Hotel Rebate	\$ 400,000.00	Estimated
Cleveland Event Fund	\$ 200,000.00	Secured
Sponsorship	\$ 1,000,000.00	25% to goal
GROSS REVENUE	\$ 4,390,000.00	

EXPENSES		
Sports & Operations	\$ 1,070,000.00	Venue, Equipment, Officials, Security, Medals, Credentials, Signage, Sport Chair fees
Staffing	\$ 1,160,000.00	
FUSESport	\$ 43,000.00	
Operations	\$ 70,000.00	Medical, event security, transportation
Administration	\$ 95,500.00	Travel, meals, CC fees, capital expenses, IT, apparel
Gifts	\$ 96,000.00	
Volunteers	\$ 85,000.00	Recruitment, training, hospitality, apparel
Recruitment	\$ 139,500.00	Shipping, advertising, press conference, printing, giveaways
Recruitment Travel	\$ 70,000.00	
Marketing	\$ 110,000.00	Paid social/digital, printing
Website	\$ 15,000.00	
Photography/Videography	\$ 20,000.00	
Signage/Décor	\$ 80,000.00	
Programming	\$ 40,000.00	
Ceremonies & Socials	\$ 250,000.00	
Insurance	\$ 90,000.00	
Bid Fee - Guarantee	\$ 250,000.00	
Bid Fee - Participants	\$ 645,000.00	
TOTAL EXPENSE	\$ 4,329,000.00	

NET REVENUE	\$ 61,000.00	
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**Does not include donated goods/services



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REVENUE

Committed Revenue:

- > State of Ohio Major Event Fund: \$545,000
- > Destination Cleveland: \$300,000
- > Cleveland Event Development Fund: \$200,000

Foundations:

- > J.P. Murphy Foundation: \$50,000

Sponsor Commitments:

- > Supply Side USA & JunAID Foundation: \$125,000
- > TransDigm: \$125,000

Major Prospects:

- > AARP: \$250,000
- > Vitalia Senior Living: \$100,000
- > Huntington: \$50,000





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IMGA





INTERNATIONAL
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13. Any other business



INTERNATIONAL
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ASSOCIATION

14. Place and date of the next General Assembly