



INTERNATIONAL
MASTERS GAMES
ASSOCIATION

Workbook Version 04.11.2025

IMGA General Assembly

Wednesday November 19, 2025



AGENDA

IMGA General Assembly

Date: Wednesday 19th of November 2025

Time: 10h00-12h00 (Central European Time)

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

	Item	Time
1.	Opening of the session	10:00 a.m.
2.	Identification of delegates and confirmation of their authority	10:05 a.m.
3.	Appointment of Scrutineers	10:10 a.m.
4.	Approval of the minutes from the last General Assembly 2024	10:15 a.m.
5.	President's and Board's report	10:20 a.m.
6.	Vote for approval of alterations to Constitution - Proposed amendments	10:30 a.m.
7.	Accounts 2024	10:50 a.m.
8.	Approval of the accounts for 2024	11:00 a.m.
9.	Appointment of the professional auditor for 2025	11:05 a.m.
10.	Update on IMGA Governance	11:10 a.m.
11.	IMGA Strategic Framework 10 min presentation + 5 min Q&A	11:20 a.m.
12.	Host City presentation - Taipei & New Taipei City WMG 2025 final report presentation: 15 min presentation + 5 min Q&A	11:35 a.m.
13.	Any other business	11:55 a.m.
14.	Place and date of the next General Assembly	12:00 a.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 llast General Assembly 2024

The minutes were sent out on the 11th of December and no comments were received.

IMGA Annual General Meeting

Date: Wednesday 20 November 2024

Time: 10h00-11h15

Location: Zoom and LUMI (virtual)

IMGA Annual General Meeting

Virtual

Wednesday 20 November 2024

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IMGA Board in attendance:

- President: Sergii Bubka
- Board members: Kate Caithness, David Eades, Sari Essayah, Poul-Erik Hoeyer, Ugur Erdener, Petra Sorling, Alex McLin, Makoto Chogahara, Manuela Di Centa, Jens Holm

Apologies: Ser Miang Ng

From the Administration:

CEO - Jens Holm

Director of Sport - Samantha Hayward

Director of Marketing & Communications – Kirsty Van Peer

Office Coordinator – Pamela Vipond

1. Opening of the session

The President, Sergii Bubka, welcomed the members.

Decision: No comments were made regarding the Agenda

Declaration of interests

No declaration of interests.

2. Identification of delegates and confirmation of their authority

The President introduced LUMI who informed which voting delegates were present namely: Badminton World Federation (BWF), Fédération International de Basketball (FIBA), International Golf Federation (IGF), International Orienteering Federation (IOF), International Skating Union (ISU), International Tennis Federation (ITF), International Table Tennis Federation (ITTF), World Curling Federation (WCF), World Archery (WA), World Squash Federation (WSF), International Sport Shooting Federation (ISSF), World Baseball Softball Confederation (WBSC), International Hockey Federation (FIH), World Rowing, World Triathlon, International Biathlon Union (IBU),

In addition to the voting delegates, the following associate members were present: International Floorball Federation (IFF), International Ski Mountaineering Federation (ISMF), International Powerlifting Federation (IPF)

3. Appointment of Scrutineers

LUMI is the scrutineer.

4. Approval of the Minutes from the General Assembly 2023

No comments had been received by the IMGA Administration in relation to the Minutes sent on 7 December 2023 and again by email on 4 November 2024 (pages 7-10 of the 2024 workbook). LUMI opened the vote.

Decision: The Minutes were approved unanimously.

5. President's and Board's report

The President presented his report (page 11 of the 2024 workbook sent with the minutes)

There were no questions or remarks and the President thanked the Board and all the IMGA members in attendance for their work and great contribution to a successful year.

6. Accounts 2023

The CEO, Jens Holm, presented the IMGA 2023 accounts and highlighted any major changes in relation to the previous year. He recalled that the accounts had already been shared in the 2024 workbook (pages 15-21 of the workbook sent with the minutes). In response to two questions from the floor (World Archery and FIBA), the CEO remarked that the operational expenses of the IMGA Executive Office had increased. He also confirmed that the number of IMGA employees was currently 3.5.



7. Approval of the accounts for 2023

LUMI opened the vote.

Decision: the accounts were approved with 10 Yes votes and 1 No vote.

8. Appointment of the professional auditor for 2023

The President explained that in line with Articles 25 and 34 of the IMGA constitution, the IMGA Board recommends KPMG, Switzerland, for appointment as the professional auditor for the accounts of 2024. LUMI opened the vote.

Decision: KPMG was approved unanimously as the professional auditor for 2024.

9. Update on IMGA Governance

The President gave the floor to the CEO, Jens Holm to update the membership. The CEO reiterated the background to the work, which had been executed by the Governance Working Group and explained the processes and procedures that had been implemented. On top of the Governance Working Group, an additional audit had been performed by Itrustsport, which had brought a wealth of expertise and advice to the exercise.

The CEO then passed the floor to the IMGA Vice-President, Kate Caithness, who had chaired the Governance Working Group. Mrs Caithness summarised the process (details of which are included in the 2024 workbook sent with the minutes pages 26-32) and indicated that the IMGA Legal Expert, Mr. Jean-Pierre Morand was present to give any further clarifications if required.

Mr Jean-Pierre Morand proposed a small adjustment to the new Constitution: adding the words "sexual orientation" to the text in article 2. paragraph 3 of the new Constitution. (page 37 of the 2024 workbook sent with the minutes).

Mr. Tom Dielen (World Archery) wished to know if it could be specified that only IF members could forward the three candidates to the Board. Mr. Dielen was thanked for his question, which was very relevant. The necessary adjustments to the Constitution would be made.

10. Vote for approval of the new IMGA Constitution

LUMI opened the vote.

Decision : the new IMGA Constitution was approved with 11 Yes votes and 4 No votes.

The President thanked all the members for their confidence and support of the IMGA, and looked forward to a continued, fruitful collaboration.

11. Next upcoming event Reports

The President introduced the next hosts, Taipei and New Taipei City WMG 2025 and opened the floor for their progress report. The Organising Committee of the WMG 2025 in Tapei City & New Taipei City presented their progress report to the members. (pages 54-93 of the 2024 workbook sent with the minutes).

There were no questions.

12. Any other business

The President advised that Mr. Tom Hollowell had recently resigned from the IMGA Board and thanked him for his active contribution to the IMGA activities during his mandate. The President also congratulated Mr. Hollowell on his election as President of the IOF.

In addition, he was happy to announce the IMGA's intention to continue to organise workshops covering specific topics, if and when relevant and requested by Members, on the fringe of the SportAccord IF forums in Lausanne.

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 and according to the newly adopted Constitution.

Closing remarks from the President

The President closed the meeting by thanking everybody for their participation.



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5. President's and board's report

IMGA Presidential Address – Annual General Meeting 2025

Dear Federation Members, Board Members, Friends and Partners,

It is a great pleasure to welcome you to our Annual General Meeting.

As we gather today, I want to sincerely thank all of you — our members, our Board, our host cities, and partners — for your ongoing dedication to the Masters movement and our shared mission: Sport for Life. Life without Limits.

It has been an inspiring year for IMGA. In May, we celebrated the success of the World Masters Games 2025 in Taipei and New Taipei City, where over 25,000 athletes gathered for a global celebration of sport, friendship, and lifelong participation. The Games were lively, joyful, and very well organised. They reminded us that the Masters movement is about inclusion, connection, and the joy of being active together. Thanks to our hosts in Chinese Taipei for organising an event we will remember with pride. They will present their final report later during this meeting.

This year, we have also focused on strengthening our organisation and preparing for the future together with our Board members. We organised 4 engaging meetings with the Executive Committee, among others in Abu Dhabi and Malmö, to discuss the future of the IMGA, and we met together with all Board members 3 times during the year to discuss new ideas for the organisation and drive further growth.

Our annual Governance review has once again demonstrated ongoing improvements in management and democracy within the IMGA. Much of this was due to the new constitution, to which minor amendments will be voted on today.

Together with the Board and our stakeholders, I have initiated a strategic framework that provides clear direction for sustainability, digital growth, and global engagement. We will present this today and look forward to your feedback as we take the next steps in 2026.

We are also deepening our cooperation with the UAE Government, working together on a long-term legacy plan for the Abu Dhabi 2026 Games. This partnership aims to expand and strengthen the Masters movement both within the Emirates and internationally.

This and other initiatives form a vital part of our development strategy to promote lifelong sport and health globally, but it should be emphasised that while these collaborations will strengthen the IMGGA, our base remains in Lausanne.

This year, IMGGA held several meetings with UN Tourism after becoming affiliated members. These discussions have been engaging, especially around active tourism, sustainability, and healthy ageing. In collaboration with UN Tourism, we are working to strengthen the connection between sport, travel, and community well-being, creating new opportunities for Masters athletes and host cities worldwide.

We've also made significant progress in how we communicate and showcase the Masters movement. A new website is now live, and our tagline "Sport for Life. Life without Limits." continues to inspire athletes worldwide. With our media partners, we've enhanced our content strategy, broadened our online reach, and highlighted the unique stories and contributions of our athletes and host cities.

Integrity and fair play are core to IMGGA, working with the International Testing Agency and host cities to uphold clean sport and high fairness standards while all our events are measured against the UNSDG to ensure sustainability.

Beginning of this month we did our last operational visit to the Organising Committee of Abu Dhabi. Preparations for the Open Masters Games 2026 are reaching new heights, and in less than three months, the first IMGA event in the Middle East will open to what promises to be a spectacular event.

During our coordination visit to Kansai in September, we noted that preparations are now fully back to normal for the 2027 games following the postponements caused by Covid. Shortly after we visited Lake Como and the Open masters Games 2027 is shaping up as a compact and sustainable event in one of Europe's most stunning regions. The first progress visit to Lahti is scheduled end of this month as they are preparing to host the next Winter World Masters Games in 2028.

Further ahead, Perth 2029 is gaining momentum, building on the strength of the growing masters movement. As we look ahead, I am confident that the IMGA is stronger, more united, and more forward-looking than ever before.

To our Board, our organising committees, our staff, and most importantly, to you, our members thank you for your continued trust and partnership.

Sergii Bubka

President, International Masters Games Association



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6. Vote for approval of alterations to the IMGA Constitution



To the Members of the International Masters
Games Association

Lausanne, 21 July 2025

Dear IMGGA Members,

The IMGGA Board held a meeting in Lausanne on 22 June 2025, on the occasion of the IOC President handover. Apart from two members who joined remotely, the full Board was present in person. On the Agenda were considerations related to strategic planning and the IMGGA constitution.

With respect to the latter, you may recall that a new constitution was adopted last November at the 2024 IMGGA General Assembly. Its adoption accomplished the implementation of a remaining recommendation of the 2021 IMGGA Governance Working Group Report. This new constitution provides, among other provisions, for a more streamlined board and the appointment of an electoral commission to oversee elections.

While these changes were formally approved by the Constitution Working Group, the full Board, and the General Assembly by its adoption, two important details appear to have escaped the attention of all involved, which impact this year's Ordinary General Assembly: Article 22.2.3 of the new Constitution can be interpreted to provide for election or re-election of Board members (other than the President and Vice Presidents) every year, with a transitory provision calling for the first election to occur in 2025.

It is only upon recent review that the impact of these specific provisions became apparent, and they were therefore considered by the Board at its June meeting. Their presence in the text is explained by the fact that they had apparently been suggested by outside counsel as an option during drafting, but they nevertheless found their way into the final version.

The Board members unanimously agreed that it had not been their intent to hold elections every year (which is overly burdensome for an association the size of IMGGA), and that all had understood terms of four years (as they are standard in most international sports organisations) would not be affected. Moreover, it was expected that the first Board elections under the new constitution would take place at the end of the existing four-year term, i.e. in 2026 (when two of the current board members will in any event be leaving the Board, having reached the limit of permissible terms).



In addition to these elements concerning the Board constitution, the Board also took the occasion to reconsider one issue linked with the membership of Host Cities. The Constitution now provides that Host City membership is meant to continue for two years from the staging of the concerned Master Games. The idea was to thus benefit from a knowledge transfer from former host cities.

However, as a matter of fact confirmed by recent experience, once the event has been held, Host City representatives who move to other unrelated projects tend to lose motivation and / or, in certain cases, contact with them may even be lost entirely. Taking into account that reality, the Board proposes to remove the two-year continuation of membership and to specify instead that the Host City Membership will terminate at the end of the year during which the concerned event is held.

After careful consideration of these matters, the IMGA Board has thus and in conclusion unanimously decided that it will propose three minor amendments to the IMGA constitution at the outset of the 2025 AGM. These will clarify that (i) the terms of all members of the Board last four years, and (ii) the first Board elections under the constitution's new Board structure will indeed be held in 2026 and not 2025 and (iii) that the Host City membership will terminate at the end of the year during which the concerned event is held.

As this impacts the preparation and Agenda of the coming 2025 Annual General Assembly (because notably no elections need to be held and therefore prepared in advance), the Board felt that it was important that all IMGA members be immediately informed of the corresponding decisions to submit these amendments and also to notably and accordingly not hold elections on the occasion of the 2025 Annual General Assembly (with accordingly no candidature nomination needed).

We thank the members to take note of the above. Should you have any questions about these matters, please do not hesitate to reach out to us.

The IMGA Board thanks you for your continued trust and contributions to the IMGA and the Masters' Sports Movement.

Yours sincerely,

On behalf of the Board,

Sergii Bubka
President

Jens V. Holm
CEO

IMGA Statutes:

Proposed amendments:

1. Art. 09.1 Members

Existing:

Art. 09.1 Members

The IMGA Members are International Federations of sport and host cities.

The International Federations members of the IMGA ("IF Members") are:

- The International Federations members as of the date of the adoption of these amended statutes (List in Appendix B).
- The International Federations admitted as members pursuant to art. 10 below.

The Host Cities members are Host Cities which have been awarded IMGA events **and those which have organised IMGA Events in the preceding 2 years**. The membership exists *ipso jure* from the day of the IMGA Event organisation award and ceases on the 31 December of the Event year.

Amended:

Art. 09.1 Members

The IMGA Members are International Federations of sport and host cities.

The International Federations members of the IMGA ("IF Members") are:

- The International Federations members as of the date of the adoption of these amended statutes (List in Appendix B).
- The International Federations admitted as members pursuant to art. 10 below.

The Host Cities members are Host Cities which have been awarded IMGA events **xxx**. The membership exists *ipso jure* from the day of the IMGA Event organisation award and ceases on the 31 December of the Event year.

2. Art. 22.2.3 Terms of Office

Existing:

Art. 22.2.3 Terms of office

The members of the IMGA Board are elected, respectively re-elected at each Ordinary General Assembly. They are re-eligible and can serve a maximum of 12 years as IMGA Board Member.

The President is elected for four-year terms and may be re-elected. The President can serve a maximum of three terms, notwithstanding any previous period served as a Board Member.

The vice presidents are appointed by the IMGA Board for a four-year term, subject to their re-election as board members during the concerned period.

Amended:

Art. 22.2.3 Terms of office

The members of the IMGA Board are elected for four years terms. They may be re-elected¹ and can serve a maximum of 12 years as IMGA Board Member.

The President is elected for four-year terms and may be re-elected. The President can serve a maximum of three terms, notwithstanding any previous period served as a Board Member.

The vice presidents are appointed by the IMGA Board for four-year terms², subject to their re-election as board members during the concerned period.

3. Final provision on entry into force

Existing:

Entry into force of these amended statutes and first elections hereunder

Subject to the following paragraph, these statutes as amended enter into force on the day following their adoption by the IMGA General Assembly.

As regards the IMGA Board constitution and elections, it is specified that the first elections of a new IMGA Board in accordance with the provisions of this amended statutes will be held on the occasion of the 2025 General Assembly. The IMGA Board members in place upon adoption of the amended statutes will remain in function until a new IMGA Board is thus elected. The term of the mandates of the current members of the IMGA Board is accordingly adjusted and will end after this first elective General Assembly held under these amended statutes.

Amended Statutes adopted by the IMGA General Assembly on 20 November 2024

¹ Wording aligned with §2 (“may be re-elected” instead of “are re-eligible”)

² Wording aligned with §1 & 2 (“terms” instead of “term”)

Amended:

Entry into force of these amended statutes and first elections hereunder

Subject to the following paragraph, these statutes as amended enter into force **immediately upon their adoption³** by the IMGA General Assembly.

As regards the IMGA Board constitution and elections, it is specified that the first elections of a new IMGA Board in accordance with the provisions of **these⁴** amended statutes will be held on the occasion of the 202**6** General Assembly. The IMGA Board members in place upon adoption of the amended statutes will remain in function until a new IMGA Board is thus elected. The term of the mandates of the current members of the IMGA Board is accordingly adjusted and will end after this first elective General Assembly held under these amended statutes.

Statutes with amendments to art. 22.2.3 and to final provision on entry into force adopted by the IMGA General Assembly on 19 November 2025.

³ In this case, the entry into force has to be immediate to formally cover the *non-holding* of elections at the General Meeting 2025

⁴ Typo corrected



INTERNATIONAL
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IMGA Constitution adopted in 2024

CONSTITUTION



INTERNATIONAL
MASTERS GAMES
ASSOCIATION

Organisation
recognised by the



INTERNATIONAL
PARALYMPIC
COMMITTEE

Organisation
recognised by the



International
Olympic
Committee



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Part 1. GENERAL PROVISIONS

Art. 1. Name and Site

The International Masters Games Association, hereinafter known as IMGA, is a non-governmental, not for profit international association established for an indefinite period with legal status as association in accordance with Art. 60ff of the Swiss Civil Code.

Art. 2. Objectives

The objectives of IMGA shall be:

- To strengthen and grow the Masters sports movement globally.
- To promote and encourage individuals, generally known as Masters (actual definition on a sport by sport basis), from all over the world to continue to be active throughout their life;
- To promote friendship and understanding among mature sportspeople, regardless of age, gender, race, sexual orientation, religion or sport status.
- To promote the organisation of Masters events at all levels and to organise and/or sanction international Masters events, notably and without limitation to organise the World Masters Games (Summer and Winter).

Art. 3. Non-discrimination

The IMGA shall allow no political, racial, religious or gender discrimination.

Art. 4. Autonomy of Members

The IMGA shall not interfere with internal matters of its members.

Art. 5. Seat & Governing Law

The IMGA has its legal seat in Lausanne, Switzerland, and all its relations are governed by Swiss law.

Art. 6. Financial Responsibility

The IMGA, with its own resources and assets, is solely and exclusively responsible and liable for any undertakings and financial commitments of the IMGA.

The Members, Associates, as well as IMGA representatives, including without limitation, board members and other officers, employees and IMGA representatives have and assume no liability in respect to any obligation of the IMGA, in particular, but without limitation, of any financial obligations to the IMGA.

Art. 7. Language

The official language of IMGA shall be English.

Other languages may be used in correspondence or debate only if adequate translation is provided.

Art. 8. Interpretation

If this constitution or any byelaws, regulations or guidelines, issued by the IMGA or by a host city organising committee (HCOC), need interpretation, the IMGA Board shall have the sole power to interpret such rules, or to fill any gaps therein.

Part 2. MEMBERSHIP

Art. 9. Members and Associates

Art. 9.1. Members

The IMGA Members are International Federations of sport and host cities.

The International Federations members of the IMGA are:

- The International Federations members as of the date of the adoption of these amended statutes (List in Appendix B).
- The International Federations admitted as members pursuant to art. 10 below.

The Host Cities members are Host Cities which have been awarded IMGA events and those which have organised IMGA Events in the preceding two years. The membership exists ipso jure from the day of the IMGA Event organisation award and ceases on the 31 December of the Event year.

Art. 9.2. Associates

The IMGA may recognise sporting or non-sporting organisations or entities which could not or do not yet meet the qualifications to be admitted as Members ("Associates").

The Associates are notably invited to attend the General Meeting, however with no right to submit proposals or to vote. The IMGA Board may at its discretion determine further appropriate specific rights and benefits of the Associates (which may differ by category of Associates).

Art. 10. Admission to membership

International Federations applying for membership must meet the following criteria:

- Be recognised by the IOC or be a member of AIMS.

- Organise or support the organisation of Masters events or activities on a regular basis.
- Have an established Masters Commission or otherwise have measures in place, directly or indirectly encouraging the development of Masters activities in their own sports.

Application for membership shall be submitted in writing to the IMGA secretariat at least two months before the General Assembly.

The IMGA Board will examine whether the applicant IF meets the membership requirements.

Only applications by an IF applicant meeting the requirements will be submitted to a vote on admission at the General Assembly.

Notwithstanding the above, an IF which applies for membership and which meets the IOC recognition or AIMS membership requirement but which, in the Executive Board's appreciation, does not have a reasonably sufficient level of organisational and/or active involvement in Masters sports may be instead and upon proposal of the Executive Board accepted as Associate. Once thus accepted as Associate, an IF may then be admitted as Member if the Executive Board thereafter considers that the IF in question subsequently sufficiently developed its organisation and activities in connection with Masters Sport.

Art. 11. Rights and Obligations of Members

Art. 11.1. Rights of Members & Associates

Members (whether IFs or Host Cities) have the following rights:

- To attend and vote at IMGA General Assembly
- To submit proposals to be voted on at the General Assembly
- To exercise any other rights of the Members set forth in these Statutes or in other IMGA regulations or rights existing by law

Associates have only the right to attend the General Assembly but without the right to submit proposals or to vote.

IF Members have further priority for the inclusion of their sports in the program of the World Master Games, including over Associate IFs. IF Associates have corresponding priority in regard to sports that are not already governed by a Member or another Associate.

In all instances, priority means that the IMGA Board shall give due consideration to an application of IF Members or IF Associates for inclusion of a sport and/or discipline in the program of the World Masters Games. For the avoidance of doubt, beyond due consideration to be given in good faith to the possibility of the inclusion of a sport, there is no positive entitlement of either Members or Associate in respect of the inclusion of any specific sport or discipline in the program of the World Master Games. The IMGA Board has and retains ultimately full discretion over the actual content thereof.

Art. 11.2. Obligations of Members

Members have the obligation to abide by these statutes and other regulations issued by the IMGA based thereon. They must observe and comply with any decision made in compliance therefrom.

Members shall generally support the IMGA in implementing its objectives and developing them in the context of their own activities.

Members shall promote/encourage participation in IMGA Masters events in the sports under their jurisdiction.

Members shall abstain from supporting international masters sport events concurrently organised and directly competing with the World Masters Games.

Members have no financial obligations towards the IMGA, and no membership contribution applies.

IF Members shall further have the following specific obligations:

- actively promote Master Sports through a dedicated Masters Commission (or otherwise through dedicated resources), directly within their own organisation or indirectly through a different entity covering Masters activities in their sports and with which they are cooperating.
- organise and/or sanction and/or support or encourage the organisation of Masters events in sports within their own scope of jurisdiction.
- provide or approve technical delegates as reasonably needed and requested in connection with IMGA sanctioned or organised Masters events in their respective sports.

Art. 12. Resignation

Members or Associates wishing to withdraw from membership of the IMGA may give notice in writing at any time to the IMGA secretariat.

The resignation shall be effective upon receipt.

Art. 13. Suspension/expulsion

In the event a Member or Associate fails persistently to meet its obligations pursuant to these Statutes and/or other IMGA regulations and, having been put on notice by the Executive Board to do so, fails to remedy such failure within a reasonably set deadline, the concerned may be suspended by the Executive Board (i.e. the concerned Member cannot exercise any of its Member rights) until the Member remedies the breach or, ultimately, upon corresponding application of the Executive Board, is expelled by a decision of the General Assembly. The right to be heard of the Member shall be respected prior to issuance of any decision regarding its potential suspension or expulsion.

Part 3. ADMINISTRATION

Art. 14. Administration

The administration of IMGA consists of:

- The General Assembly

- The IMGGA Board
- The Executive Committee

Art. 15. General Assembly

Art. 15.1. Composition and Chair

The General Assembly shall consist of the Members and Associates (without voting rights) of IMGGA.

The IMGGA Board Members attend the General Assembly (without voting rights). IMGGA Board members may not act as delegates of Members at the General Assembly.

The President of the IMGGA Board shall chair the General Assembly. If the President is not present a Vice President shall chair the meeting. Should the President and Vice President(s) be absent the IMGGA Board shall decide who shall chair the meeting.

Art. 15.2. Delegates and Observers

Members and Associates may attend the General Assembly with a maximum of two delegates each.

IF Members or IF Associates delegation should include at least one representative actively involved in Masters sport activities.

Host cities shall be represented by senior member(s) of the organizing committee, normally its chair.

Members may not be represented by third parties (no vote by proxy).

The IMGGA Board may at its discretion authorize further representatives of Members and/or of Associates and/or, generally third parties to attend a General Assembly or parts thereof as observers.

Art. 15.3. Ordinary General Assembly

Delegates shall meet annually in an Ordinary General Assembly.

A General Assembly (ordinary or extraordinary) may be held in person (physical), online (virtual) or in a hybrid (physical and virtual) format.

Art. 15.4. Extraordinary General Assembly

Delegates shall meet in an Extraordinary General Assembly if such is called by the IMGGA Board, or when such is requested by at least one fifth of the Members.

The request shall be in writing executed on behalf of all requesting Members, it shall specify the items to be subject to vote and briefly explain the reasons therefor.

The items to be voted on at an Extraordinary General Assembly are only the ones specified by the IMGGA Board when calling the meeting or the items set forth in a request supported by the required number of Members. No other item may be addressed during an Extraordinary General Assembly.

Art. 15.5. Convening Notice and Agenda

The IMGGA Board shall send out a convening notice at least 12 weeks before the date of the Ordinary General Assembly.

The convening notice for an Ordinary General Assembly shall include an invitation to Members to submit in writing any specific proposals for inclusion in the agenda, as well as names of candidates for positions in the IMGGA Board, if applicable. Proposals and names of candidates must be received by the Secretariat of IMGGA not later than one month before the date of the General Assembly.

The IMGGA Board shall send out the agenda for the General Assembly not later than two weeks before the date of the Assembly. Where possible, reports and any observations on the agenda items shall be sent out with the agenda.

Art. 15.6. Agenda of the Ordinary General Assembly

The agenda for an Ordinary General Assembly shall include

- Opening of the Assembly
- Identification of the delegates and confirmation of their powers

- Appointment of scrutineers (if needed)
- Approval of the minutes of the last General Assembly
- President's and Board's report
- Accounts, financial report and auditor's report
- Approval of the accounts for the last fiscal year
- Appointment of the auditor for the following fiscal year
- Report on applications for membership or proposal to admit Associates and corresponding votes
- Proposals from the IMGA Board and proposals from Members
- Where appropriate, updates from host cities
- Where appropriate, alterations to the Constitution
- Where appropriate, elections
- Any other business including, if possible, announcement of place and date of next General Assembly.

The above applies mutatis mutandis to the agenda of an Extraordinary General Assembly with the notably essential difference that the items to be voted on are only the ones submitted by the IMGA Board or by the Members endorsed by at least one fifth of the Members.

Art. 15.7. Proposals from Members

A Member may submit in writing to the IMGA Board proposals to be included in the agenda of the Ordinary General Assembly or to be addressed under an existing agenda item. A brief reasoning must be submitted in support of each proposal.

Members proposals must be received at the IMGA headquarters at least one month before the date of the General Assembly. Proposals received later will be included in the agenda of the following Ordinary General Assembly (provided they are confirmed at the latest one month before the date of that later Ordinary General Assembly).

Art. 15.8. Proposals from the IMGA Board

The IMGA Board may include any proposal that it considers appropriate in the agenda, which is sent out not later than two weeks before the General Assembly.

The IMGA Board may submit a proposal to the General Assembly at any time provided it relates to an item already on the agenda.

Art. 16. Alterations to the Constitution and elections

The Constitution may only be altered by the General Assembly.

Elections to the IMGA Board shall be carried out by the General Assembly whenever seats on the Board become available, whether through expiry of a term or by virtue of a casual vacancy.

Art. 17. Accounting year and auditing of Accounts

The accounting year shall run from 1 January to 31 December.

IMGA's accounts shall be prepared in accordance with prevailing accounting standard.

The accounts shall be audited each year by a qualified professional auditor appointed by the General Assembly.

The audited accounts are published on the IMGA website.

Art. 18. Quorum

Subject to Article 26, the decisions of the General Assembly shall be valid irrespective of the number of Members attending.

Art. 19. Voting

Irrespective of the number of delegates representing it when voting, each Member has one vote only.

Art. 20. Majorities

Subject to paragraph 3 of this Article and to Article 26§2, decisions of the General Assembly shall be taken on the basis of a simple majority of the votes cast.

Abstentions, blank, spoiled and invalid votes are not counted to establish the applicable majority.

Alterations to the Constitution shall be effective only if they obtain two thirds of the votes cast. Abstentions, blank, spoiled and invalid votes do not count as votes cast.

Voting for elections are set forth in art. 22.2.5 below (Conduct of elections).

Art. 21. Date of taking effect

Elections and decisions of the General Assembly shall take effect immediately after the General Assembly at which they occur, unless specified otherwise in the content of the decision or as specifically decided by the General Assembly.

Art. 22. IMGA Board

Art. 22.1. Powers and constitution

The IMGA Board is the Executive Body of the IMGA. It has the power to issue any decision on behalf of IMGA not specifically reserved to the General Assembly or another body by these Statutes.

The IMGA Board is constituted as follows:

- A President elected by the General Assembly.
- A maximum of three members elected by the General Assembly from candidates proposed by the IF Members and which shall be representatives of the IF Members (president, other members of the board of the IF Member or chair of the IF Masters Commission at the IF Members' discretion).
- A maximum of three members elected by the General Assembly from independent candidates

proposed by the Board because of their specific expertise or competence serving the proper management and development of the IMGA, including at least one having the financial expertise adequate to serve as treasurer.

- A representative of the designated Host City of the Summer World Master Games (sitting as ex officio Member from the designation of the Host City until the end the year during which the World Master Games take place or the designation of the Host City of the next Summer World Master Games if occurring before the end of that year).

The board appoints one or two vice presidents from among the elected Board Members. The Board decides the number of Vice Presidents and appoints them. If the Board appoints two Vice Presidents, then the two Vice Presidents must be of a different gender.

At least two of the elected members of the Board (including the President) shall be of a different gender than the members forming a gender majority. At least one such member shall be found amongst the President, or one of the IMGA Board Members elected from candidates proposed by the Members. To the extent needed, the other representative of a different gender must be elected from the independent candidates proposed by the IMGA Board which shall accordingly always include at least one candidate of a different gender.

The above expresses a minimum requirement. Achieving a gender balance improved beyond that minimum requirement and tending towards parity is and shall remain an objective.

Art. 22.2. Election to the IMGA Board

Art. 22.2.1. Electoral Commission

The IMGA Board shall designate three persons of experience and good reputation and who have no personal involvement in the election to constitute an Electoral Commission

The chair of the commission may be granted to a Board Member, provided the concerned Board Member is not seeking re-election. The two other members must have no function within the IMGA and its bodies.

Once constituted, the Electoral Commission shall be in charge of managing the electoral process before and until the General Assembly, including the conduct of the review of candidature and the control and implementation of the eligibility check, as well as the conduct of the election process during the General Assembly and until its completion.

Art. 22.2.2. Eligible Candidates

Candidates for any position on the IMGA Board shall all meet and continue to meet the following requirements to be eligible as members of the Board:

- To have and continue to have after the election a clean ethical record, i.e. not to have been sanctioned for an anti-doping rule nor for any violation of ethical or disciplinary regulations of a recognized sports body or of state criminal law carrying a negative moral weight affecting the social credibility of the intended candidates. In the event a candidate is subject to an ongoing investigation, which could result in a sanction of this nature, the electoral commission decides whether the candidature can be maintained for the election without negative repercussions for the IMGA. There is no personal right to be a candidate, and a decision not to accept a candidate is not subject to any challenge. If a Member proposes the candidate, the Member will be invited to propose an alternative candidate. The candidature deadline does not apply in this case.
- To have a good command of English, orally and in writing.
- To have and continue to have no conflict of interests towards the IMGA, respectively to declare any circumstances which could reasonably lead to a potential conflict of interests. In the latter situation, the IMGA Board will, in its discretion, evaluate the circumstances and decide whether the candidature can be maintained for the election.

Candidates for the presidency shall, in addition, have been Board Members for at least 4 years prior to the election.

Candidates to be proposed from Members representatives shall occupy the required functions

within the Members organization at the time of the election or re-election.

Candidates to be proposed by the IMGA Board as independent members shall have expertise and/or competences related to IMGA activities and their development. Such expertise and/or competences shall be explained and documented as appropriate.

A declaration in which the candidate formally confirms to meet the requirements applicable in connection with the function to which he/she seeks to be elected shall be filled by each candidate. The candidate shall provide appropriate supporting documents and records, where appropriate. The Electoral Commission may request specific records and more detailed explanations from the candidates. This applies to all candidates including candidates submitted by the IMGA Board.

The Electoral Commission shall review the declarations and check that the candidates to election and re-election meet the eligibility requirements (including terms of office see below Art.31.2).

A candidate who provided incorrect, incomplete or misleading information (in respect of relevant elements) will be excluded by the Electoral Commission from the election if such has not taken place yet. The proposing Member or the IMGA Board may propose an alternative candidate meeting the requirements provided such can be checked in advance of the elections.

In the event that the issue arises after the election, the elected concerned person may be removed from the board by a decision of the IMGA Board. The same consequence may apply if an elected Board Member does not continue to meet the eligibility requirements set forth above.

The right to be heard of the concerned candidate, respectively concerned elected person shall be respected prior to issuing a decision not to include the candidate in the election, respectively to remove an elected person.

Art. 22.2.3. Terms of office

The members of the IMGA Board are elected, respectively re-elected at each Ordinary General Assembly. They are re-eligible and can serve a maximum of 12 years as IMGA Board Member.

The President is elected for four-year terms and may be re-elected. The President can serve a maximum of three terms, notwithstanding any previous period served as a Board Member.

The vice presidents are appointed by the IMGA Board for a four-year term, subject to their re-election as board members during the concerned period.

Art. 22.2.4. Candidature applications and announcement

Members shall announce candidates to election or re-election meeting the respective eligibility criteria for the positions of President or Treasurer and/or of one of the Members 'representatives on the IMGA Board through a written application to the IMGA eight weeks before the election. The Electoral Commission may accept a later announcement if such is justified by specific circumstances and notably if a candidate initially announced becomes unavailable or must be replaced because they do not meet the eligibility requirements.

A Member can only present one candidate. A candidate for President or for Treasurer who is not elected to these specific functions may still take part in the election of the IMGA Board Members representatives of the Members.

The applications concerning candidates to election or re-election submitted by the IMGA Board shall be provided to the Electoral Commission six weeks before the election.

The list of the candidates (including the ones submitted by the IMGA Board) shall be published at least two weeks in advance of the General Assembly at which the election takes place.

Art. 22.2.5. Conduct of the elections

The following elections shall take place at the Ordinary General Assembly:

- If applicable at the concerned Assembly, the election of the President takes place first;
- A maximum of three IMGA Board Members are then elected from the candidates proposed by the IF Members;
- Finally, a maximum of three IMGA Board Members are then elected from the candidates proposed by the IMGA Board.

The elections are held as follows:

- Elections are conducted by secret ballots. However, if only one eligible candidate is available for each position(s) to be filled, the candidate(s) may be elected by acclamation unless a secret ballot is specifically requested.
- In respect to any vote, each voter has as many votes as there are positions to be filled in the concerned election. If voting slips are used, voting slips with more votes than positions to be filled in any given vote are deemed invalid.
- In an election for a single position, a candidate is elected if and when he or she obtains a simple majority of the votes cast. Abstentions do not count to establish the majority. If no candidate obtains a majority in the first round, successive round(s) are held, with the candidate obtaining the least votes dropping out of the vote. This is repeated until one candidate obtains a majority. In case of a tie between the two last candidates, the vote is repeated once, and if the tie cannot be broken, the elected candidate is then determined by the toss of a coin.
- When the vote is on multiple positions, the elected candidates are the candidates in the needed number of positions obtaining the most votes. In case of a tie between two candidates competing for the last available position, a candidate seeking reelection takes precedence over a candidate seeking a first election. If this criterion does not break the tie, then the choice is made by the toss of a coin. The requirement concerning gender representation is further reserved (see below).
- The requirements regarding gender representation are implemented as follows:
 - In the election of the IMGA Board Members from candidates proposed by IF Members, there shall be at least one candidate of a different gender elected. To achieve this

result, a candidate representative of the different gender will, if needed, be elected instead of a better placed candidate of the other gender. If no candidate of a different gender is available, the second position shall remain open until the next election.

- In the election of the IMGA Board Members from the candidates proposed by the IMGA, there shall be in any event at least one candidate of a different gender. Unless the minimum requirement regarding gender representation is already met in connection with the positions of the President and of IMGA Board Members elected from candidates proposed by Members, at least one of the members elected from the candidates proposed by the IMGA Board shall be of a different gender. The electoral process shall be conducted accordingly, i.e. candidates of the gender in majority cannot be elected if this prevents the election of the minimum required number of members of the other gender.

Art. 22.2.6. Vacancies

If a vacancy arises in the IMGA Board for any reason (incapacity, removal etc.), the following applies:

- In case of a vacancy in the position of President, a Vice President shall ensure the interim until the next Ordinary General Assembly. If there are two Vice Presidents, the IMGA Board decides which one is appointed as interim President.
- The IMGA Board may fill vacancies in the position(s) of Vice-President(s) at any time. There must always be at least one Vice-President in function.
- Any other vacancy is not filled until the next Ordinary General Assembly.

Art. 22.3. Functions of the IMGA Board

The specific function of the President is:

- To represent the IMGA and lead the IMGA Board and Executive
- The specific functions of the Vice Presidents are:

- To perform the President's duties if s/he is unavailable
- To act as a member of the Executive Committee.
- The functions of the IMGA Board shall be:
 - to take such steps as may be necessary to achieve the objects laid down in Article 2 of the Constitution,
 - to ensure the execution of decisions taken by the General Assembly,
 - to appoint city(ies) in charge of the organisation of the next IMGA Masters Games,
 - to monitor the progress of the preparations for future IMGA Masters Games and take the necessary steps to ensure the maintenance of proper standards in the organisation of IMGA Masters Games,
 - to approve the proposed sports program of the IMGA Masters Games,
 - to ensure that drug testing is carried out in accordance with the rules and regulations in the World Anti-Doping Code (WADC),
 - to ensure compliance with the overall guidelines related to the organisation of IMGA Masters Games,
 - to seek organisers for future IMGA Masters Games and to negotiate with them,
 - to grant IMGA patronage, upon such terms and conditions as it may consider appropriate, to Masters sport events,
 - to approve the budget
 - to prepare and approve the accounts to be submitted to the General Assembly
 - to recommend a professional auditor to the General Assembly for appointment,
 - to appoint and delegate specific responsibilities to the CEO of IMGA,
 - to appoint Honorary positions within the IMGA,
 - to introduce and amend byelaws, regulations and guidelines in relation to all matters within the jurisdiction of the IMGA,
 - to carry out any other duty attributed to the IMGA Board in this Constitution and by default, any duty of the IMGA not specifically attributed to the General Assembly

Art. 22.4. IMGA Board meetings and decisions

The IMGA Board may hold its meetings either virtually (including hybrid) or in person. The IMGA may also make decisions by circulation

using suitable electronic means as decided by the Executive Committee.

The IMGA Board should meet in person at least once a year, preferably on the occasion of the staging of the World Masters Games or another IMGA event.

The President acts as chair.

Decisions of the IMGA Board shall be taken by majority of votes cast. Abstentions do not count for the majority. In the event of a tie, the President shall have a casting vote. For the avoidance of doubt, a Vice-President replacing the President because of an occasional absence does not have the casting vote but would have it as interim President in case of definitive vacancy.

The CEO attends the meetings of the IMGA Board. The holding of in camera meetings of the IMGA Board is reserved.

Art. 23. Executive Committee - Board Charter

The President, the Vice-President(s) and the Treasurer if not already member as Vice-President constitute the Executive Committee. The President acts as chair.

The Executive Committee shall generally exercise the supervisory functions of the IMGA Board in-between meetings of the IMGA Board. It shall prepare the IMGA Board meetings and support the CEO in the management of the affairs of the IMGA.

The Executive Committee may hold its meetings in any manner decided by the chair. Decisions of the Executive Committee shall be taken by majority of votes cast. Abstentions do not count for the majority. In the event of a tie, the President shall have a casting vote

The CEO attends the meetings of the Executive Committee.

The functions of the Executive Committee may be specified in a Board Charter which the IMGA Board

may issue and update from time to time to specify notably delegations to the Executive Committee or the CEO.

Art. 24. CEO

The CEO is a paid employee and is appointed by the IMGA Board.

The CEO is responsible for the day-to-day administration. The CEO reports through the President firstly to the IMGA Executive Committee and seeks their advice and opinion as necessary. The CEO reports ultimately to the IMGA Board

The CEO has the following responsibilities:

- Making recommendations to the Executive Committee and the Board on the activities of the IMGA,
- Implementing policy and instructions decided by the President and the Board,
- Reporting regularly through the President to the Executive Committee and the Board,
- Preparing budgets and accounts of the IMGA,
- Preparing the General Assembly and the meetings of the Board,
- Ensuring that minutes of these meetings be duly taken and issued,
- Fulfilling any other duties specifically delegated by the Executive Committee or the Board.

Art. 25. Representation

The IMGA is validly represented and bound towards third parties by the collective signature of its President or of a Vice President in conjunction with the signature of the CEO or of another member of the IMGA Executive Committee.

These signatories may issue delegations of powers in respect of specific matters. Further specifications regarding delegation of powers and signature rights shall be addressed in the Board Charter.

Part 4. DISSOLUTION

Art. 26. Dissolution

The quorum for a decision on dissolution is two thirds of those Members who are entitled to vote (suspended Members do not count).

A decision on dissolution of the IMGA is only deemed approved if supported by four fifths of the votes cast by Members attending an Extraordinary General Assembly called specifically to decide on dissolution and, if accepted, the implementation modalities. Abstentions and invalid votes do not count. Decisions on modalities are subject to simple majority.

Art. 27. Assets

If the motion for dissolution is carried a net liquidation result shall be donated to the IOC to be used for the promotion of the Masters athletes' movement.

For the avoidance of doubt, Members have under no circumstances, including dissolution, any entitlement to receive any part of the IMGA assets.

Part 5. DISPUTE RESOLUTION

Art. 28. Amicable settlement

IMGA and Members shall endeavour to resolve any dispute which may arise between the IMGA and its Members, or between Members in respect to an issue arising from or in connection with the validity or implementation of this Constitution and / or regulations issued by the IMGA based thereon, including without limitation any regulation issued in connection with the MASTERS GAMES in priority by amicable settlement.

Art. 29. Arbitration

A dispute which cannot be solved by amicable settlement, including through a mediation process if the concerned parties decide to conduct such a process, shall be exclusively and finally settled by arbitration in accordance with the Code of Sports-related arbitration of the Court of Arbitration for Sport in Lausanne (CAS). The arbitral court shall consist in a sole arbitrator. Failing an immediate agreement of the parties in respect of the appointment, the sole arbitrator shall be appointed by the CAS.

Entry into force of these amended statutes and first elections hereunder

Subject to the following paragraph, these statutes as amended enter into force on the day following their adoption by the IMGA General Assembly.

As regards the IMGA Board constitution and elections, it is specified that the first elections of a new IMGA Board in accordance with the provisions of this amended statutes will be held on the occasion of the 2025 General Assembly. The IMGA Board members in place upon adoption of the amended statutes will remain in function until a new IMGA Board is thus elected. The term of the mandates of the current members of the IMGA Board is accordingly adjusted and will end after this first elective General Assembly held under these amended statutes.

Amended Statutes adopted by the IMGA General Assembly on 20 November 2024

The IMGA President

Appendix (A)

General Rules governing IMGA Masters Games

(as of 20 November 2024 – subject to amendments)

A. Organisation

As a general rule, IMGA Masters Games (Summer or Winter) take place every four years in one city and its surroundings. They can also be organised by more than one city, situated in one or more countries, provided these cities are in close proximity to each other. IMGA Open Masters Series events may be organised at any time as approved by the IMGA Board.

Pursuant to Olympic Agenda 2020 Recommendation 6.2, the IMGA and the IOC shall study the possibility for the Olympic Games host cities to benefit from an option to organise the Masters Games in the years following the Olympic Games.

B. Choice of Host City

The host city(ies) for the next IMGA Masters Games shall be chosen by the IMGA Board preferably five years or more before the said IMGA Masters Games.

C. Sports

The sports program of IMGA Masters Games shall be in accordance with the IMGA guidelines for each event.

All sports are held subject to facilities being available.

All sports must be held in accordance with the rules and authority of the relevant International Federation.

Each International Federation governing a sport on the program of the games, shall designate a technical delegate, who shall be responsible for overseeing the competition within the limits set by the IMGA Board.

The HCOC has the option of selecting additional sports to complement the program. Those sports should be selected on the basis of the facilities available and the strength of those sports at masters' level in that country and internationally.

The optional sports must have the final approval by the IMGA Board.

D. Participation

It is the goal of the IMGA Masters Games to promote participation and to be inclusive of all who want to compete. Because of the level of interest however, it may become necessary to limit participation by some measure. Such limitation shall be subject to the approval of the IMGA Board. In principle, the participation from the host nation should not exceed 60% of the total numbers.

E. Principle

At IMGA Masters Games, participation and friendship among participants are much more important than athletic performances, and this principle should be emphasised as much as possible.

F. Sanction fee

Upon being awarded an IMGA Masters Games, the HCOC shall pay to the IMGA a sum to be determined by the IMGA Board in order to confirm its right to organise those IMGA Masters Games.

G. Intellectual rights

All rights on the names (WMG, WWMG, PAMG, APMG, EMG, IMGA, OMS), the emblem, the motto, etc., belong to the IMGA, but the HCOC shall have the right to use them according to conditions laid down by host city contract and guidelines.

H. Advertising and sponsorship

The opportunities to display advertising and to conclude sponsorship contracts may be restricted by the IMGA Board, both for the organising committee and for the participants. Major or naming rights sponsorship secured by the HCOC for a World Masters Games shall not be included in the title of the event unless approved by the IMGA Board.

I. No representation

The participants participate as individuals. They do not represent any country, region or city. There are no national anthems and no national flags (for example at victory ceremonies). Hence all IMGA events are open events and not limited to participation from the geographical region they are being held in.

J. Clothing

All participants compete in the clothes that are common for their particular sport.

K. Multiclub teams

Participants from different clubs and countries may unite to form multiclubs or multinational teams. More than one team from each country may compete in the same sport category.

L. Costs

Participants shall pay for their own transport and accommodation to compete in any IMGA Masters Games.

M. Fees

All participants shall pay a stipulated games registration fee. The amount of these fees shall be set by the HCOC and be subject to the approval of the IMGA Board.

N. Medals and certificates

Winners, second and third places of each competition shall receive the Master's medals in gold, silver and bronze. All participants shall receive a certificate of participation.

O. Conditions of participation

All participants shall meet the age qualification and abide by the competition rules laid down by their respective international sports federations, or, where appropriate, by the national sports federation of the host country, as well as by the IMGA and the IMGA Board.

P. Related activities

The HCOC shall organise for the participants, apart from the sports competitions, different activities such as cultural and social events, sightseeing and tourism.

Appendix (B)

A. Member Federations (List as of 20 November 2024 subject to change)

- Badminton World Federation (BWF),
- Fédération Internationale de Volleyball (FIVB),
- International Biathlon Union (IBU),
- International Basketball Federation (FIBA),
- International Canoeing Federation (ICF),
- International Cycling Union (UCI),
- International Football Federation (FIFA),
- International Golf Federation (IGF),
- International Hockey Federation (FIH),
- International Ice Hockey Federation (IIHF),
- International Orienteering Federation (IOF),
- International Rowing Federation (FISA),
- International Skating Union (ISU),
- International Ski Federation (FIS),
- International Shooting Sport Federation (ISSF),
- International Table Tennis Federation (ITTF),
- International Tennis Federation (ITF),
- International Weightlifting Federation (IWF),
- World Archery (WA),
- World Athletics (WA),
- World Baseball & Softball Confederation (WBSC),
- World Curling Federation (WCF),
- World Squash Federation (WSF)
- World Triathlon (WT)
- World Taekwondo (WT),
- International Floorball Federation (IFF),
- International Life Saving Federation (ILS),
- International Ski Mountaineering Federation (ISMF),
- World Dance Sport Federation (WDSF),
- World Flying Disc Federation (WFDF)
- International Powerlifting Association (IPF),

Recognised Organisations

- Confederation of Australian Sport

B. Host City Members

- World Masters Games Taipei 2025
- Open Master Games Abu Dhabi 2026
- World Masters Games Kansai 2027
- Open Masters Games Como 2027
- Winter World Masters Games Lahti 2028
- World Masters Gamea Perth 2029



INTERNATIONAL
MASTERS GAMES
ASSOCIATION

7. Accounts 2024



IMGA Executive Summary - FY 2024

Executive Summary for the General Assembly - Financial Year 2024

Dear Members,

2024 was a year of preparation and strengthening for the IMGA. After a very strong year in 2023, when we received multiple event-related payments (including instalment on signature from 2029 WMG, Perth), 2024 was a planned transition year in the Games cycle. During this period, we focused on supporting upcoming host cities, building our organisation, and preparing for the next World Masters Games and Open Masters Games. Above all, governance was our priority, including a rewrite of the constitution, Member and host city surveys, closer collaboration with ITA, improvement of event guidelines and the introduction of a new reporting framework anchored in the UN SDGs, establishing a recording form to the benefit of future hosts, the IMGA and our partners.

What happened in 2024?

- Income was lower than in 2023, down from CHF 2.7M to CHF 1.7, which is normal between major Games milestones.
- Fewer participants than expected at the Pan-American Masters Games caused a significantly lower revenue share, resulting in USD 0.6 M less than anticipated.
- We continued to invest in our team and operations to ensure stability and readiness for the upcoming Games.
- Travel costs increased as we carried out more site visits, planning sessions, and coordination meetings with host cities.
- Consulting and marketing costs were significantly lower than in 2023, following the completion of major promotional and development projects.
- Pension contributions for 2023 were paid in 2024, creating a timing difference under cash accounting.

Financial result

- We recorded a modest accounting loss in 2024 of CHF 122K, driven mainly by timing effects and specific one-off items. Significantly, this did not weaken our financial position or reduce our long-term stability.
- Through careful planning, strong cost control, and favourable exchange-rate movements, we maintained a solid liquidity position with CHF 3.5M in current assets.

Overall position

- The IMGA ends 2024:
- financially strong
- with healthy cash reserves
- with strengthened internal systems and stability
- and well-positioned for future Games delivery
- Stronger Governance



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Closing message

2024 was not about generating peak revenue, it was about thoughtful preparation. We strengthened the organisation, supported our host cities, and built the foundation for successful upcoming events. Thanks to responsible financial management, IMGGA remains in a healthy and secure position heading into the next phase of the event cycle.

Sincerely,

Petra Sörling

Executive Board Member,
Treasurer

Jens V Holm

CEO



**International Masters Games Association,
Lausanne**

Review Report to the Management

Financial Statements 2024



KPMG SA
Avenue du Théâtre 1
PO Box 945
CH-1001 Lausanne

+41 58 249 45 55
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 2024.

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, 30 September 2025

Enclosure:

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

International Masters Games Association, Lausanne

Balance Sheet

ASSETS	Notes	CHF 2024	CHF 2023
Current assets			
Cash and cash equivalents		3 460 850.65	3 537 895.35
Other short term receivables from employees		26 770.38	0.00
Prepaid expenses and accrued income		7 906.51	26 694.56
Total Current assets		3 495 527.54	3 564 589.91
Fixed assets			
IT material		9 836.90	9 836.90
Depreciation on IT material		-4 609.60	-3 041.90
Total Fixed assets		5 227.30	6 795.00
TOTAL ASSETS		3 500 754.84	3 571 384.91
LIABILITIES AND EQUITY			
Current liabilities			
Trade accounts payable to third parties		54 987.82	39 177.13
Other short term liabilities to third parties	2.1	45 347.80	10 660.85
Other short term payables to employees		0.00	7 526.74
Accrued expenses		24 350.00	15 820.60
Total Current liabilities		124 685.62	73 185.32
Equity / Organisation Capital			
Voluntary retained earnings			
- Accumulated profits or losses brought forward		3 498 199.59	2 773 899.63
- Profit (+) / Loss (-) of the year		-122 130.37	724 299.96
Total Equity/Organisation Capital		3 376 069.22	3 498 199.59
TOTAL LIABILITIES AND EQUITY / ORGANISATION CAPITAL		3 500 754.84	3 571 384.91

International Masters Games Association, Lausanne

Income statement

		CHF	CHF
		01.01.2024	01.01.2023
	Notes	31.12.2024	31.12.2023
Revenues from rights' fees	2.2	1 737 369.11	2 715 104.10
Total operating income		1 737 369.11	2 715 104.10
Personnel expenses		-995 613.95	-955 873.70
Travel and Representation expenses		-443 119.86	-262 353.90
Development and consulting expenses		-240 726.21	-459 953.42
Office rent and related expenses		-84 478.77	-110 987.65
Other operating expenses		-29 936.65	0.00
Depreciation and impairment losses on non-current assets		-1 567.70	-2 932.10
Total operating expenses		-1 795 443.14	-1 792 100.77
Operating result		-58 074.03	923 003.33
Financial income / expenses		21 360.37	-198 631.77
Extraordinary, non-recurring or prior period expenses	2.5	-85 416.71	-71.60
Profit (+) / Loss (-) of the year		-122 130.37	724 299.96

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.

To enhance the understanding of the financial statements, the mapping of certain line items has been adjusted to ensure better comparability with the prior period

1.2 Functional 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 accommodations 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.

	2024		2023	
	CHF	EUR	CHF	EUR
2.2 Rights fee				
APMG 2022 South Korea	-	-	125 375.00	125 000.00
EMG 2023 Tampereen	-	-	217 974.18	217 935.00
WWMG 2024 Lombardy	-	-	96 810.00	100 000.00
PAMG 2024 Cleveland	181 756.00	188 700.00	59 094.92	62 708.83
WMG 2025 Taipei	1 007 160.00	1 050 000.00	1 046 010.00	1 050 000.00
OMS 2026 Abu Dhabi	481 990.00	500 000.00	242 650.00	250 000.00
WMG2028 Finland	66 463.00	70 000.00	-	-
OMS 2027 Como Lake	-	-	199 240.00	200 000.00
WMG 2029 Perth	-	-	727 950.00	750 000.00
Total Rights fee and other income	1 737 369.00	1 808 700.00	2 715 104.10	2 755 643.83

Notes

2.3 Contractual income to be received in the next business years based on contracts signed as of 31.12.2024

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.

WMG 2025 Taipei, Taiwan - Right fees as per contract : EUR 6'000'000

Amount already received as at 31.12.2024 : EUR 4'950'000
Balance to be received : USD 1'050'000, accordingly to the following timetable :
2025 : EUR 1'050'000

OMS 2026 Abu Dhabi, UAE - Right fees as per contract : EUR 1'000'000

Amount already received as at 31.12.2024 : EUR 750'000
Balance to be received : EUR 250'000, accordingly to the following timetable :
2026 (February 28) : EUR 250'000

WMG2028 Finland - Right fees as per contract : EUR 350'000

Amount already received as at 31.12.2024 : EUR 70'000
Balance to be received : EUR 280'000, accordingly to the following timetable :
2025 (February 28) : EUR 70'000
2026 (February 28) : EUR 70'000
2027 (February 28) : EUR 70'000
2028 (2 months before opening of the games) : EUR 70'000

OMS 2027 Como Lake & Region, Italy - Right fees as per contract : EUR 800'000

Amount already received as at 31.12.2024 : EUR 200'000
Balance to be received : EUR 600'000, accordingly to the following timetable :
2025 (February 28) : EUR 200'000
2026 (February 28) : EUR 200'000
2027 (February 28) : EUR 200'000

WMG 2029 Perth, Australia - Right fees as per contract : EUR 6'000'000

Amount already received as at 31.12.2024 : EUR 750'000
Balance to be received : EUR 5'250'000, accordingly to the following timetable :
2025 : EUR 1'050'000
2026 : EUR 1'050'000
2027 : EUR 1'050'000
2028 : EUR 1'050'000
2029 : EUR 1'050'000

2.4 Pension scheme liabilities

As of 31 December 2024, the pension scheme liabilities amount to CHF 39'044.05. There were no pension scheme liabilities as of 31 December 2023

2.5 Extraordinary, non-recurring or prior period expenses

Temporary relocation costs in view of the Abu Dhabi 2026 Open Masters Series.

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.



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8. Approval of the accounts for 2024



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9. Appointment of the professional auditor for 2025



Dear Members,

In line with Articles 17 and 22.3 of the IMGA constitution, the IMGA Board would like to recommend KPMG, Switzerland, for appointment as the professional auditor for the accounts of 2025.



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10. 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 adopted 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 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	Adopted in Constitution – November 2024	Continuous review	IMGA Board & Election oversight Committee

	ensure that the process happens as documented and can be approached during elections.			
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	Relevant for IF members to the board.	On-going	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	Adopted in Constitution – November 2024	Continuous review	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	Adopted in Constitution – November 2024	Continuous review	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		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	On-going		IMGA Board/Appointed Financial expert

				as approved by the General Assembly
2.2	Adopt accounting control mechanisms and external financial audit	4-eyes principle has been introduced. Bookkeeping is outsourced and audited by a third party.		IMGA Board/Appointed Financial expert as approved by the General Assembly
2.3	Adopt policies and processes for internal control	4-eyes principle has been introduced. Bookkeeping is outsourced and audited by a third party.		IMGA Board/Appointed Financial expert as approved by the General Assembly

	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.	Executive board meets on a quarterly basis.		IMGA Executive Committee & Board
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.	Quarterly status reports are issued to all board members. The ExCO is working with external partners.		IMGA Executive Committee & Board
3.4	Implement a risk management process to define the organization's risk appetite and systematically identify the IMGA's risk exposure.	On-going		IMGA Executive Committee

	Conflict of Interest & Ethics Committee	Status	Deadline	Who is responsible?
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4.1	Conflict of interest policy identifying actual, potential and perceived conflicts with exclusion of members with an actual conflict from decision-making	Policy adopted and reviewed at every board meeting.		IMGA Board
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	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.	Board Charter adopted		
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.	DropBox established		IMGA Administration
5.4	Decisions made can be challenged through internal appeal mechanisms on the basis of clear rules	Board Charter adopted		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.	Evaluation criteria included in the event impact manual and follows UN SDG.		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.	Achieved	On-going Quarterly reports	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.	Achieved		IMGA Administration
7.6	Ensure a meeting is held to give new board members sufficient depth of organizational context.	Achieved	During strategic retreat on 28 th January 2023	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.	On-going		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.	Achieved	During strategic retreat on 28 th January 2023	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 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.)	Achieved 3h dedicated to all board meetings	Continuous review	IMGA Administration

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 The event impact manual is based on UNSDG	Continuous review	IMGA Administration

	Other	Status	Deadline	Who is responsible?
8.1	The ASOIF assessment exercise should be repeated in 12 months' time.	Assessment repeated in July 2024	On-going process	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.	Achieved		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 recommend which ones are valid and which ones are not valid.	Achieved		IMGA Board, External council & Legal Law firm
8.5	Establish confidential reporting mechanisms for "whistle-blowers" with protection scheme for individuals coming forward	On-going	Included in IMGA Host City Guidelines	IMGA Administration
8.6	Programmes or policies in place regarding safeguarding from harassment and abuse	On-going	Included in IMGA Host City Guidelines	IMGA Administration



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11. IMGAs Strategic Framework



IMGA Strategic Direction

NOVEMBER 2025



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INTRODUCTION



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WHY A NEW DIRECTION?



Masters
Movement
thriving



Interest
globally
heightening



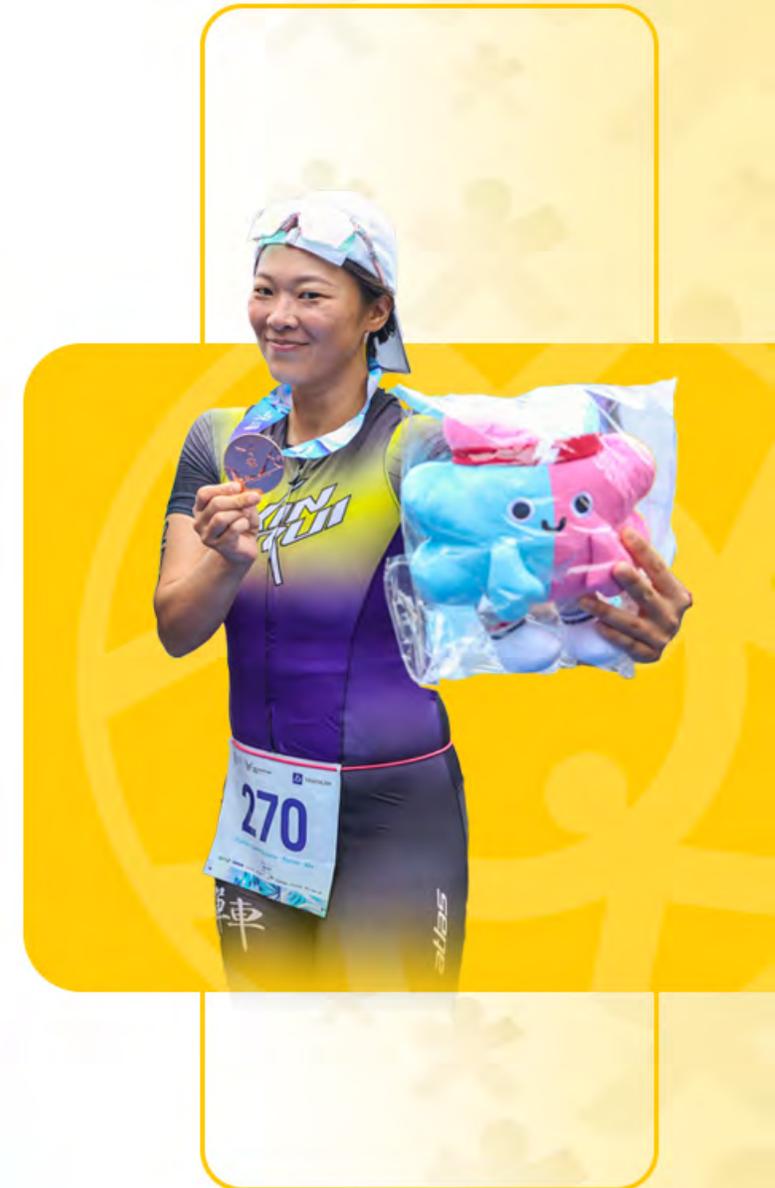
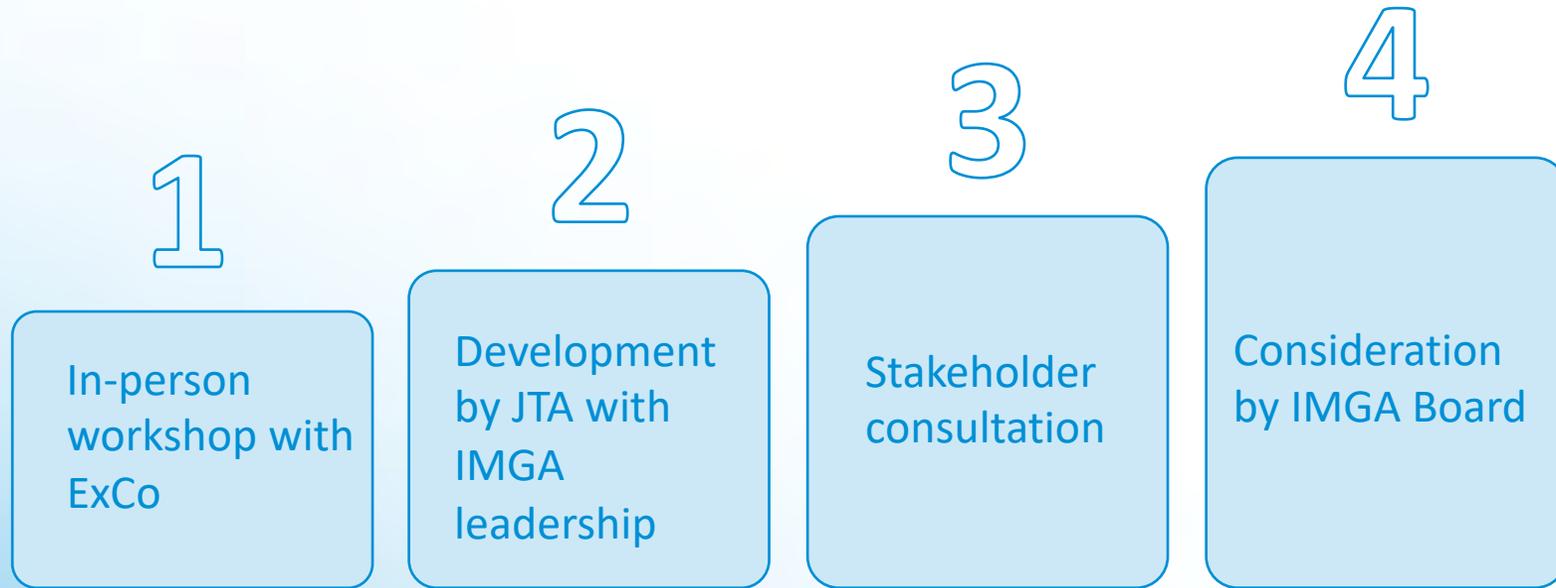
Unique
positioning



Time
to build



METHODOLOGY



STRATEGIC WHEEL





WHERE ARE WE NOW? IMGA



WHERE ARE WE NOW? MASTERS SPORT



WHERE ARE WE NOW? CITIES





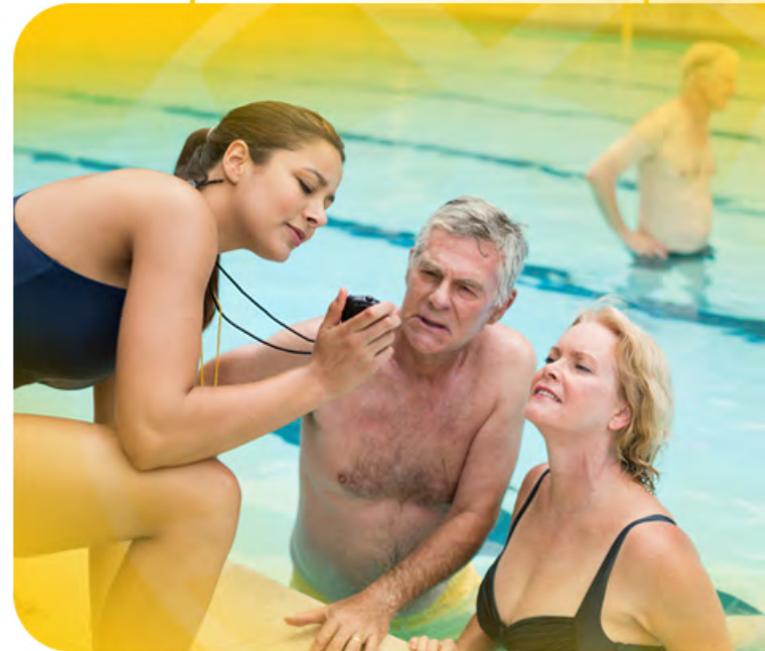
IMGA MOVING FORWARD

IMGA TO ACHIEVE

**TRANSFORMATIONAL
GROWTH**

AND FULFIL ITS POTENTIAL
AS A

**GLOBAL
ORGANISATION**



IMGA MOVING FORWARD

A market beyond event participants

More than an event organiser



A part of all active adults' lives

Includes adults who:

- Play sport
- Are health conscious
- Enjoy travel



THE OPPORTUNITY

Millions of potential participants



Most active adults don't compete in events

They play / train with friends at weekends



Work together to engage huge untapped audience



Will open up huge opportunities



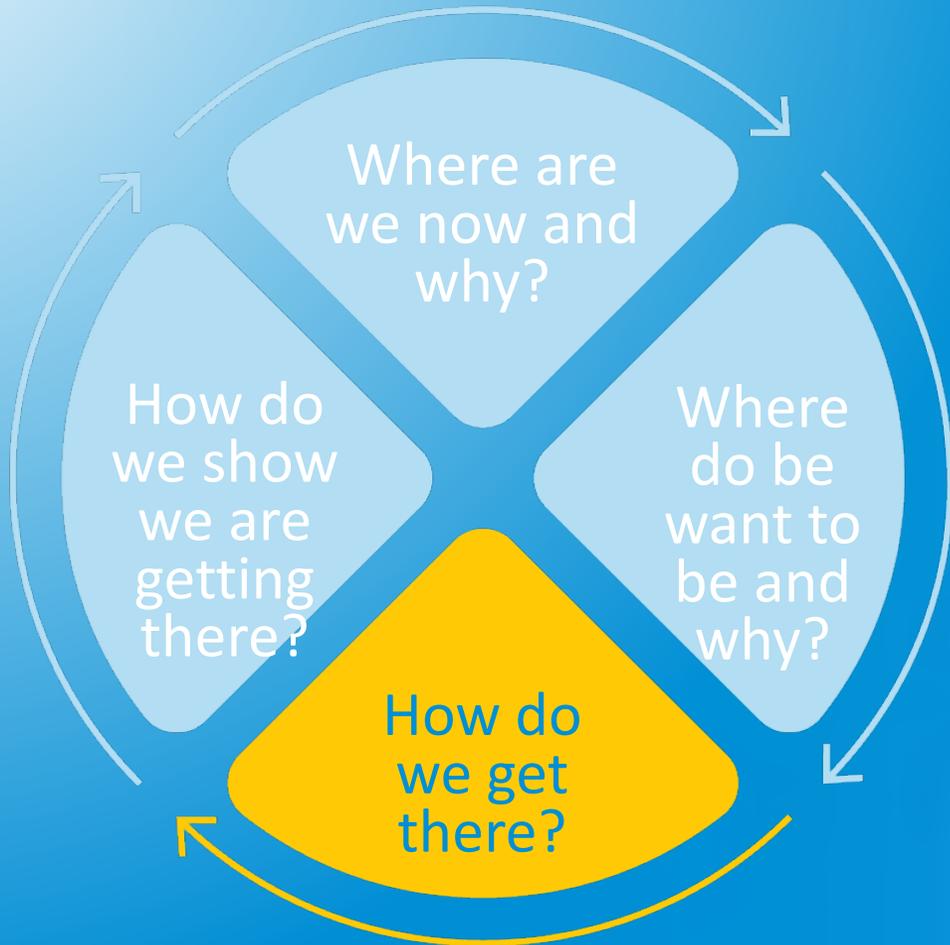
THE OPPORTUNITY

Engage beyond competitions we own

Engage beyond competition weeks

Reach active adults wherever they are





OVERALL STRATEGIC APPROACH



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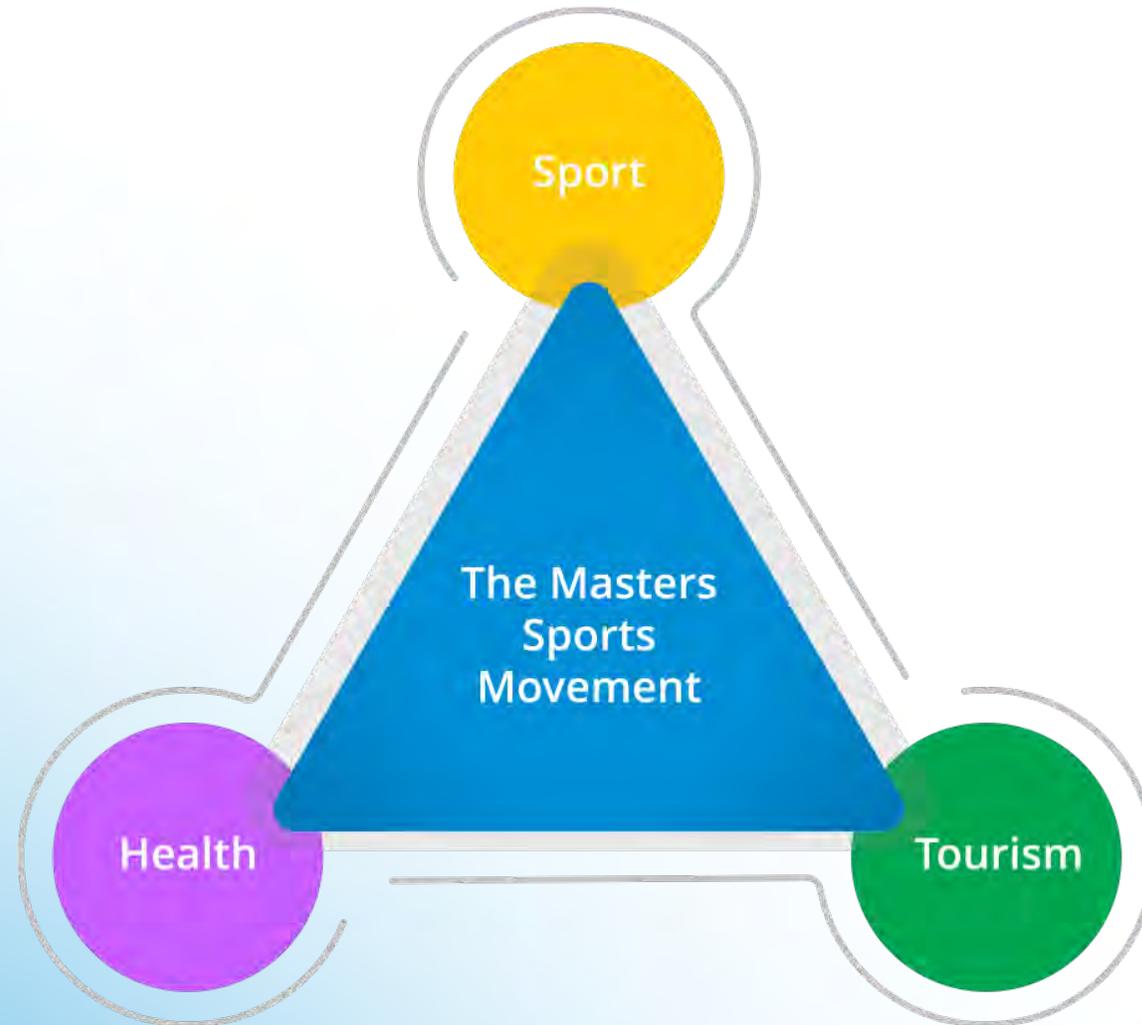
ES JTA



OVERALL STRATEGIC APPROACH

**Build a Sustainable Global
Brand at the Heart of Sport,
Health, and Tourism**

WORLD MASTERS SPORT



AND THE RE-BRAND BEGINS WITH...



INTERNATIONAL
MASTERS GAMES
ASSOCIATION

ISG JTA

THE RE-BRAND

WORLD MASTERS SPORT



INTERNATIONAL
MASTERS GAMES
ASSOCIATION



WORLD MASTERS SPORT BRAND ARCHITECTURE



WORLD MASTERS SPORT
VISION

MASTERS SPORT FOR ALL



WORLD MASTERS SPORT MISSION

**TO BE THE UNIVERSALLY
ACCEPTED AUTHORITY IN
MASTERS SPORT**



WORLD MASTERS SPORT SLOGAN

SPORT WITHOUT LIMITS



WORLD MASTERS SPORT

Global focal point
for active adults



Reposition of
mission, market
and impact

Operate in new
markets



Enable new
revenue streams



AREAS OF IMPLEMENTATION

Comprehensive plans in Framework on:



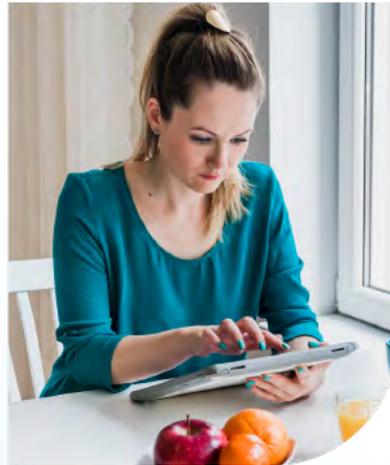
PRODUCT PORTFOLIO EXPANSION EXAMPLES



Social media
Content



Podcast
Programming



Educational
Content



Documentary &
Long-Form video



Content Team
requirements

GOVERNANCE TRANSFORMATION

Changes needed to unlock potential



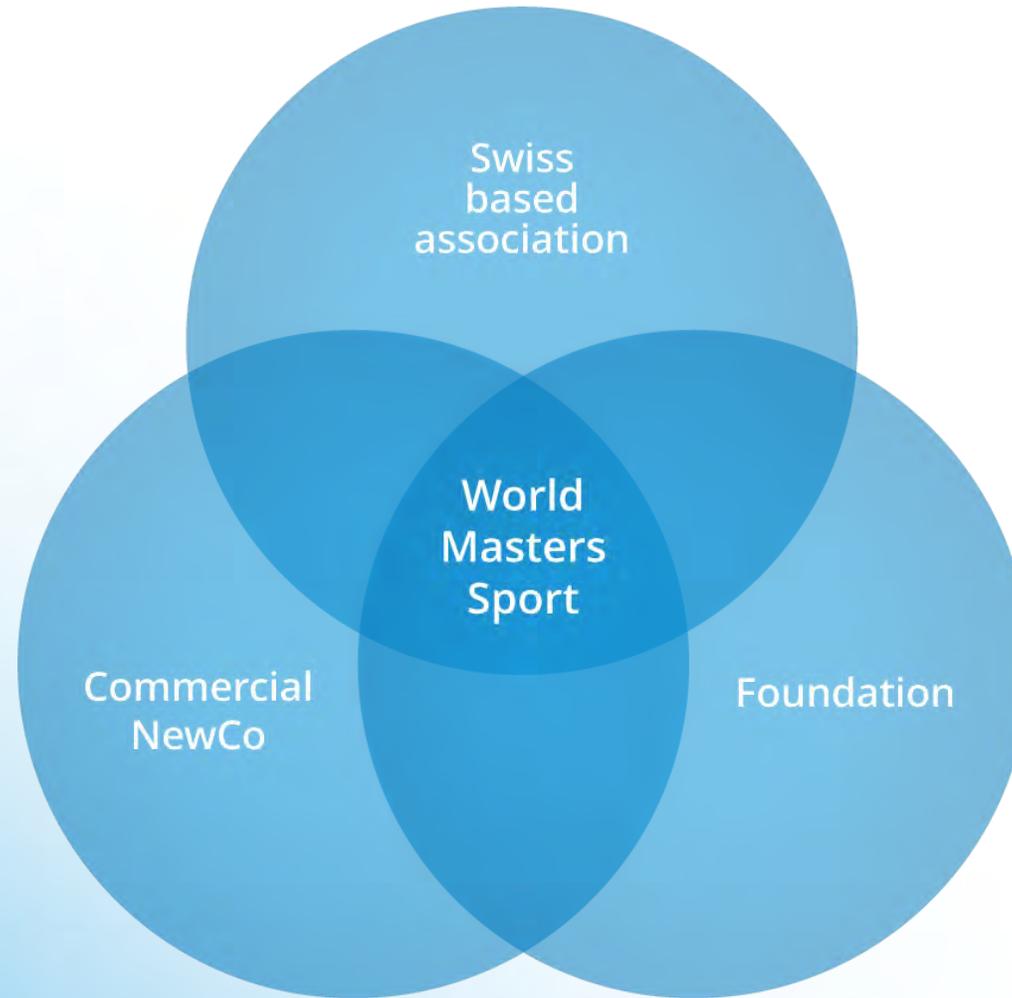
Complement Swiss-based association

New bespoke structures to be added

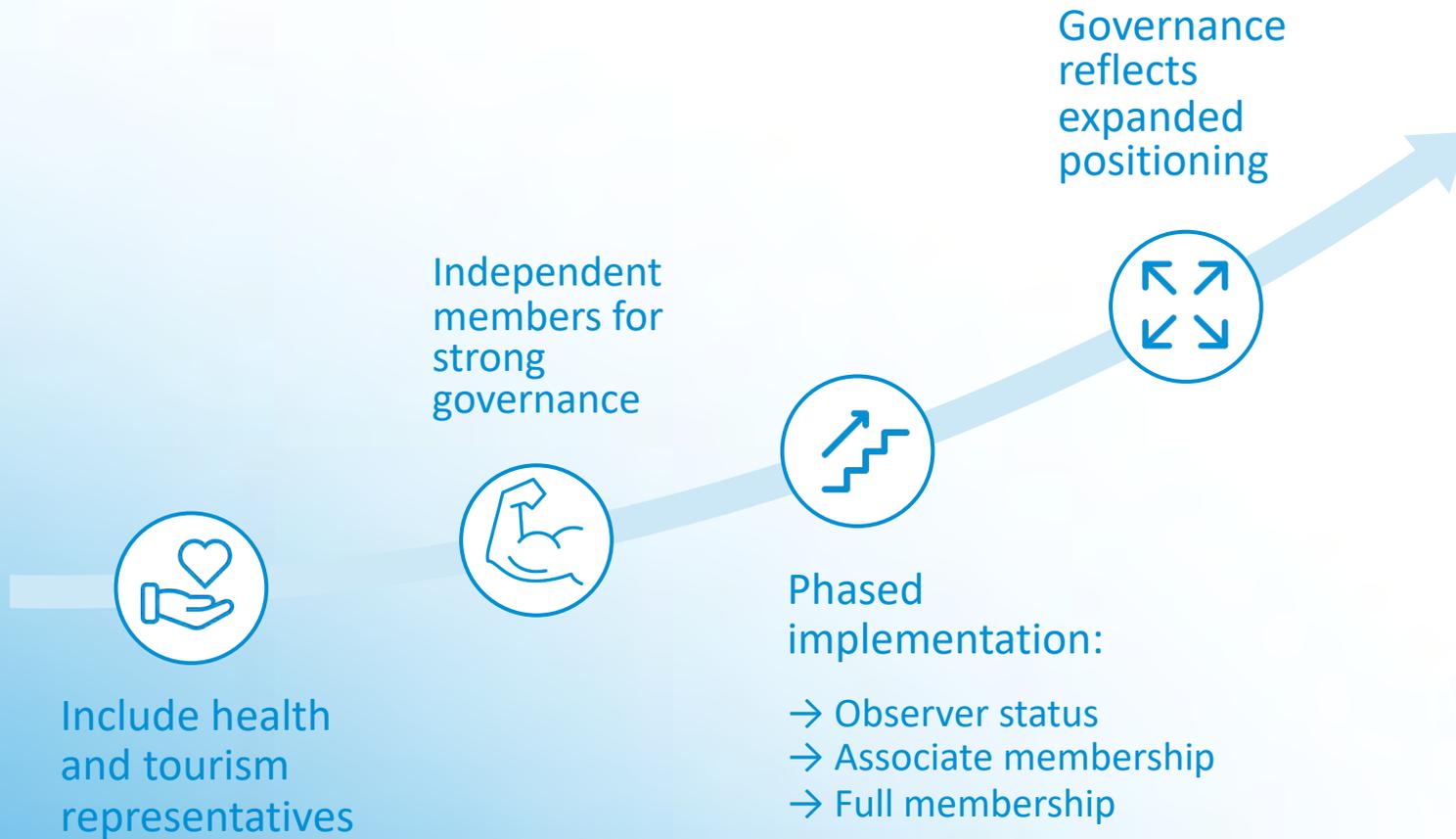
Leverage commercial philanthropic opportunities



TRIPARTITE MODEL



WORLD MASTERS SPORT MEMBERSHIP EVOLUTION



WORLD MASTERS SPORT COMMERCIAL GROWTH



THE BENEFITS – SOCIETY



Improve physical health of active adults



Improve mental and social health of active adults



Expand city collaboration



Enhanced stakeholder engagement



Drive government support



Improved policy framework



THE BENEFITS - IFs



Global Sport Development & Athlete Pathways



Enhanced Global Visibility & Brand Strengthening



Commercial, Sponsorship & Partnership Value



Contribution to Global Health & Wellbeing



Athlete Retention, Legacy & Community Impact



Drive sustainable models across all areas



THE BENEFITS - HOST CITIES



Tourism Growth & Economic Benefits



Global Branding & Media Visibility



Event Hosting Capability & Legacy Development



Community Engagement & Social Impact

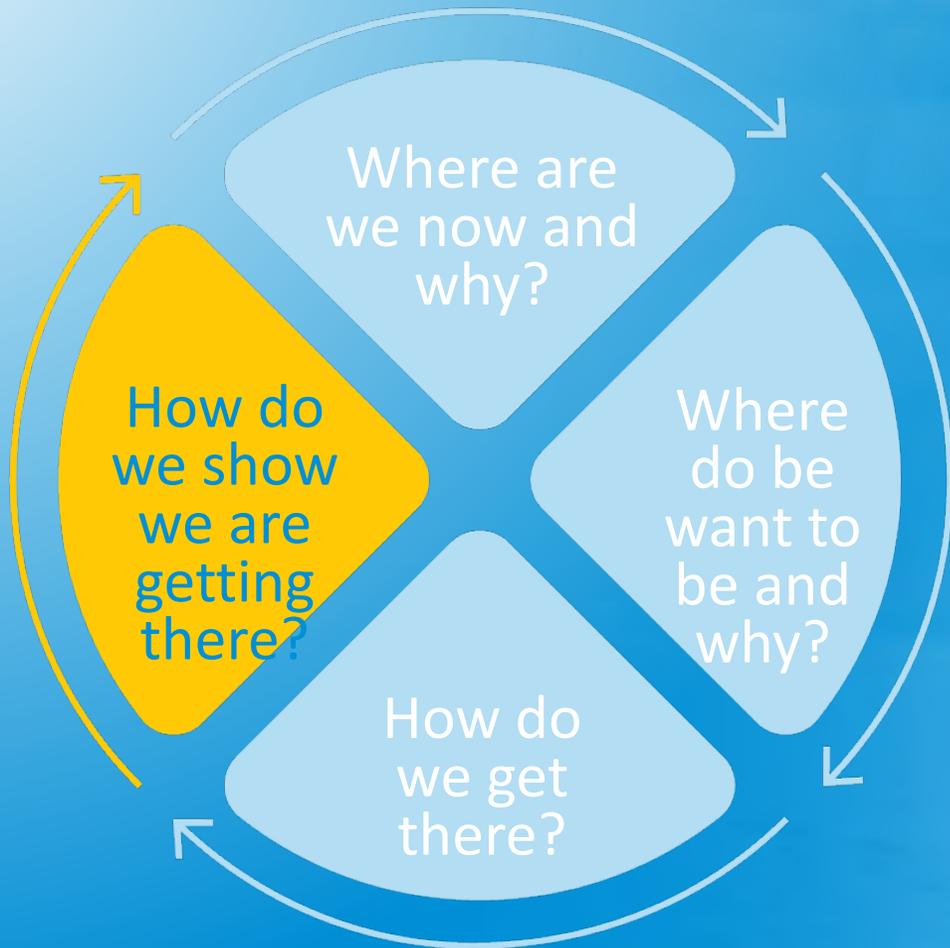


Sustainability & Smart City Positioning



Strategic Partnerships & Global Networks





HOW DO WE SHOW WE ARE GETTING THERE?



Progress report
at next GA



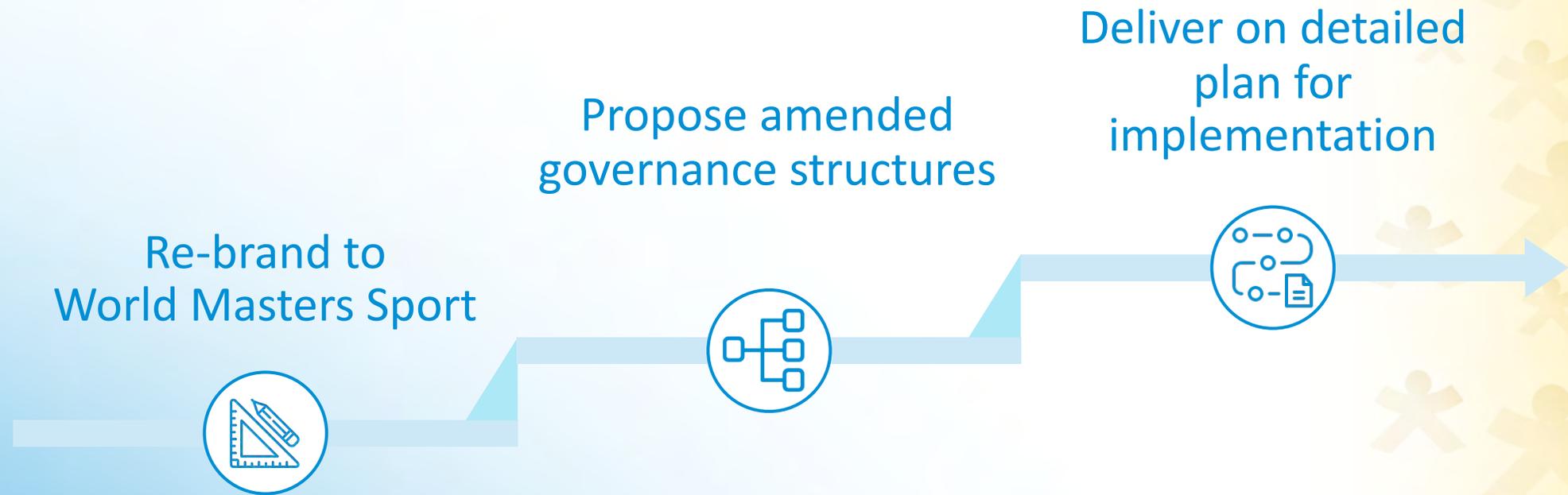
Increased
relevance for
World Masters Sport



NEXT STEPS



WORLD MASTERS SPORT NEXT STEPS...



THANK YOU



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12. Next upcoming event Reports



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Taipei & New Taipei City World Masters Games 2025



WORLD MASTERS GAMES

雙北世界壯年運動會

2025 TAIPEI CITY
NEW TAIPEI CITY

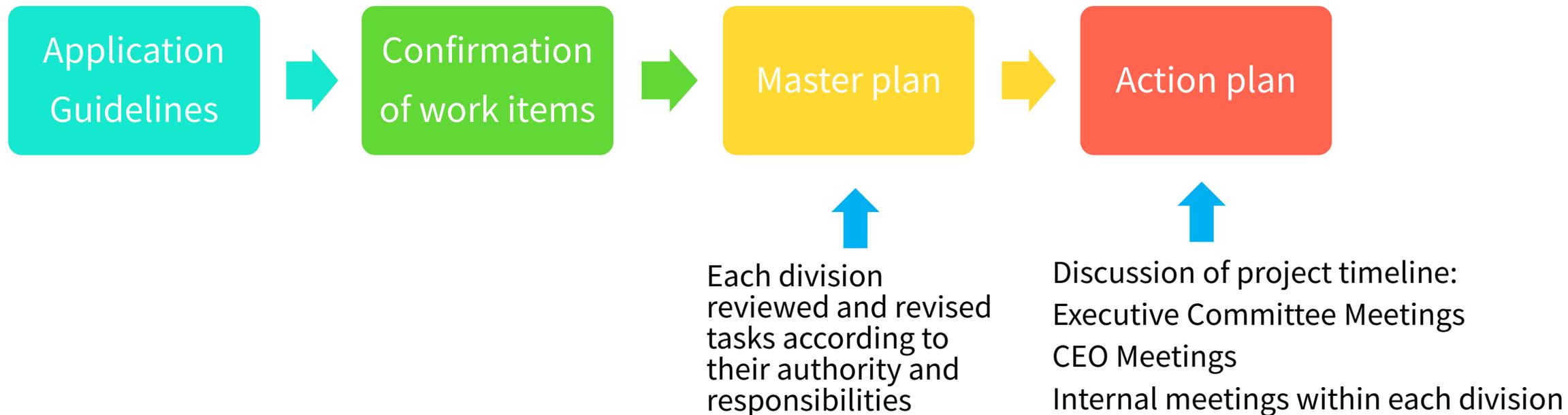
World Masters Games 2025 Taipei & New Taipei City Organizing Achievements and Advancements Report

Presented by: Executive Committee of the World Masters Games

Main Plan

- Two versions
- Final version: September 2022
- The plan is managed through meetings at various levels

Controlled by the Planning Section of
the General Administration Division



Phase 1: Listing of Controlled Items

The project tracking staff compiles and lists the work items to be included in control, and adds them to the shared tracking table.

Phase 2: Progress Review

The project tracking staff will regularly notify responsible personnel from each working department to report the current progress and check whether the progress is delayed.

Phase 3: Application and Review for De-Listing

Each department submits a de-listing application according to its internal approval procedures, attaching relevant checkpoints. Upon approval, the signed form is submitted to the project tracking officer. During the de-listing meeting, the Executive Office Director will decide whether to approve the de-listing.

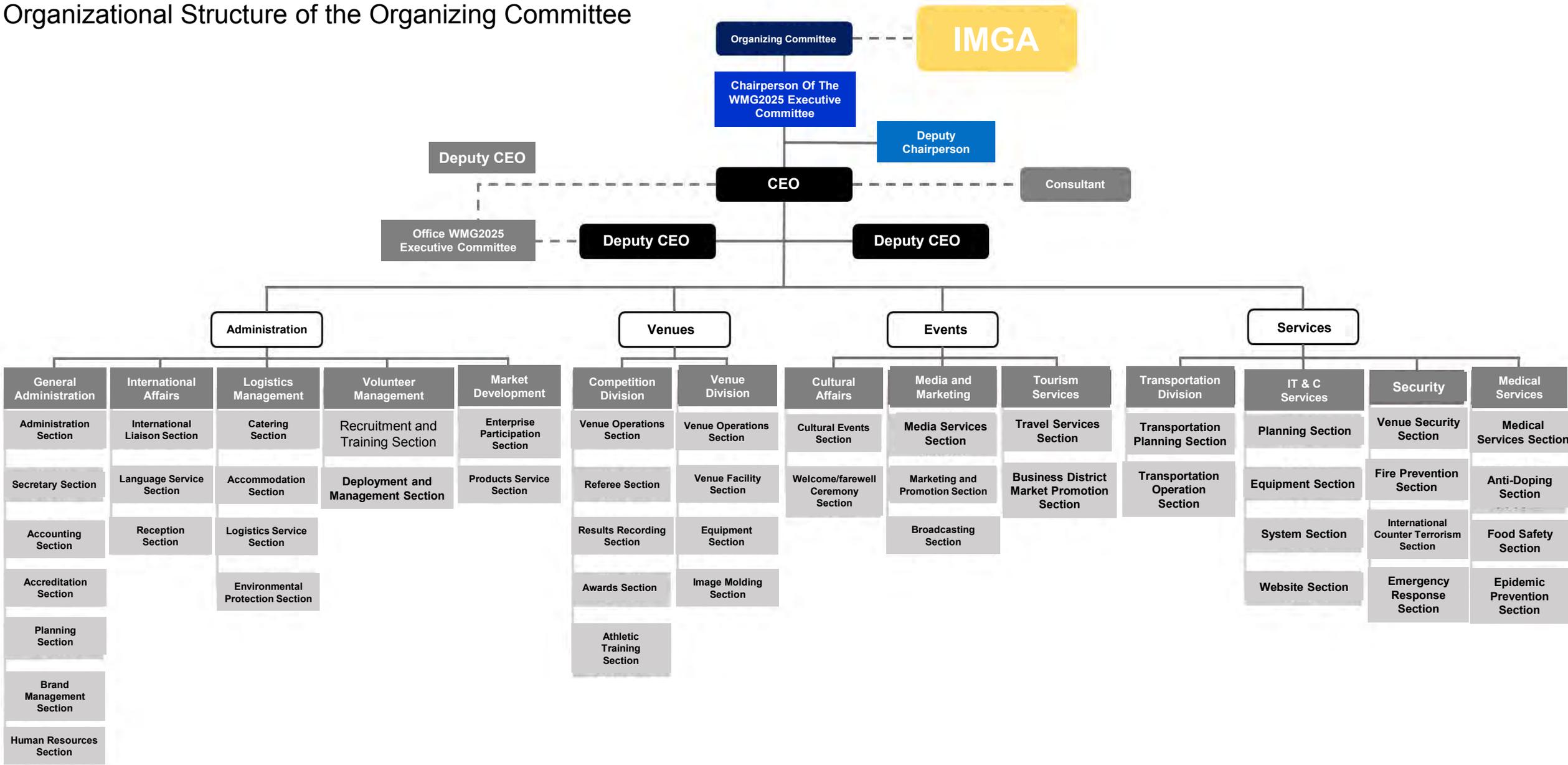
The status of action plan tracking will be reported regularly at the Executive Director Meetings, Executive Committee Meetings, and Organizing Committee Meetings. For any delayed or incomplete action items, the responsible parties must fill out the following: “Expected Completion (or Postponement) Date” “Reasons for Delay” “Follow-up Actions” The meeting chair will review these submissions and coordinate with relevant departments to propose concrete solutions or accelerate the implementation of the plan.

Regional Governance and Resource Sharing | First-Ever Dual-Host City Model & Dual-Mayor System



The two cities collaborated under a shared governance framework, expanding organizational capacity through shared venue resources, integrated transportation networks, manpower coordination, and the pooling of budgets and administrative resources. This approach not only reduced overall hosting costs but also achieved a win-win outcome.

Organizational Structure of the Organizing Committee

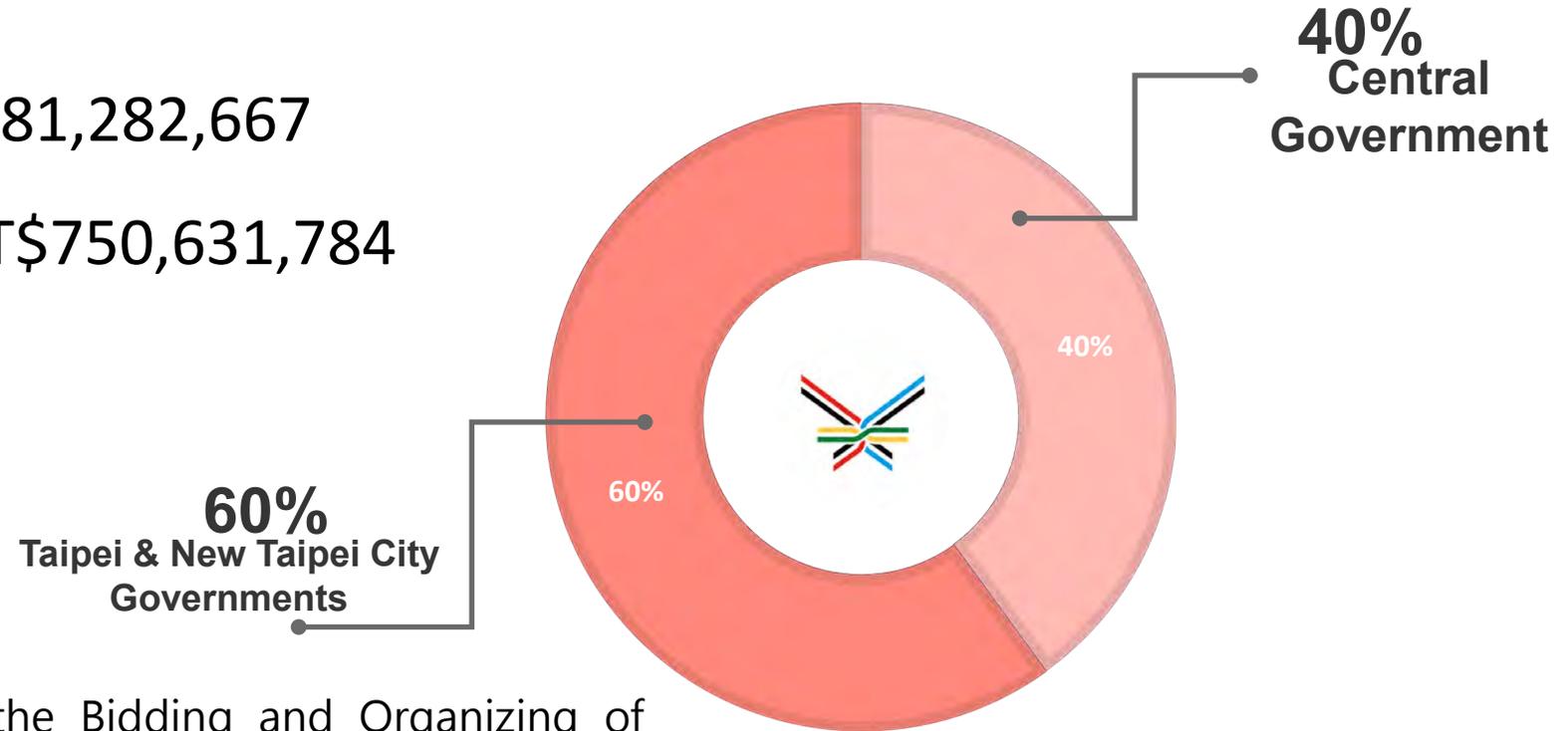


Category		Actual Number of Accredited Personnel
1	Participants(including) (including athletes 、 Non-Playing Official 、 Supporters 、 Para-Athlete Assistant)	25,752
2	VIPs	1,074
3	Technical Delegate & Competition Teams	4,330
4	Staff	3,481
5	Volunteers	7,010
6	Media	552
7	Sponsors	109
Total		42,308

Budget Planning

Total Organizing Budget: NT\$1,881,282,667

Central Government Subsidy: NT\$750,631,784



In accordance with the "Guidelines for the Bidding and Organizing of International Multi-sport Events", a maximum of 40% of the total budget may be subsidized by the central government.

The total organizing budget of NT\$1.881 billion was officially approved on May 7, 2024, under document No. 1130018781 issued by the Department of Physical Education, Ministry of Education.



Simulation for the Parade and Welcome Ceremony

Mobilized 1,000 students from the Central Police University to conduct the simulation, focusing on:

- Perimeter traffic control and diversion
- Athlete entry flow management at security checkpoints
- Handling of walk-through metal detector malfunctions
- Handling of prohibited items
- Guidance and security screening for para athletes



▲ Simulation for the Parade and Welcome Ceremony on May 8



Overall Operations



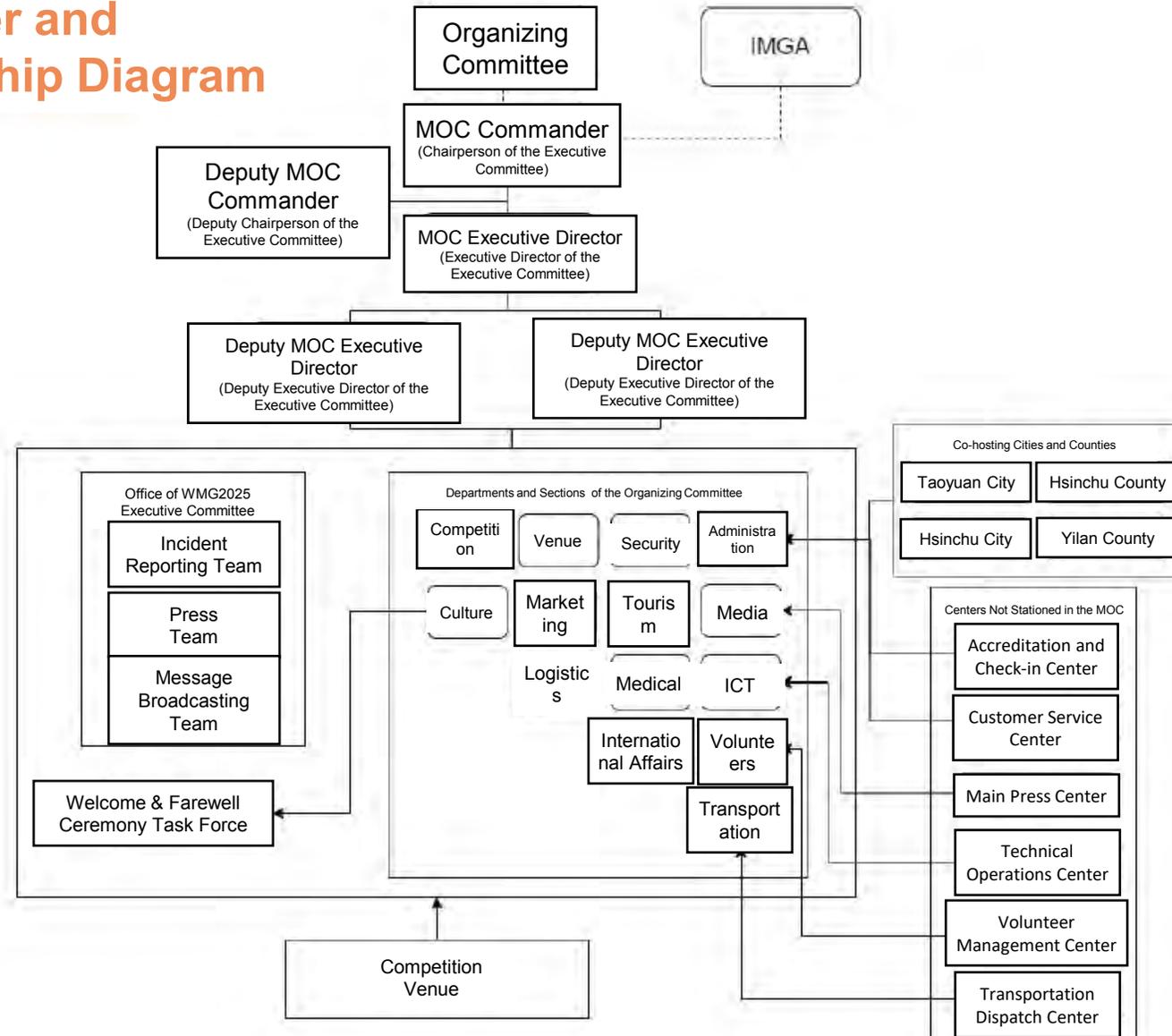
INTERNATIONAL
MASTERS GAMES
ASSOCIATION



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

WMG2025 Park

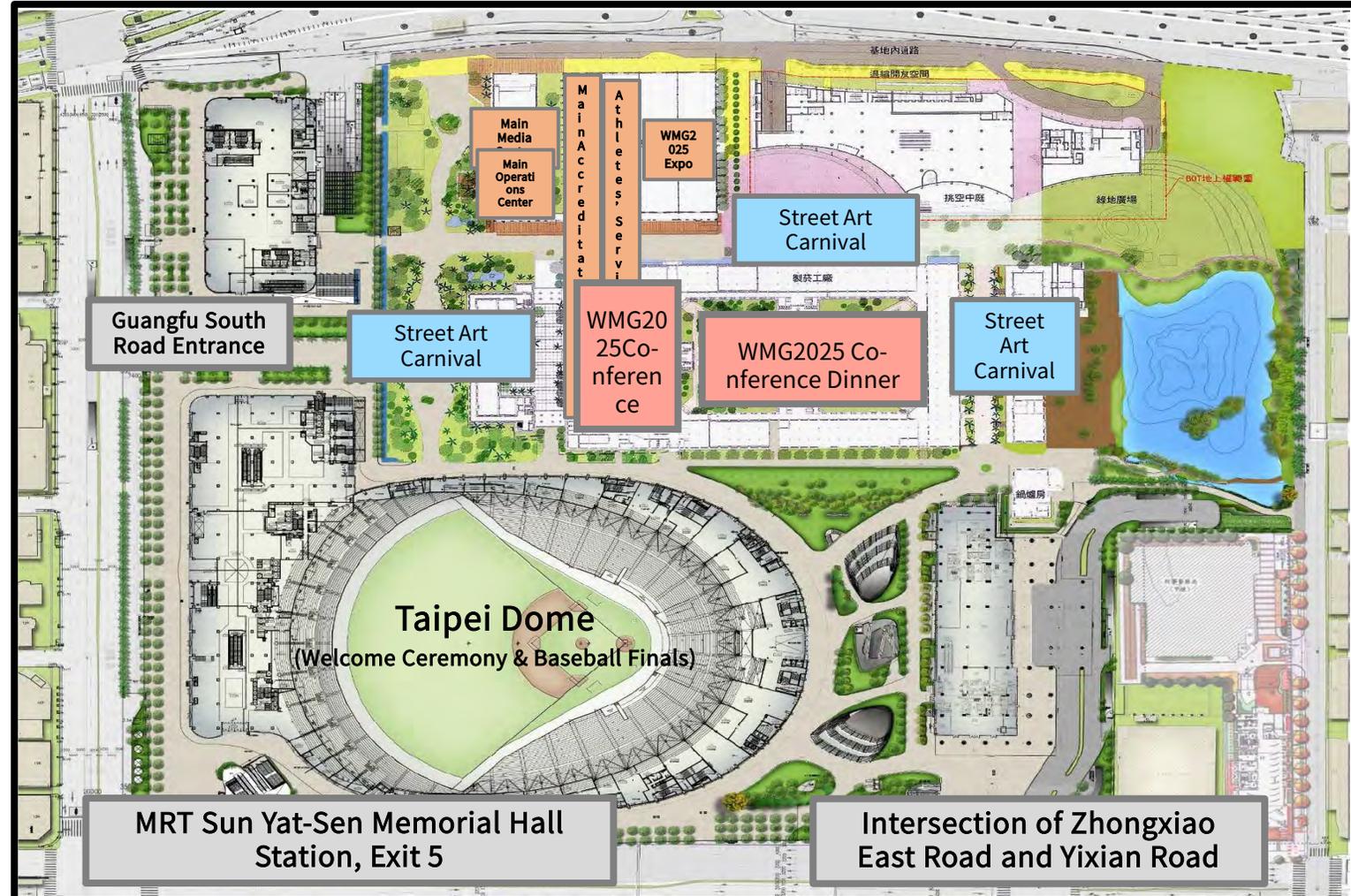
Main Operation Center and Interdepartmental Relationship Diagram



WMG2025 Park Layout Map

Venue Configuration:

- Warehouse No. 1: Main Operation Center and Main Media Center (5/10-5/30)
- Warehouse No. 2: Main Accreditation Center (5/10-5/30)
- Warehouse No. 3: Athlete Service Center (5/10-5/30)
- Warehouses No. 4 and No. 5: World Masters Games Expo (5/14-6/1)
- Multi-Function Performance Hall: World Masters Games Symposium (5/24-5/25)
- Baroque Garden: Symposium Dinner (5/24)
- Songshan Entrance, Creative Park Street, Coconut Palm Avenue: Street Art Carnival



- **Location:** Warehouse No. 1, Songshan Cultural and Creative Park

- **Operating Hours:**

Date	Operating Hours	Remarks
05.10-05.16	7:30am-9:30pm	Open in accordance with the operating hours of the Accreditation Center and Main Media Center
05.17-05.29	2:30am~5:30am-12:30pm	Open early to accommodate the earliest competition venue opening hours
05.30	06:30am-12:00pm	Special opening arrangement for the Farewell Ceremony

Responsibilities:

- Coordinate the operations of all functional units under the EC after venue based integration.
- Serve as the liaison with the International Masters Games Association (IMGA), central government agencies, and co-hosting local governments.
- Oversee command, coordination, communication, and control during the Games period.



- Location: Warehouse No. 2, Songshan Cultural and Creative Park
- Operating Period: May 10 – May 30, 2025
- Peak Period (May 10–20): 08:30 AM – 08:30 PM
- Off-Peak Period (May 21–30): 09:00 AM – 05:00 PM



- Location: Warehouse No. 3, Songshan Cultural and Creative Park
- Operating Period: May 10 – May 30, 2025
- Peak Period (May 10–20): 08:30 AM – 08:30 PM
- Off-Peak Period (May 21–30): 09:00 AM – 05:00 PM

Services Provided

- Distribution of bib numbers by sport category, welcome Ceremony seat stickers, and sponsor giveaways
- Competition information inquiries
- Medal engraving, insurance services, mobile travel service guides and smart tourism experiences, ATM withdrawal services
- Promotional booth for future Masters Games organizing committees



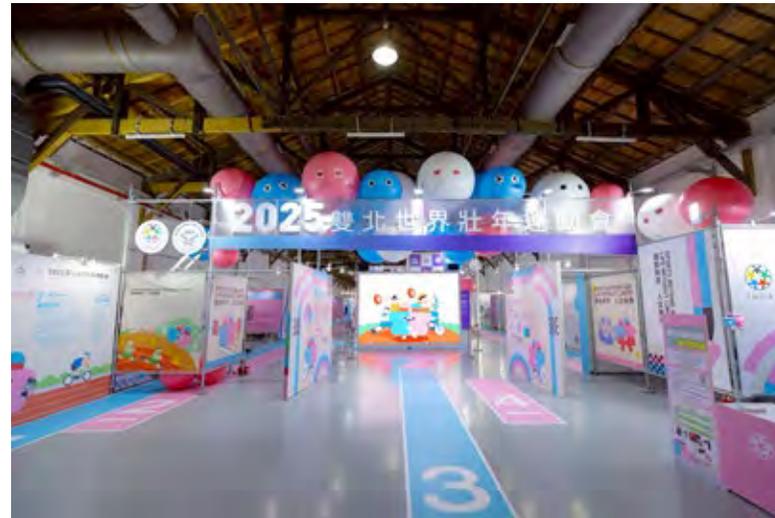
Location: Warehouses 4 and 5, Songshan Cultural and Creative Park

Operating Period: May 10 to June 1, 2025

- Monday to Thursday: 12:00 PM – 8:00 PM
- Friday to Sunday: 10:00 AM – 8:00 PM

Purpose and Key Figures

- Promote the spirit of the World Masters Games
- Advocate for sports for all
- 23-day exhibition period
- Total attendance reached 130,000 visitors



Venue: Multi-functional Auditorium, Songshan Cultural and Creative Park

Date: May 24–25, 2025

Key Figures

- 6 Core Themes : Sustainability and Environment in Games, Sports for All Well-being and Industry Innovation, Sport Events and Technology, Para Sports and Education, Sports Equality and Justice
- 6 Keynote Speeches
- 3 Workshops
- 1 Poster Presentation Session
- 1 Symposium Welcome Dinner
- Participants: 1,059
- Submissions: 362 papers



Top 10 Firsts and Highlights



INTERNATIONAL
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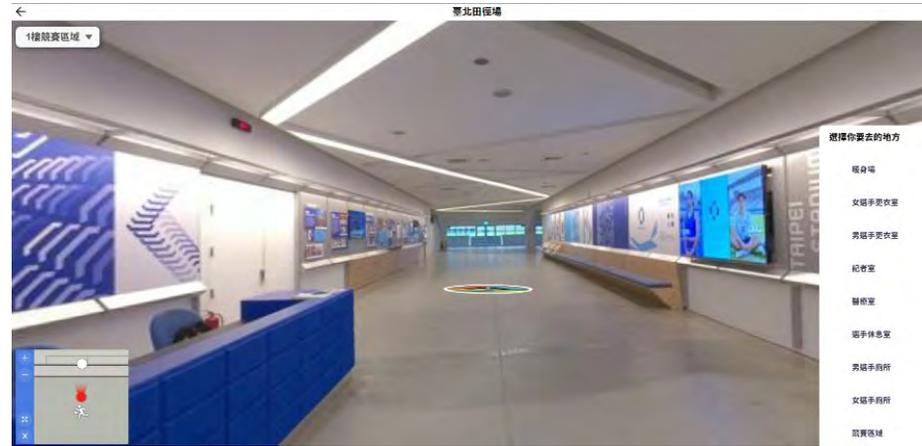


WORLD MASTERS GAMES
雙北世界壯年運動會
2025 TAIPEI CITY
NEW TAIPEI CITY

Top 10 Firsts

SPORTS BEYOND AGE!
LIFE WITHOUT LIMITS!
運動無界 | 人生無限

1. Co-hosted by two cities
2. Warm-up training camps
3. Digital accreditation
4. Live event broadcasting (a first in WMG history)
5. Digital venue navigation
6. Woman's Baseball and Woodball
7. Athlete video documentation
8. World Masters Games Conference
9. On-site medical check-up services
10. First-ever urban beach volleyball court



Digital Venue Mapping System

A comprehensive **360-degree** panoramic imaging system was developed for all competition venues, covering internal routes and competition areas.



First Urban Beach Volleyball Court

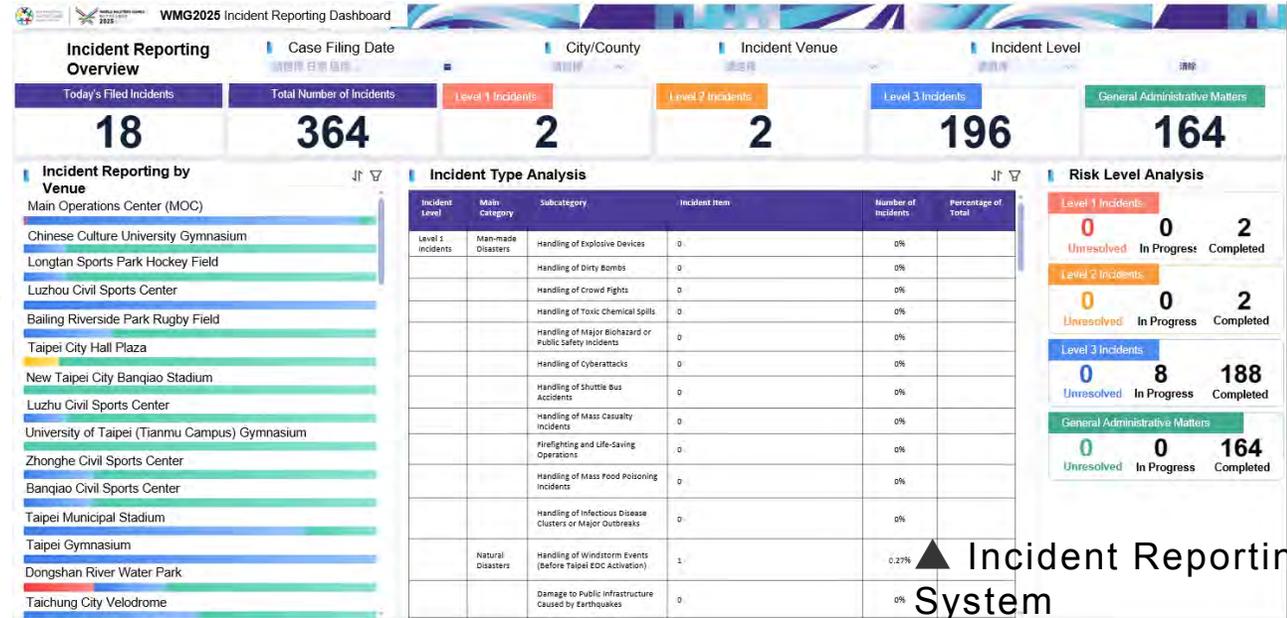
A temporary beach volleyball court was constructed in front of Taipei City Hall Plaza—the first of its kind in WMG history. Within 5 days, the venue was created using 1,000 tons of sand and 50 truckloads (35 trucks of sand and 15 of gravel), transforming the plaza into a competition-standard venue that also attracted public attention and media coverage.

Highlights – Overall Performance

Optimized accreditation and athlete service flow:
Including digital check-in, tech-assisted queue management,
and suggested crowd control principles and time slots.

Level 3 Incident Reporting Mechanism:
Daily morning briefings and daily meetings during the Games
ensured real-time updates and immediate resolutions.

Games Sustainability:
Four major pillars (Environmental Action, Health and Well
being, Social Advocacy, Economic Development), aligned
with **10** SDGs and executed through 35 action plans.



Highlights – Overall Performance

Corporate Participation: A total of **36** sponsors and **24** partners took part in supporting the WMGs, providing essential supplies, professional services, marketing channels, and monetary contributions. The total sponsorship value exceeded NT\$511.75 million.

VIP Invitations: During the Games, nearly **400** international guests visited, including representatives from (IMGA) former and upcoming host cities of the Games, sister and friendly cities of Taipei and New Taipei City, and delegates from international federations and key sports organizations. Approximately **952** domestic and international guests attended the Welcome Ceremony; **368** attended the Farewell Ceremony.

Observer Program: More than **40** representatives from domestic and international sports organizations and institutions participated in the observer program.



▲ Corporate Partnership Press Conference



▲ IMGA VIPs visiting the World Masters Games Expo

Category	Number of companies
Premier Official Sponsorship	1
Partner	9
Official Sponsor Partner	9
Official Sponsor	9
Official Supplier	9
Officially Designated Venue and Equipment Providers	8
Partner Organizations	24
Total	60

Highlights – Competition

The largest comprehensive international multi-sport event in Taiwan: This edition featured **35** sports and **57** disciplines, attracting approximately **25,000** athletes from **107** countries and regions.

Shining senior athletes: The oldest participant was **105-year old** Thai track and field athlete Mr. Sawang Janpram, who won **4** gold medals in athletics.

Taipei Dome hosted its first-ever women's baseball competition!

Canoe Slalom: The first-ever national test and official international competitions for this discipline were held in Taiwan. **256** pre-Games training camps (2023–2024) and **20** test events (2023–2025)

Tennis: Integrated with the ITF MT700 Masters Tour.

Double recognition: The “Sustainable Medal Award System” of the WMG 2025 stood out among **11,000** entries from **66** countries and received the prestigious iF DESIGN AWARD from Germany.



Sustainable competition equipment strategy:

Adopted **rental** and **loan-based** approaches for equipment to minimize resource consumption and reduce post-event idleness.

Utilization of existing venues:

A total of **61** venues were used, aligning with sustainable development goals by prioritizing existing facilities and employing temporary structures.

Enhancing the capacity of public officials in hosting international events:

Venue operations were centered around existing civil servants. Through repeated training and on-site inspections to support event operations.

Establishing a city identity with the mascot “Strong”:

Created a vibrant and spirited Games atmosphere across the host cities. The mascot “Strong” will remain at venues after the event to deepen citizens’ connection with the WMG spirit and extend the legacy and collective memory of the Games.



Highlights – Games Administration

WMG Park: Inspired by the concept of the Olympic Park, WMG Park integrates Songshan Cultural and Creative Park, Taipei Dome, and eslite hotel as key venues for the international event. The Main Operations Center, Main Accreditation Center, Athlete Services Center, WMG Expo, and Conference were all located here, shaping the international ambiance of the Games and enhancing city branding.

Games Apparel: Implemented green procurement by requiring suppliers, during the tendering stage, to use environmentally friendly materials.

Games Insurance: Included Commercial General Liability Insurance, Group Personal Accident Insurance, and Employer’s Liability Insurance. As of August 31, 2025, a total of **66** claims were filed, with **59** already settled—offering peace of mind and comprehensive protection for all participants.



Highlights – Games Administration

Welcome Kit: The large bath towels featuring dual-city imagery of the WMG were donated by Songshan Ciyou Temple, with a total of 40,000 towels provided. For participating athletes, the welcome kit also included a commemorative shirt and a wearable smart device. The shirts—30,000 in total—were sponsored by Nan Ya Plastics Corporation and made from polyester fabric derived from **100%** recycled PET bottles.

WMG Conference: The conference invited domestic and international experts and scholars to host **6** keynote speeches, **3** workshops, **1** poster session, and one welcome dinner. Over two days, **1,059** participants from Taiwan and abroad registered, with **362** papers submitted.



Highlights – Athlete Services

Drinking Water Services: Sponsored water **dispensers and barrel water** helped reduce PET bottle usage. **Glass bottled water** was not only recyclable but also reusable for VIPs. Outdoor **direct-drinking stations** were set up at venues in Taipei for public use.

Firearm Transport for Shooting Athletes: According to the athletes' flight schedules, competition staff and vehicles were arranged to transport athletes and their firearms between Gongxi Shooting Range and Taoyuan International Airport.

Venue Surroundings Maintenance: Enhanced cleaning services were provided, along with mobile toilet vehicles. For venues without permanent public restrooms, Taipei's Environmental Protection Bureau dispatched **9** trailer style mobile toilets to **9** outdoor venues without public restrooms.



▲ Environmental disinfection operations



▲ Barrel water with non-electric dispensers



▲ Glass bottled water



▲ Open-design direct-drinking stations

Highlights – Transportation Services

Comprehensive Transportation Information: The official website offered a transportation handbook and detailed venue access information. A total of **1,053** traffic control signs were produced.

Shuttle Buses: There were **22** shuttle routes (including airport and remote venues), with **3,387** trips made during the Games, transporting a total of **9,072** passengers.

Shuttle Tracking: Athletes could check real-time shuttle bus locations before boarding, enabling accurate estimated time of arrival.

Official Vehicles: Dedicated transportation was provided for IMGA delegates, event staff, and para-athletes, totaling **114** trips during the event.

Transportation Smartcard: A special edition smartcard (featuring Strong) containing NT\$1,200 in stored value was provided to all international participants..



TRAFFIC
INFORMATION
交通資訊手冊 | 交通情報 | 교통정보



▲ WMG2025 transportation handbook



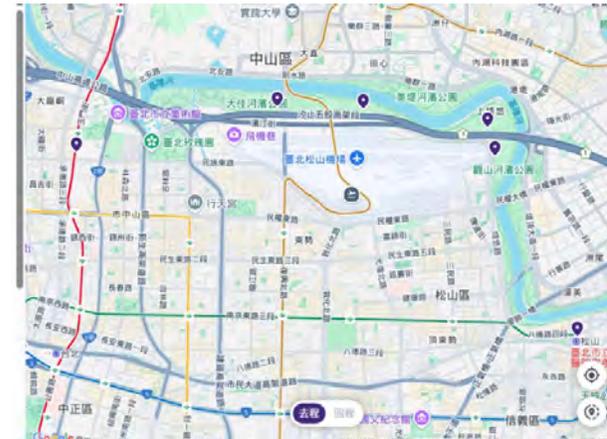
▲ Shuttle route map



▲ Official WMG vehicles

Route M12
MRT Songshan Station →
Guanshan / Yingfeng /
Dajia Riverside Parks
→ Yuanshan MRT Station
Timetable
Service Period: 5/18–5/30
MRT Songshan Station
(G19): 07:00–18:20
MRT Yuanshan Station
(R14): 07:00–18:20
Departure Interval: Every 40
minutes
Outbound Route
MRT Songshan Station
(G19)
Guanshan Riverside Park
Yingfeng Riverside Park
Baseball Field
Yingfeng Riverside Park
Football Field
Dajia Riverside Park

▲ Real-time shuttle tracking on official website



▲ Real-time shuttle tracking on WMG2025 app

Registration and Accreditation System: With a user-friendly interface and flexible functionality, the system was self-developed to reduce extra costs for participants (saved participants approximately **NTD\$6.4 million** in total). It also helped lower the barrier to entry.

Games Management System : Processes such as check-in, welcome kit distribution, competition operations, and incident reporting were fully automated, ensuring both efficiency and effectiveness.

Official Website: From September 9, 2022, to May 31, 2025, the website received a total of **8,543,586** page views.

WMG2025 App: Designed for participants and staff, the app provided personalized features upon login, including accreditation card access, personalized competition schedules and results, notifications pop up, and discount vouchers. Non-logged-in users could still browse public information from the official site. The app was downloaded **28,401** times.



▲WMG2025 App interface



Injury Reporting and Statistics System: A real-time reporting system was established for the medical team to report injuries. The system also included statistics on the number of participants, nationalities, and elderly athletes. **As of May 30, a total of 1,039 individuals received medical care at venue medical stations.**

Tobacco Hazards Control: Out of the 61 venues, **44** designated smoke-free zones in surrounding outdoor areas. Venues Across All Six Cities/Countries: **942** inspections were conducted, with **12** citations issued and **439** warnings given.

Anti-Doping Education: From May 15 to May 28, an anti-doping education campaign was held at the Athlete Service Center, covering topics such as “11 Anti Doping Rule Violations” and “Testing Procedures at Major Games.” The event attracted at least **2,000** visits from athletes of various nationalities.

Smart Health Experience at the WMG Expo: Held from May 10 to June 1, a total of **2,202** individuals participated (nearly 40% of them athletes, and around 18 24% international visitors.) Among the results, 56 people (3%) were found to be at high risk for coronary artery disease, and 458 (21%) at moderate risk. Two individuals were referred for cardiac catheterization procedures—successfully intercepting potential critical conditions.

THANK YOU : Worlds Masters Games Medical Check



昆凌爺爺來訪

美國心臟科醫師暨選手

聯合醫院總院長

Highlights – Volunteer and Mobile Visitor Services

Mobilizing Civil Organizations for Enhanced Volunteer Services:

For the first time, team-based recruitment was prioritized over individual recruitment, enhancing flexibility and efficiency in volunteer deployment. A total of **7,010** volunteers served during the Games, of which **4,866** were from group teams, accounting for **69%**.

High Post-Games Volunteer Engagement: Satisfaction surveys conducted during and after the Games showed that **82%** of volunteers were satisfied with their service experience, and **93%** expressed willingness to volunteer again.

Taiwan's Most Beautiful Scenery is Its People: Heartwarming services by volunteers left a lasting impression on both domestic and international athletes.

Mobile Visitor Services: From May 10 to May 30, mobile information stations served **23,101** individuals, answered **7,803** inquiries, and distributed **31,975** pieces of promotional materials.



▲ Volunteers assisting athletes at the Accreditation Center



▲ Mobile info stations assisting international visitors

Highlights – Games Activities

Parade and Welcome/Farewell Ceremonies:

Approximately **8,000** people participated in the parade. **27,246** people attended the Welcome Ceremony, while around **25,000** people attended the Farewell Ceremony. All **6,372** tickets for Levels 4 and 5 of Taipei Dome were sold out for the Welcome Ceremony, with ticket revenue of NTD **2,006,100**.

World Masters Games Expo: Held from May 10 to June 1 over a span of 23 days, the Expo welcomed a total of **130,000** visitors.

5 Welcome Parties: These events featured distinctive performance groups showcasing Taiwanese culture and drew approximately **14,000** registrants.

68 Cultural Events: Spanning 10 major themes across Taipei and New Taipei City, these events attracted a total of **2,700** registrants.



▲ Official theme song garnered approximately 90,000 views on YouTube



▲ WMG Parade



▲ WMG Expo



▲ Welcome Ceremony



▲ Farewell Ceremony



▲ Cultural Events

Sales Performance: As of May 31, 2025, a total of **61,623** merchandise items were sold, generating over **18 million** in revenue.



▲ Press Conference for Merchandise Launch drew enthusiastic participation, with nearly 100 media features



▲ 36,074 items sold at the WMG Expo from May 10 to June 1, with high foot traffic.

 <p>Strong Pin Badges (16,678 sold)</p>	 <p>Mini Strong Plush Toys (14,308 sold)</p>	 <p>Local Culture Metal Pins (5,198 sold)</p>
		



▲ Promotional Materials

Key Achievements – World Masters Games Marketing

Social Media Management: The Games maintained active social media channels including Facebook (**39,994** followers), IG (**8,225** followers), and YouTube.

E-Newsletter: Monthly e-newsletters were issued (Chinese, English, Japanese, and Korean) to over **73,000** recipients. Topics included event information, registration reminders, athlete stories, and travel highlights in Taiwan.

Online Advertising: Digital campaigns targeted countries within a four-hour flight radius. In 2024, the ads reached **561.4 million** impressions. In 2025, impressions totaled **8,09.6 million** impressions.

Mascot Appearances: The official mascot Strong made appearances in **145** events, engaging with the public and effectively reinforcing the WMG's image and fostering widespread community resonance and support.



Key Achievements – World Masters Games Marketing

Media Coverage: From May 16 to May 30, a total of **76** press releases were issued. Topics covered a wide range of highlights such as the Welcome and Farewell Ceremonies, celebrity athletes, unique venues and events, and compelling human-interest stories. These stories captured attention and sparked public conversation, enhancing the visibility of the Games.

Daily Highlight Briefings for the Media:

Summaries of the next day's key competitions and story angles were compiled daily and shared with media outlets to support coverage.

Broadcasting: a total of **91** competition sessions and both the Welcome and Farewell Ceremonies were broadcast via television and online platforms. The Games also partnered with 6 universities' departments of communications, providing students with hands-on experience in sports broadcasting, contributing to the development of future media professionals.



Key Achievements – Tourism and Travel

SPORTS BEYOND AGE!
LIFE WITHOUT LIMITS!
運動無界 | 人生無限

WMG Fun PASS: The WMG Fun PASS reached athletes from over **12** countries, including Japan, South Korea, Europe and the Americas. It bundled access to 20 attractions and cultural experiences across Northern Taiwan.

Dedicated Travel Section: By April 30, 2025, the official website's travel page had recorded 342,021 visits. As of May 31, the page accumulated **988,023** visits. Traffic distribution by language was: Chinese (74.40%), English (21.55%), Japanese (3.04%), and Korean (1.01%).

Smart Tourism Experience: From May 17 to May 30, a total of 664 people explored the immersive Smart Tourism Zone, which featured glasses-free 3D and interactive installations. The experience was available in 4 languages, showcased the history, natural landscapes, and family-friendly attractions of Taipei and New Taipei through guided presentations.

Business Collaboration: More than **2,500** partner merchants and **4,400** stores participated in the event. During the promotional period (May 1 to June 10), partner stores saw an average daily sales increase of **5.8%** and a **2.3%** rise in customer footfall. Satisfaction among partner stores reached **85.5%**, with a **91.0%** willingness to collaborate again. Among the general public, the overall satisfaction rate reached **98.3%**, and **99%** expressed interest in participating again.





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WORLD MASTERS GAMES

雙北世界壯年運動會

2025 TAIPEI CITY
NEW TAIPEI CITY



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13. Any other business



INTERNATIONAL
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14. Place and date of the next General Assembly