



**43rd General Assembly
Tuesday 7 May 2019
Gold Coast Convention & Exhibition Centre,
Queensland, Australia**

MINUTES

OPENING OF THE GENERAL ASSEMBLY

1. The **President** opened the 43rd ASOIF General Assembly (GA) by thanking our Australian hosts for their warm welcome to the Gold Coast and welcomed the ASOIF Full and Associate members. He thanked them for their participation in the Working Meeting that had taken place the previous day. He reminded that the GA was open to observers and the media and welcomed everyone to the meeting.
2. The **President** gave the floor the **Executive Director (ED)** who offered special thanks to UIPM and WT and their Presidents, Mr. Klaus Schormann and Dr. Chungwon Choue, for supporting an excellent ASOIF annual dinner at the Versace Palace the previous evening. He confirmed that the 2020 dinner would be kindly supported jointly by UCI and IAAF, and the 2021 dinner jointly by ITTF and FEI.
3. The **President** paid tribute to Mr. Patrick Baumann, who had passed away during the 3rd edition of the Summer Youth Olympic Games in Buenos Aires in 2018. During a moment of silence, the GA remembered Patrick and his outstanding contributions to sport, basketball, ASOIF and the entire Olympic Movement.

ROLL CALL AND APPOINTMENT OF SCRUTINEERS

4. All 28 of the Summer Olympic International Federation (IF) member federations were confirmed as present as well as all of the 5 Associate members.
5. The **President** proposed, on behalf of the ASOIF Council, to appoint two scrutineers for the meeting: Mr. Klaus Schormann, President of UIPM, and Mr. James Carr, ASOIF Head of Administration and Projects. The scrutineers as proposed were unanimously **approved**.

APPROVAL OF THE MINUTES OF THE 42nd ASOIF GENERAL ASSEMBLY, BANGKOK, THAILAND, 17 APRIL 2018.

6. The minutes were unanimously **approved**.

REPORT OF THE ASOIF COUNCIL

7. Before giving the floor to the Executive Director (ED) to present the Council report, the **President** referred to some key issues of the past twelve months and thanked the members for their significant work and contributions during that period, highlighting:
 - the launch of the ASOIF-commissioned report on the Future of Global Sports which had been well received including by global media. The project had alerted to the challenges for the future of the IFs and provided a framework to inform business and government communities on the central role of the IFs as global body to govern each sport.
 - He mentioned the projects conducted with the IOC on the investment in sport with reference to the role of the IFs in development activities.
 - He mentioned that IFs should engage and interact with the IOC on all the activities related to innovation, including the Olympic Channel and the future project of an IOC digital strategy.
 - He specially mentioned the need to re-engage and revitalise the Sports Data Warehouse project well in advance of the Tokyo 2020 Games.
 - On World Anti-Doping Agency (WADA) cooperation issues, he mentioned the Congress scheduled for November 2019 and stressed the importance of the current Code Review, the Governance Review and the RUSADA LIMS data follow-up.
 - He mentioned that a proposal for the summer IF Tokyo 2020 Olympic Games revenue distribution model would be presented later in the meeting and that he hoped the meeting would approve it.
 - He thanked all the candidates for the ASOIF Council elections to be held later in the meeting as the relatively high number indicated the health of the organisation and the willingness to contribute and serve the common IF cause that ASOIF represented.
8. The **Executive Director (ED)** took the floor, reminding that the report of the ASOIF Council had been distributed in writing in advance so he would only highlight and update on the key points before taking questions:
 - The Future of Global Sports had proposed a number of actions for ASOIF which would focus more work on supporting the role of the IFs with governments and business going forwards.
 - He reported on the issues surrounding RUSADA compliance with the World Anti-doping Code and mentioned that following the extraction of the LIMS data from the Russian laboratory, WADA had made a presentation during a teleconference call to a large number of IFs who had thereby been made aware of the relevant time scales and that WADA would support the IFs in prosecuting subsequent viable cases.
 - He reported that the seven consultative groups of ASOIF had been very active and informed the Assembly that Council had approved the creation of an eighth ASOIF consultative group to work on Diversity and Gender Equality that would be led by Mrs

Marisol Casado. He thanked the members of the IFs for their active work in the consultative groups and mentioned that by offering their expertise, they were becoming the cornerstone of much of ASOIF's operational work.

9. The **ED** listed some of the current Council priorities, notably;
 - The preparation for the Tokyo 2020 Games which was increasingly top priority;
 - The draft agreement (MOU) setting out the roles and responsibilities of the organising committees for the multi-sport games events was being finalised by the IOC Sports Department coordinating with the NOCs.
 - The debrief and report on the YOG Buenos Aires 2018 had been submitted to the IOC and there were a number of learnings for the next YOG in Dakar, Senegal, in 2020.
 - The WADA governance reforms and current Code review were being monitored by our representatives in an IOC working group, addressing the major common concerns directly with WADA on behalf of the Olympic Movement stakeholders.
 - The ASOIF Governance Support & Monitoring Unit (GSMU) was now fully active to support the IFs to reach the target for ASOIF members of 120/200 points (for Full Members) for the next assessment exercise to begin in late 2019.
10. The **ED** reported the discussions of the previous day's Working Meeting on the multisports events, restating the ASOIF position that the IFs, through GAISF, could organise multi-sport games events which gather sports with a common theme (e.g. Mind, Combat and Urban Games) and that the NOCs, through ANOC, could organise such events grouped by geographical region (e.g. PanAm, All Africa and Asian Games) . An exception had been made due to political considerations, avoidance of duplication and lack of clarity, for the first edition of the Beach Games which would be a cooperation between ANOC and GAISF, planned to take place in San Diego in 2019.
11. He mentioned that the YOG in Buenos Aires had been very successful, with the particular success of the Urban Park, a concept which housed sports and disciplines such as Basketball 3x3, BMX freestyle, skateboarding, breaking and sports climbing, employing a blend of competition, demonstrations and spectator try-out opportunities. The IF de-brief had raised concerns on behalf of the young elite athletes of the service level provision regarding training possibilities once eliminated from their events and the standard of nutrition and these would be followed up with IOC. He said the anticipated prospect of Dakar 2022 was exciting but a challenge and IFs would need to play a bigger role than before.
12. On the Games of Tokyo 2020 he mentioned good progress but some outstanding issues, notably the concern on transport capacity as IFs had experienced reductions in venue capacity connected to these concerns. A recent announcement of budget cuts for the look of the Games, which was an important issue, was of great concern. He mentioned that today would be the last real opportunity to raise issues with the Organising Committee which could be addressed before the Games themselves.
13. The **ED** mentioned that Paris 2024 had a high level of engagement with ASOIF and the IFs with positive reports.

14. The **ED** thanked the seven consultative groups for their excellent work during the year and the approximately 50 senior IF staff who were members of these groups. The IFs had fully engaged with the projects and programs of these groups which were providing a significant added value.
15. He mentioned that the International Testing Agency (ITA) anti-doping services program now held agreements with 19 out of 33 IF ASOIF members.
16. He reiterated that the WADA governance reforms and current Code review had several proposed changes that needed to be monitored and reviewed according to the Olympic Movement position.
17. He mentioned the WADA Presidency of Sir Craig Reedie who would complete his final term at the end of 2019 and would address today's GA for the last time.
18. The **President** thanked the ED for the Council report and thanked the members for their cooperation while mentioning that ASOIF was always at their disposal
19. **Mr. Narinder Batra (FIH)** asked a question on the prize level of the Creative Sports Award. The ED clarified that the amount of the reward would most certainly remain at USD 250'000 but that the prize would, henceforth, be awarded only every second year.

FINANCIAL MATTERS

2018 Financial Report

20. The **ED** reported that ASOIF had ended 2018 with a positive financial outcome overall and that ASOIF assets remained well protected.
21. He drew attention to one aspect of the general financial position which was that the end-of-year valuation of our assets had been lower than expected. However, our auditors had confirmed that this was a normal reflection of the volatility of the financial position of markets and values on the last day of 2018 when that valuation had been calculated.

Auditors' Report on the 2018 Accounts

22. The **ED** reported that the 2018 accounts had been approved by ASOIF's auditors, PricewaterhouseCoopers (PwC), and that they had been endorsed by Council for presentation to the GA for its approval.

Approval of the 2018 Accounts

23. The 2018 Accounts were unanimously **approved**.

Annual Subscription 2019

24. The Council proposed that the ASOIF annual subscription of CHF100 for 2019 remained unchanged and this was unanimously **approved**. The **ED** confirmed that he would check the legal position regarding whether the subscription was required under Swiss law and if not Council would consider the position.

Approval of the Revised 2019 budgets

25. The revised 2019 budgets were unanimously **approved**. The **President** clarified that ASOIF was not only the “house of common interest” of the IFs, which was the priority mission, but served also as an “added value provider” to the Olympic Movement and that this was indeed confirmed through many of the reports and presentation of today.

Approval of the draft 2020 Budgets

26. The **ED** explained the 2020 budget confirming that the operational budget was based on a breakeven forecast and that there was nothing very different to report compared to previous recent annual operational budget forecasts.

Mr. Tom Dielen (WA) stated that the new budget did not reflect the additional new consultative group. The **ED** replied that the activities of this new group in 2020 would only imply administrative costs and certainly not be more than CHF 20'000 but that he would take this into account in the next version.

The draft 2020 budget was unanimously **approved**.

Mr. Raul Calin (ITTF) shared the experience of his Federation in terms of conditions in Switzerland with regard to holding funds in CHF accounts and the negative interest rates being charged. He said that following the Rio 2016 Games ITTF had held their income in US dollars. He said that it might be good for ASOIF to hold more assets in US Dollars following the 2020 Olympic Games. The **ED** replied that a proportion of ASOIF's assets were held in US Dollars but that he would monitor the situation.

IOC/ASOIF/ANOC RELATIONS

ASOIF Governance Task Force (GTF) & Governance Support & Monitoring Unit (GSMU)

27. **Mr. James Carr** presented an overview of the GTF and information and status of the work of the GSMU. ([ANNEX 1](#))
28. The **President** remarked that ASOIF had received pressure, mainly from the public authorities, to provide greater transparency in the publication of the governance reports. He informed the members that therefore the third assessment publication would be more transparent which was why the GSMU would provide full support to members to improve so that the relevant targets could be met.
29. **Kelly Fairweather (ITF)** thanked ASOIF for its governance work which had brought great benefit to the ITF. However, he said that the IFs were still asked to participate in other different governance surveys and that this was distracting and time-consuming. The **President** confirmed that ASOIF and IOC had taken a strong position to try to prevent this but we do not have the authority to stop these entities from trying to become involved.

Role of the IFs & Future of Global Sport

The **President** introduced the report on the Role of the IFs and Future of Global Sport. He said that the objective of the Future of Global Sport report was to provide a framework document that underlined the challenges to IFs, ASOIF and sport in the future and that the document had been very well received by our members, the media and other interested parties. ([ANNEX 2](#))

30. The **ED** gave a summary of the report and informed that the project was originally an internal piece of work aimed to provide the ASOIF administration with a better view on the trends and challenges that would impact sport in the next twenty years. The project had grown due to large interest from the sports family and that after one year of research, the report had been published.
31. The **President** advised members to take on board the conclusions and highlighted the need for ASOIF and its members to promote more awareness of the positive work of the IFs in their role as values-based organisations responsible for developing their sports worldwide. He said this was to have a better impact and profile for our activity which should be respected and reflected from a legal point of view.
32. **Mr. Hassan Moustafa (IHF)** suggested that other sport bodies such as ANOC and IOC should be more involved with ASOIF. The **President** answered that ANOC and IOC were part of the same ecosystem and that interactions were daily in a common purpose and interest.
33. **Mr. Raul Calin (ITTF)** said that the project was a brilliant piece of work and he encouraged and congratulated ASOIF and **Mr. Thomas Weikert (ITTF)** added that the report had been presented at their General Assembly and had been very helpful and that all the delegates had begun to think deeply about what was needed to prepare for the future.
34. **Mr. Robert Fasulo (ISA)** congratulated ASOIF for the report and mentioned that it had been eye-opening and reflected the reality that IFs are no longer only rule-based organisations but also have marketing operations and needed to act more like businesses. For an IF such as ISA with a well-developed professional league, which was complementary but also competitive he suggested to add the professional leagues with their perspectives to any future report. The **ED** confirmed that this was a major element and that if an update was to be done the professional leagues would be invited to contribute.
35. **Mr. Ingmar De Vos (FEI)** congratulated ASOIF for the great work. He mentioned that a lot of challenges awaited ASOIF and asked what conclusions had been drawn for ASOIF as an umbrella association and would there be any effects on the budget. The **ED** answered that the position of ASOIF was often misunderstood to be more than a support and representational organisation for the IFs. A number of key points had caused immediate actions around issues that no individual IFs could face alone. For example the need to change the public authority view of what the IFs contribute and their governance. Council would review a new communications strategy to promote the positive collective work of the IFs and their role.
36. The **President** commented that in the view of a new vision of ASOIF's position, ASOIF could be influential if it provided added value to the system and there were certainly items that could be done better collectively than individually and these had to be considered. He felt confident that the ASOIF and IF entities were active and qualified and that the IFs were more influential when they positioned themselves as a group.
37. **Mr. Hassan Moustafa (IHF)** mentioned that sport was growing in a positive way but also there had been negative elements as there were issues such as corruption that needed to be further addressed. The **President** answered that the key issue for the IFs was to defend and protect their integrity by continuing to implement better governance while fighting against doping and corruption in sport etc. An issue was that these were associated significant costs to these activities and that it must be better understood that the IFs and ASOIF were spending and investing their revenues on these activities as part of managing a harmonious growth of sport.

REPORT FROM THE TOKYO ORGANISING COMMITTEE FOR THE OLYMPIC GAMES IN 2020

38. The **President** invited **Mr. Koji Murofushi, Director of Sports of the Tokyo 2020 Organising Committee (OCOG)** and **Mr. Hide Nakamura, Executive Director of Games Delivery of Tokyo 2020 Organising Committee** to present the report on the status of Tokyo 2020 Olympic Games preparations. He thanked them for their attendance and contribution to this assembly. ([ANNEX 3](#))

39. **Mr. Andy Hunt (WS)** thanked Tokyo 2020 for its work to deliver great Games. He mentioned that last year there had been many concerns for sailing events and that many had been resolved but that there was at least one common question IFs were facing which was on the operational readiness for Test Events as these were to be delivered by third parties and not the OCOG. He mentioned also that accommodation for ITOs remained an issue as hotels were overpriced. He urged the OCOG to appoint travel agents for bookings as forcing IFs to undertake flight bookings would be very risky. He mentioned that service levels for athletes and venues did not yet correspond to the level required (for example there was a lack of athlete shade, water provisions etc) and these needed to be addressed urgently as they were very basic athlete requirements.

Mr. Koji Murofushi and Hide Nakamura (OCOG) responded that the delivery of the Games was of paramount importance and that IF engagement with the OCOG was very high. He said that the concerns on flights and accommodation would soon be managed and that a solution would be to use travel agencies. He confirmed that for the service levels there were budget constraints but athletes came first and they would make sure to provide services to meet requirements.

40. **Mr. Walter Sieber (FIFA)** questioned how transport would be managed in connection with the sports department and also if test events would be organised with the National Federations (NF) with the input of the OCOG.

Mr. Koji Murofushi and Hide Nakamura (OCOG) responded that NFs did have some experience but were not all experienced with international events. However, the level of their involvement would be dealt with on a case-by-case basis and that the test events would provide a legacy for some of them in this respect.

41. **Mrs. Larisa Kiss (IJF)** said there were many good words to be said on the very knowledgeable team of Tokyo 2020. She mentioned some issues such as transport where in particular the walking distance between drop-off and the venue was far and some older persons might suffer if they had to walk 600m, especially if it was hot. She mentioned that the brand identity and look of the Games approved in January for Judo had been now downgraded. She mentioned that the look of the Games should not be cheap especially as events were organised by the IFs every year in Tokyo with a much better image than the one proposed for the Olympics.

Mr. Koji Murofushi and Hide Nakamura (OCOG) said that a solution would be found for the T3 drop off and thanked IJF for their advice.

42. **Mr. Paul Hardy (IAAF)** mentioned that OBS had influence on competition schedules, which was understandable, but feedback to the IFs concerned would be appreciated. He mentioned that since each sport required a different sports presentation there should not be a “one size fits all” approach and before the initial plan was presented a discussion must take place with each IF.

Mr. Koji Murofushi and Hide Nakamura (OCOG) confirmed that each sport was different and that the OCOG was happy to customise each sport to present itself at the highest level.

43. **Mr. Kelly Fairweather (ITF)** thanked the OCOG team for the very good relationship with ITF. He mentioned that in the critical phase of operational readiness the venue manager, sports manager and the IF roles were not clear and that the working relationship between sport and venue managers was critical. He also commented on the presentation and look of the Games stating that spectator experience was very important and there should be no issue of cost with providing the required level. He mentioned that general service level clarification was an urgent matter to establish, because it was becoming critical.

Mr. Koji Murofushi and Hide Nakamura (OCOG) thanked ITF for the encouragement and mentioned that things were moving forward and that they would speed up the processes.

44. **Mr. Tom Dielen (WA)** congratulated Tokyo on completing the archery venue. He mentioned the look of the Games and sport presentation. He stated that their event director had reported that discussion was returning on the sport equipment list which had been finalised and that focus should now be given to key items and operational matters rather than on saving money.

Mr. Koji Murofushi and Hide Nakamura (OCOG) apologised for the equipment issues and said that they would contact the provider and make sure the issue was resolved.

45. **Mr. Jerome Meyer (IFSC)** commented that IFs were solution providers and that they were there ready to discuss and advise on any matters that arose.

Mr. Koji Murofushi and Hide Nakamura (OCOG) thanked IFSC for the support and advice and would continue to engage fully with the IFs.

46. **Mr. Narinder Batra (FIH)** mentioned that there was a need to ensure that there was appropriate transport provision for Presidents and Secretary Generals.

Mr. Koji Murofushi and Hide Nakamura (OCOG) confirmed that T1 transport would be for Presidents, CEOs and Secretary Generals.

47. **Mr. Antonio Arimany (ITU)** thanked the OCOG for the important progress on the triathlon test event. He mentioned his concern for the look of the Games and mentioned that accommodation costs remained too high.

Mr. Koji Murofushi and Hide Nakamura (OCOG) thanked ITU for its collaboration. He said that the accommodation situation would be immediately reported back for review and thanked him for raising the concern.

48. The **President** said that there would be a COCOM later in May 2019 and that he had taken the common and general comments on board and requested answers in the COCOM. He mentioned that the more IF-specific issues should be addressed directly while in Gold Coast.

IF OLYMPIC REVENUE SHARE DISTRIBUTION – TOKYO 2020 OLYMPIC GAMES

49. The **President** presented the model of IF revenue distribution for the Games of Tokyo 2020, proposed by the Council and invited the members to approve it.

50. For explanation purposes, the **President** mentioned that two principles had determined the ASOIF Council exercise, one being to honour the revenue grouping changes made by IOC after the London 2012 Games and then to distribute the remaining uplift democratically under the principle of solidarity between the groups. He clarified that the groups were never meant to be a ranking of the sports but rather an evaluation of the contribution of each sport to the Games. He stated that the groupings had always been made by the IOC, initially by IOC president Samaranch and the then Director of the Games. Since the recent IOC review, the ASOIF GA had decided not to request the IOC to review the groupings until after the Games of Paris 2024 at the earliest, so that sufficient data from multiple Games would be available to support the process.
51. He announced that we could propose the IOC to review the criteria, but the groups themselves were not and should not be the remit of ASOIF. He confirmed that the work of ASOIF was to respect the most recent IOC decision on groupings and use the money available to make a revenue distribution model.
52. He mentioned that the main constraint this time had been to adjust Group A, notably for FIG and FINA to be aligned with the share of the other IF in group A which was IAAF.
53. **Mr. Hassan Moustafa (IHF)** stated that in his opinion the decision was neither fair nor correct. The **President** reiterated that he understood his frustration but that the mission of ASOIF was to follow the previous GA decisions, not to request a group review earlier than Paris 2024 and that the total revenue to be shared in the best way.
54. The model was **approved in accordance with the Statutes** on the third round of voting by majority with 27 in favour, one against and no abstentions.

REPORT FROM THE PARIS ORGANISING COMMITTEE FOR THE OLYMPIC GAMES IN 2024

55. The **President** invited **Mr. Denis Masegla, French NOC President, Mr. Etienne Thobois, CEO Paris 2024, and Mrs. Aurélie Merle, Associate Sports Director, Paris 2024** to present the report on the status of Paris 2024 Olympic Games preparations thanking them for their attendance and contribution to the assembly. ([ANNEX 4](#))
56. **Mr. Jean-Luc Rougé (IJF)** asked for a confirmation that the spectator capacity at the judo venue would be 9'000. **Mr. Denis Masegla** confirmed that there were no changes to the plan.

REPORT FROM IOC ON RELATED TO THE IFs AND THE OLYMPIC GAMES

57. The **President** invited **Mr. Kit McConnell, IOC Sports Director**, to present the IOC update. ([ANNEX 5](#))
58. Following his presentation, **Mr. Kit McConnell** addressed a question from Mr. Tom Dielen (WA) regarding the Tokyo 2020 cancellation insurance and said that the IOC would be able to respond on this soon to all IFs.
59. The **President** thanked Mr McConnell and indicated ASOIF's continued willingness to cooperate and work with the IOC Sports Department as always.

PRESENTATION FROM WADA

60. The **President** welcomed **Sir Craig Reedie, President of WADA**, and thanked him for his work and mentioned it had been a privilege to work with him for the last 15 years. He invited him to report on WADA's strategic priorities. **Mr. Sébastien Gillot, WADA Director, Lausanne office**, reported on the recent WADA developments. ([ANNEX 6](#))

ELECTION – COUNCIL MEMBERS

61. Six candidates were presented in good order, in accordance with the Statutes, for the three available places – one candidate seeking re-election and five for an initial term. The candidates were the following:
- Mr. Kim Andersen (WS)
 - Mrs. Marisol Casado (ITU)
 - Mr. Ingmar De Vos (FEI)
 - Mr. Vladimir Lisin (ISSF)
 - Mr. Jean-Christophe Rolland (FISA)
 - Mr. Morinari Watanabe (FIG)
62. A secret ballot vote was held and on the first round the following candidates were duly elected as Council Member in accordance with the Statutes:
- Mrs. Marisol Casado (ITU) with 19 votes
 - Mr. Morinari Watanabe (FIG) with 18 votes
 - Mr. Ingmar De Vos (FEI) with 15 votes
63. **The President** congratulated the new Council members on their election and thanked all candidates for standing.
64. The **President** wished to congratulate the IF Presidents and General Secretaries who had been elected or re-elected since the GA in 2018 in Bangkok, Thailand:
- Mr. Mohamed Moustahsane elected Interim President of AIBA
 - Mr. Ingmar De Vos re-elected President of FEI
 - Mr. Fernando Aguerre re-elected President of the International Surfing Association
 - Mr. Vladimir Lisin elected President of ISSF
 - Mr. Andreas Zagklis elected Secretary General of FIBA
 - Mr. Alexander Ratner elected Secretary General of ISSF
 - Mr. Nicolas Buompane elected Secretary General of FIG
 - Mr. Jose Perurena re-elected President of the International World Games Association.

OTHER BUSINESS

65. The President invited **Mr. Matthieu Reeb, Secretary General of CAS**, to inform the GA on the new CAS Anti-Doping division and on the new rules regarding the status of CAS arbitrators sitting on IFs tribunals. ([ANNEX 7](#))
66. **Mr. David Lappartient (UCI)** stated that in many IFs there were different bodies (e.g. disciplinary, anti-doping, etc.) and some of their members were appointed as CAS arbitrators. He said that their expertise would be lost to one or the other bodies if they had

to choose between an IF and the CAS. **Mr. Matthieu Reeb** responded that CAS implementation of the new rules would be considered cautiously.

ISSUES TO BE ADDRESSED AT THE JOINT MEETING WITH THE IOC EB

67. The IOC-ASOIF joint meeting would take place the following day on 8 May 2019 and the President said that the issues that would be raised would include the following:

- ASOIF General Assembly: Elections, Revenue Distribution Model and Games of Tokyo 2020,
- ASOIF Projects: Governance, Future of Global Sports & Role of the IFs
- IOC Projects: Development/Investment “working group” & Olympic Channel digital strategy “data warehouse”
- WADA: RUSADA LIMS, Code review & governance review
- IF IOC Membership from IFs.

CLOSING

68. The **President** thanked the Council members for their dedicated work and also all the IFs and delegates for their support during the year and the meeting.

69. He also thanked the ASOIF staff and the interpreters for their great support to the Council and members and for their contribution to a successful GA.

The meeting ended at 16h05.

ANNEXES

Annex 1	<u>ASOIF Governance Task Force</u>
Annex 2	<u>Future of Global Sport</u>
Annex 3	<u>Tokyo 2020 Presentation</u>
Annex 4	<u>Paris 2024</u>
Annex 5	<u>IOC Sports</u>
Annex 6	<u>WADA “The Right Way Together”</u>
Annex 7	<u>Arbitration Rules – CAS Anti-Doping Division</u>