



DRAFT MINUTES

ITF LIMITED
(trading as the International Tennis Federation)

ITF CONFERENCE & ANNUAL GENERAL MEETING 2025

VIRTUAL MEETING

15 & 16 OCTOBER 2025

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ATTENDANCE LIST FOR ITF AGM ON 16 OCTOBER 2025

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Nini Wu, International Affairs
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Cyrille Mainguy, President

SPECIAL GUESTS

Richard Bush, Parliamentarian
Kelly Fairweather
Ross Hutchins

ITF STAFF

Dominic Anghileri, Senior Executive Director - Finance & Administration
Louise Booth, Executive Director - Digital
Matt Byford, Executive Director, Juniors, Masters and Beach Tennis
Dario Giovannelli, Executive Director - Legal
Alex Hughes, Executive Director - Major Events
Stuart Miller, Senior Executive Director - Integrity & Legal
Andrew Moss, Executive Director - WTT & Data Rights
Jackie Nesbitt, Senior Executive Director - Tours & Player Pathway
Mat Pemble, Executive Director - IT
Luca Santilli, Executive Director – Tennis Development
Tim Stemp, Executive Director - Commercial

ITF CONFERENCE – 15 OCTOBER 2025

OPENING REMARKS

The President opened the 2025 ITF Conference by welcoming delegates and acknowledging the connections forged at major events throughout the year. He introduced the Conference's theme, "The Beating Heart of Tennis," emphasised the nations' crucial role in growing and sustaining the sport, and thanked them for their efforts in helping tennis to achieve a record 106 million players globally.

He highlighted the nations' achievements, their shared passion for advancing tennis, and their vital work in promoting the game and developing players. He introduced a short video which illustrated the nations' role as the beating heart of the sport.

The President stressed that the 2025 Conference and AGM presented the opportunity for the assembly to make a transformative decision and adopt 'World Tennis' as the organisation's trading name. He urged the assembly to support this change to secure the sport's future and ensure the nations' vital role in the global tennis ecosystem is recognised and respected.

The President introduced the topics to be covered in the Conference, with presentations in five key areas: Development; Juniors; Digital; brand evolution to World Tennis; and resolutions to be voted on in the AGM the following day.

The President highlighted progress made under the ITF 2024+4 strategy through international collaboration. He noted Mr Kelly Fairweather's recent departure as CEO, thanked him for his service, and introduced Mr Ross Hutchins as the incoming CEO.

Reflecting on the past year, the President acknowledged challenges, some of which could not be foreseen by the ITF at the start of 2025. He discussed legal proceedings involving the PTPA lawsuit, confirming that the ITF is no longer named in US and UK cases but that these proceedings had incurred legal fees.

He noted that the global geopolitical situation is volatile and the current economic climate impacts broadcast and sponsorship revenues.

The President explained that 2024 was very challenging from a financial perspective for the ITF and that 2025 has also presented challenges. He commented that these challenges highlight that the ITF's ambition is sometimes larger than its capacity for funding. The President explained that with the Board's fiduciary oversight, support and direction, the ITF would make improvements to the 2026 and 2027 budgets to build back its reserves to more secure levels.

The President moved on to celebrate some of the highlights from the past year, crediting the nations for their hard work. He praised Italy for retaining its Billie Jean King Cup title over USA in Shenzhen and noted the success of the first Billie Jean King Cup Finals to be held in China, which drew large crowds and peak television viewership of 8.9 million. The move to Shenzhen has expanded the tournament's reach, introducing women's tennis to new audiences. Special congratulations were given to Italy as the reigning champions of both the Billie Jean King Cup and Davis Cup.

He expressed excitement for the upcoming Davis Cup Final 8 in Bologna, with Italy beginning a three-year hosting term. He outlined the Davis Cup's return to a home-and-away format in September, with seven Qualifier Second Round ties replacing the Group Stage. He confirmed that sixty-eight nations were hosting home-and away events in 2025. To date in 2025 there was strong attendance, high TV viewership, and significant digital engagement for the competition.

The President pointed to continued growth in both competitions, demonstrated through record participation. He noted that, despite financial challenges, the ITF has maintained investment in its World Cup of Tennis events through distributions to nations.

Focusing on the ITF Tours, he acknowledged the vital role the nations play in their success and emphasised the strength of the ITF's player pathway. He highlighted inspiring player breakthroughs which underline the importance of the ITF World Tennis Tour for emerging talent.

The President stated that in partnership with the nations, the ITF has continued to grow the ITF World Tennis Tour and in 2025 had invested in record levels of prize money of \$32 million plus hospitality. Tournament numbers were strong with around 1,275 events for the year, and gender parity had been achieved at the W50, W75 and W100 level.

He stated that in 2025 the ITF will stream a record 22,000 matches, and this will increase to a record 28,000 for 2026 thanks to the extension of the ITF's partnership with Infront. The President emphasised the importance of streaming as it provides financial security for further investment in the player pathway and supports global tennis development.

He noted that the ITF was on track to stage a record 1,000 junior tournaments this year, offering access to the player pathway for girls and boys from every region. For Wheelchair Tennis, a new calendar structure launching in 2026 will increase opportunities for professional players to compete, including at integrated events where they can play alongside their able-bodied peers.

He stated that Beach Tennis achieved record prize money in 2025, and Masters Tennis membership had increased to 52,000 people aged 30–90. He noted that the ITF World Tennis Number was a key project in making the ITF's tours more accessible. Already an acceptance method for juniors and Masters events, it was soon to be rolled out to ITF World Tennis Tour events. Currently 2.2 million players have a WTN.

The President reemphasised that the ITF and the Member Nations stood on the threshold of bold change. He stressed that, the following day, the nations had the power to make a game-changing decision and transform to World Tennis.

He concluded by saying that it was time for the ITF and the Member nations to state proudly who they were, assert their important role in tennis, and for everyone to recognise them as the beating heart of tennis. He thanked the assembly and handed over to Mr Santilli.

DEVELOPMENT STRATEGY

Luca Santilli, Executive Director of Tennis Development, opened the Development session by emphasising the conference theme, "The Beating Heart of Tennis," as a reflection of the vital role of development in the sport's growth worldwide. He noted that the ITF, by placing development at the centre of the ITF2024 strategy nearly a decade ago, set a clear course for progress, innovation, and inclusivity in tennis.

Mr. Santilli reviewed significant milestones, including:

- Three ITF Global Tennis Reports since 2019 supporting growth strategies
- The 2019 founding of the ITF Academy as a global learning hub
- The 2017 Player Grant Programme and 12&U Team Competitions fostering talent
- National Training Centre Recognition (2018) to improve facilities
- World Tennis Number (2021) enhancing player engagement

These initiatives, along with the biennial World Participation Conference, support ITF and National Association strategies to attract new players and nurture talent.

The ITF's mission is to make tennis accessible and enjoyable for everyone. Working closely with member nations and regions remains crucial, especially in implementing strategic priorities for the

next four years and supporting talent through programmes like the Grand Slam Player Development Programme. The ITF aims to reach 120 million tennis participants by 2030.

The latest Global Tennis Report offers valuable insights for national growth strategies. Presently, only 7% of players are registered with their National Association; increasing this is a key goal in the ITF's digital and development plans. For 2025–2028, the main objectives are boosting participation and improving performance.

To achieve this, the ITF will highlight tennis as fun, social, inclusive, and healthy, and encourage the use of Red Ball Tennis to introduce more adults to the sport. Learnings from successful rollouts, such as the USTA's, guide these efforts. Progression for players includes using different balls and courts suitable for various skill levels.

A new global event, World Tennis Week, will launch in September 2026 to promote lifelong involvement, and the ITF World Tennis Clubmark will debut as a digital tool for clubs to benchmark operations and standards.

The ITF Academy continues to provide education and resources globally, supporting grassroots programs like the Junior Tennis Initiative, which enables thousands of children to experience tennis.

In 2026, the Junior Tennis Initiative will offer enhanced support and functionality, and the Tie-Break Tens format will be piloted to create more competitive opportunities. Collaborative projects, such as Argentina's mass participation initiative, exemplify how ITF partners with nations for substantial growth.

Regarding elite player development, the ITF strives to ensure equitable opportunities worldwide, supporting rising talent with funding, training, and recognition programs. The vision for an International Centre of Excellence reflects the commitment to creating premier facilities and fostering community among tennis professionals.

Overall, the ITF's new strategy focuses on growing participation, raising standards, and building an inclusive, thriving future for tennis in partnership with nations worldwide.

Mr Santilli passed over to Mr Matt Byford to cover the ITF World Tennis Tour Juniors strategy for the period 2025 to 2028.

JUNIORS STRATEGY

Mr Matt Byford, Executive Director, Juniors, Masters and Beach Tennis provided an update on the ITF Juniors Strategy, highlighting that in 2025 there would be over 1,000 junior tournaments held in 135 countries, serving 17,000 active players globally. The strategy centres around three pillars supporting players from their introduction to international competition through progression into professional tennis, aiming to make the junior tour more accessible, equitable, and valuable.

For ages 10-14, efforts are underway to create unified entry points into international tennis, addressing fragmentation caused by private operators. A new 14&U Regional Association Working Group – which includes a nominated representative from each Regional Association – is pursuing several priority projects, with current emphasis on:

- 1. World Tennis Number Integration:** WTN is now a standard for seeding or acceptance, facilitating smoother transition from national to international play.
- 2. Aligned Calendars:** Work is ongoing to coordinate 12&U and 14&U tournament calendars across regions, reducing schedule conflicts and better guiding players. An aligned 14&U

calendar is due to be released by December 2025 to display the highest level 14&U tournaments that attract players from multiple regions.

Mr. Byford emphasised that the ITF's work in the younger age groups continues to focus on supporting National Association and Regional Association activities and does not involve any ownership or management of tours or events by the ITF.

Other upcoming topics for review as part of the strategy for players aged 10-14 involve reviewing age eligibility rules, governance and safeguarding, and exploring a possible 12U World Team Event in future years.

For players 18 and under, improvements during 2025 included the evolution of mandatory education via ITF Academy and expansion of the WTTJ calendar, which is expected to exceed 1,050 tournaments in 2025.

Notably, starting January 2026, a new Round Robin to Elimination draw format will be available for J30 and J60 tournaments, guaranteeing main draw participants at least three matches. Acceptance processes will further integrate WTN to provide talented players from national and regional tournaments with better access points to the WTTJ, and a more objective acceptance criterion.

In summary, the 2025-2028 ITF Juniors Strategy focuses on enhancing player development, increasing access and equity, and raising standards for governance, education, and competition quality to better prepare junior players for professional tennis.

The President opened the floor to questions which were answered by Mr Byford and Mr Santilli.

The President thanked the delegates for their questions and handed over to Ms Booth for the Digital strategy presentation.

DIGITAL STRATEGY

Louise Booth, Executive Director – Digital, reaffirmed the digital vision to create the biggest, most thriving and passionate tennis community in the world, with the ambition centred on growing both the fan base and recreational player participation. The necessity of digital transformation was emphasized as a business imperative, not a choice. Several challenges were identified, including a focus on competitive rather than recreational players, limited direct connections between players and National Associations (NAs), insufficient player data, and increasing influence of third parties and technology companies. It was noted that most players and fans had stronger relationships with third parties than with their NAs or the ITF, resulting in loss of data and revenue from the sport.

An alternative approach was proposed, aiming for NAs to become the primary contact for recreational players and fans, thereby capturing first-party data and building a thriving tennis community. The importance of investing in digital ecosystems and brand development was highlighted, with the goal of owning and monetizing data rather than leaving it to commercial entities. The industry consensus was that digital products and data would be the fastest-growing revenue streams, and federations not investing in digitalization risked falling behind.

Progress since the last AGM include significant investment in the digital ecosystem to grow the fanbase, the launch of the ITFWorldTennis TikTok account to engage younger audiences, and the introduction of the World Cup of Tennis app consolidating Davis Cup and Billie Jean King Cup experiences. Websites for both competitions were revamped for improved user experience, and enhancements in live streaming and content strategy have been implemented. Gen AI technology is leveraged to increase video output, resulting in a substantial rise in views and engagement. Data collection on fans enabled better decision-making and engagement strategies, with notable increases in visibility, followers, and overall engagement.

Regarding player participation, the World Tennis Number (WTN) was recognised as a key digital asset, connecting over 2.2 million players across 76 nations. The WTN website was relaunched with improved design and user experience, and features such as the 'Rate My Game' assessment were introduced to democratize competitive play. The WTN became an established criterion for entry into various ITF tournaments and Tours and continues to be the primary rating for intercollegiate tennis in the US. Future plans aim to further grow player participation and facilitate direct connections between NAs and recreational players, addressing the current lack of engagement with nine out of ten players.

A vision for a World Tennis super app was presented, intended to serve as a gateway for players to access tennis resources, book courts, enter leagues, and receive rewards, thereby redefining the role of NAs and the ITF in the tennis marketplace. The strategy focuses on building relationships from the grassroots level to drive growth and new revenue streams, creating a sustainable model for reinvestment into the sport. The app will benefit players, clubs, NAs, and the ITF by facilitating engagement, cost savings, and community growth, ultimately generating more revenue to be reinvested into the game.

Ms Booth thanked the delegates and closed and there was a short break in the programme.

The President then invited Ms Booth to present on the brand evolution to World Tennis and reiterated the ITF's opportunity to make a transformative decision at its AGM the following day.

BRAND EVOLUTION TO WORLD TENNIS

Ms Booth addressed the assembly again to discuss the evolution of the ITF's brand. She noted that many attendees had participated in Regional or National Brand workshops throughout the year. It was recommended, in alignment with the President's introduction, that the ITF's name be changed to World Tennis. Ms Booth emphasized that the ITF served as the core of tennis, supporting the sport from grassroots to elite levels, and was committed to engaging more players, fans, and professionals annually. She referenced research indicating that, despite the ITF's vital contributions, it was often unknown or perceived as irrelevant by many audiences. Stakeholder interviews revealed a need for clearer definition and expression of the ITF's role to unlock its full potential.

Ms Booth explained that the research findings necessitated an evolution to strengthen the ITF's impact and influence. She stated that greater recognition and value among all audiences would benefit the entire federation. A strong global brand would enhance the ITF's ability to generate value for members, players, fans, professionals, and the broader tennis community. To clarify the ITF's purpose, two guiding questions were posed: what the ITF stands for and why it matters. Ms Booth asserted that the ITF supported tennis journeys for all, across lifetimes and generations, and recognised the diverse benefits of tennis for individuals and communities worldwide.

She introduced the new brand positioning, "Tennis for life," which encapsulates the ITF's mission and relevance. A video was presented to illustrate this new positioning. Ms Booth, together with the ITF Board, recommended transitioning to the name World Tennis, describing it as an evolution that accurately reflected the ITF's identity as the global guardian of the sport. She highlighted that the new name would provide clarity, strengthen connections with all audiences, and was supported by feedback from National Association sessions.

Ms Booth stated that the shift to World Tennis represented an investment in future growth, enabling increased investment, brand partnerships, and engagement from sponsors and fans. This, in turn, would boost commercial returns for reinvestment through National and Regional Associations. The rebranding was expected to enhance the ITF's impact, visibility, and engagement, particularly among young and diverse audiences. She described World Tennis as a unifying platform, delivering a wide range of tennis experiences and fostering internal pride and cohesion among Member Nations.

Ms Booth characterised the rebranding as an invitation for broader engagement with the sport and noted that the ITF was following a trend among other international federations to move away from acronyms. She outlined the vision for World Tennis as a brand with authority and relevance across all audiences and regions. The new identity aimed to position the ITF as the beating heart of tennis, moving from a background role to a prominent one within the tennis ecosystem.

The President opened the floor to questions which were answered by Ms Booth.

The President thanked Ms Booth for her presentations, the delegates for their questions and handed over to Mr Graham for the Governance presentation

GOVERNANCE UPDATES

Jack Graham, ITF Board Member and Chair of the Constitutional Committee, informed the Council about proposed alterations to the ITF Constitution.

The ITF Board recommended several alterations, which had been reviewed by the Constitutional Committee. Approval required a 2/3 Council majority and, if passed, changes would take effect on 1 January 2026.

1. Article 1.1 – Trading Name

Proposal to add 'World Tennis' as a trading name for ITF Limited,

The ITF plans to rebrand as "World Tennis" beginning in 2026. Discussions with nations and regions had already taken place, highlighting benefits such as increased recognition and relevance. Legally, the ITF could either change its company name or simply adopt "World Tennis" as a trading name. Adopting only a new trading name would require fewer resources than changing the company name.

2. Article 11.2 – Board Membership Eligibility

Proposal to clarify that the current ITF CEO cannot be nominated for Board membership.

This change would make clear that the CEO's executive duties are separate from the Board's strategic role. Although the Constitution prohibited one person from being both President and CEO, it only implied that the CEO should not be on the Board. The Board recommends stating this separation directly, as the CEO is appointed by and accountable to the Board.

3. Article 24.1 – Official Tennis Championships

Proposal to remove time and location restrictions on the Official Tennis Championships of the ITF and update their nomenclature.

At the request of the Grand Slams (Australian Open, Roland-Garros, Wimbledon, US Open) this would remove time and location constraints on Grand Slam events and update nomenclature to 'Roland-Garros' per French Tennis Federation advice.

The ITF was not aware of a time when this Article had been enforced, and it was unlikely that the ITF would seek to do so. The ITF had not identified any reasonable ground to object to the removal of the existing constraints.

4. Ethics Commission Chair Appointment

Appointment of a new independent Chair for the ITF Ethics Commission.

Ms Sandra Osborne KC will retire as Chair at the end of her term on 31 December 2025, and Mr Graham thanked her for her service. After an independent recruitment process led by Ms Osborne, the ITF Board had nominated Mr David Howman as the next Chair, with his term set to run from 1 January 2026 to 31 December 2028.

Mr Graham highlighted the significant changes to the ITF Constitution made the previous year in Hong Kong, China. and reminded nations to complete the Constitution implementation self-assessment form.

The President thanked Mr Graham and encouraged delegates to go through the agenda pack in respect of tomorrow's AGM to familiarise themselves with matters in advance of the meeting.

The President expressed his thanks to the assembly for their time and attention and closed the 2025 Conference.

ITF ANNUAL GENERAL MEETING – 16 OCTOBER 2025

OPENING ADDRESS

The President welcomed attendees to the 2025 ITF AGM, which was being held virtually for the second time in ITF's history, and thanked everyone for participating.

The meeting was officially opened. Out of 213 Member Nations, 166 registered for the AGM.

Under Bye-Law C2.1.2, Anguilla and Grenada were noted as observers due to arrears. As per Article 9.14.1, the credentials of voting delegates were confirmed during registration.

A quorum was established.¹

Honorary Life President, Francesco Ricci Bitti, Honorary Life Vice Presidents Katrina Adams and Rene Stammbach, and Honorary Life Counsellors: Martin Corrie; Sergio Elias; Ismail El Shafei; Lucy Garvin; Bernard Giudicelli; and Stuart Smith were acknowledged.

Richard Bush of Bird & Bird LLP was appointed Parliamentarian; no objections were raised.

In accordance with Bye-Law C3.1, three Scrutineers had been nominated from non-voting delegates and confirmed with 100% in favour prior to the Meeting: Stuart Smith - ITF Honorary Life Counsellor - Great Britain; Julie Paterson - New Zealand; Henrik Thorsoe-Pederson – Tennis Europe.

The President confirmed that the appointed Scrutineers had been contacted by Lumi Global, the independent organisation managing the voting process for the AGM, and that the appropriate voting verification system had been set up. The President confirmed that Mr Smith was on site with Lumi Global and would be liaising with Lumi and the other Scrutineers during any voting process.

The President introduced the electronic voting system noting delegates had received instructions and had technology practice sessions before the AGM. The electronic voting process was explained: after voting closed, Scrutineers would verify results and pass them to the Parliamentarian for announcement. Two test votes were conducted to ensure everyone was comfortable with the system.

Moving to the Minutes of the last ITF AGM, the President confirmed delegates previously received the 11 October 2024 Hong Kong meeting Minutes, with no comments submitted in advance. The President invited any additional comments or amendments; none were made, so the vote proceeded.

Moving to the Minutes of the last ITF AGM, the President confirmed delegates had previously received Minutes of the meeting held in Hong Kong, China on 11 October 2024 and there had been no comments in advance of this meeting. The President invited any comments or amendments on the 2024 Minutes, there were none, so the vote proceeded.

The Parliamentarian announced that in the matter of the **Minutes of the 2024 AGM the vote was 100% YES and therefore the motion had passed.**

The President held a moment of silence for those in the sport community who had passed away in 2025, including Ifedayo Akindoju of Nigeria. He thanked delegates for their compassion toward the deceased and their families.

¹ 133 Class B Nations holding the majority of Class B shares (450 of 491 total) were in attendance. 10 Class C Nations were also present, totalling 143 nations.

FINANCE

The President moved on to the Finance section of the AGM agenda, expressing appreciation to David Rawlinson, Chair of the Finance Committee, and its members for their crucial work on finance, investment, and audit. Mr Rawlinson and Mr Dominic Anghileri, ITF Senior Executive Director, presented the 2024 ITF Financial Report & Accounts.

The President handed over to Mr Rawlinson who thanked the Finance Committee members – Ms Asa Hedin, Mr Carlos Bravo, and independent member Mr Rene Stammbach – for their commitment. He acknowledged ongoing challenges and emphasised efforts by the Board, committees, and executive staff to secure the ITF's sustainable future.

The presentation included details of the 2024 result, an overview of the 2025 budget and performance update, and a summary of initiatives aimed at improving the situation for 2026 and beyond.

The 2024 Annual Review and the 2024 Annual Report & Financial Statements had been published on the ITF website having been independently audited by PwC following international auditing standards for transparency. PwC reported no issues and confirmed the financial statements accurately reflected the group's position as of December 31, 2024.

The Audit & Risk Committee, chaired by Gavin Crookes (Tennis South Africa) and including Terri-Ann Scorer (Tennis New Zealand), reviewed the Financial Statements with the Chair of the Finance Committee in attendance, but without full membership to ensure the Committees independence from the Board. Mr Rawlinson extended thanks to Mr Crookes and Ms Scorer for their collaboration and guidance.

The Annual Report & Financial Statements provided detailed results including the balance sheet, a review of the year and extensive notes. As detailed in the Annual Review, over 90% of ITF revenues were reinvested to develop tennis globally in 2024, benefiting Member Nations and players.

Mr Anghileri reported that after the 2024 budget was approved, the organisation faced challenges, including lower Davis Cup income and increased costs due to changes in event format and location and commitments to the ATP and players.

He had previously warned of a potential \$12.4m deficit after continued investment in the World Tennis Number and the Tours and Player Pathway Balanced Calendar Fund being partially offset by projected investment returns of \$1.8m.

To address the potential shortfall, Davis Cup Finals costs were reduced and further savings were made across the organisation resulting in an operating deficit of \$7.9m. After a slight increase in the investment in strategic projects, and better than anticipated investment returns, the final deficit improved to \$9.6m. Net assets at year-end dropped to \$31.9m including a negative \$1.8m revaluation of cashflow hedges.

Mr Anghileri referenced the Annual Report & Financial Statements, which splits results into Operating, Strategic, and Investing Activities. In 2024, Operating Income (before the Billie Jean King Cup Joint Venture) was just under \$107m, with Operating Expenses slightly above \$112m.

The Operating Result included a one-off \$1m increase to the Bad Debt Provision for unpaid sponsorships from previous years which the ITF is pursuing in court. If this adjustment was excluded from the Trading Result for 2024, the underlying trading deficit reduced to \$4.4m.

The three main activities Competitions (including the Davis Cup), Tours and Player Pathway and Development were supported by central services which relied on income generating activities to provide sufficient funding. The Davis Cup generated \$49m in revenue against \$53m in costs,

resulting in a \$4m deficit and, as Development funding was fully spent on its programmes, net central costs of \$14.6m relied solely on revenue generated from Tours and Player Pathway, including data rights.

In summary, 2024 Operating Activities resulted in an underlying deficit of \$4.4m, compounded by the Bad Debt Provision leading to an Operating Loss of \$5.4m.

Investment in Strategic Activities, including the Billie Jean King Cup, amounted to \$6.2m, which, along with the \$4.4m trading loss, a \$1m increase in Bad Debt Provision and a \$2m surplus from Investing Activities resulted in an overall deficit of \$9.6m.

This deficit, and the fall in Net Assets, could be attributed to various reasons, both planned (such as Strategic Activities) and historical, and with over 90% of revenues being reinvested in global tennis development leaving insufficient funds for central costs leading to reliance on funding from reserves.

Between 2017 and 2024, Net Assets reduced by \$26m to \$31.9m with over \$22.4m being invested in Strategic Projects that benefited National Associations and players, whilst over the same period distributions to these groups have increased significantly.

These strategic projects have also created vital assets, such as the World Tennis Number, which provides lasting value and would have been costly for individual nations to develop independently.

The 2025 budget was projected to be? close to breakeven with a \$1m operating deficit, \$1.1m investment in strategic projects, and \$1.9m of investment returns. The budget anticipated better Davis Cup results, higher IPIN, Sanction Fees and Data Rights revenue, but increased Development spending including Balanced Calendar Fund costs having been transferred to Operating Activities.

However, unexpected factors had impacted the ability to deliver the result as additional costs had arisen from legal expenses relating to disputes and actions and from unpaid Billie Jean King Cup Hosting Fees. Despite savings in several areas, these issues which are largely outside the ITF's control, had negatively affected the outcome and account for the projected deficit.

Mr Anghileri passed the floor back to Mr Rawlinson who reflected on the current position and the steps being taking to secure a sustainable future including some reductions that would be necessary in 2025 as cost control is vital to restore reserves. This process will take time, but the Board, Committees, and Executive Staff remain committed.

To this end, these financial principles will be upheld:

- Budgets must break even unless specifically approved otherwise.
- Our goal is to rebuild reserves to at least \$40m within a few years.
- We aim to restore Participation Payments when feasible.
- We will prioritise digital investment for new revenues.
- Reinvesting in Member Nations remains a priority.

The President thanked Mr Rawlinson, Mr Anghileri, and the Finance Committee.

The President brought forward the resolution for the formal appointment of the auditors as set out in the agenda. The President announced that the Board of Directors recommended the appointment of United Kingdom PricewaterhouseCoopers LLP as Auditors. The President put the matter to the voting delegates.

The Parliamentarian announced that in the matter of the **appointment of United Kingdom PricewaterhouseCoopers LLP as auditors, the vote was 100% YES and therefore the motion passed.**

MEMBERSHIP

The President reminded the membership that any applications required a two-thirds majority and confirmed that any membership applications approved will take effect from 1 January 2026, but that suspensions would take effect immediately. The President also confirmed that the Board of Directors had given a recommendation after evaluating each application according to the criteria for increase in share allocations which came into effect in 2015 and are listed in Bye-Law D of the ITF Constitution.

The President introduced the following **applications for increases in shares**. The applications were put to vote and determined as follows:

- **Kazakhstan Tennis Federation:** an increase in shares from **seven (7)** to **nine (9)** Class B shares. The Board of Directors recommended acceptance of this application. The Parliamentarian announced that in the matter of **an increase in shares from seven to nine for Kazakhstan, the vote was 91% YES and therefore the motion passed.**
- **Bulgarian Tennis Federation:** an increase in shares from **three (3)** to **five (5)** Class B shares. The Board of Directors did not recommend acceptance of this application at this time. The Parliamentarian announced that in the matter of **an increase in shares from three to five for Bulgaria, the vote was 39% YES and therefore the motion had not passed.**
- **Romanian Tennis Federation:** an increase in shares from **three (3)** to **five (5)** Class B shares. The Board of Directors recommended acceptance of this application. The Parliamentarian announced that in the matter of **an increase in shares from three to five for Romania, the vote was 82% YES and therefore the motion passed.**

The President introduced an **application for Class C membership**:

- **Faroe Islands Tennis Association.** The Board of Directors recommended acceptance of this application. The Parliamentarian announced that in the matter of **Class C membership for the Faroe Islands Tennis Association, the vote was 99% YES and therefore the motion passed.**

The President congratulated the Faroe Islands Tennis Association and looked forward to welcoming Faroe Islands as a Class C member from January 2026.

The President confirmed that since the publication of the agenda, **Comoros** and **Venezuela** had paid their outstanding debts and the President was happy to report that they would no longer be considered for suspension at the 2025 AGM.

The President asked Mr Anghileri to announce the subscription payments for 2026:

- Class B Members – US\$1,058 plus US\$6,314 per share. The increase for Class B Members is based on a 5.2% inflation per OECD CPI Index for the previous full year; and
- Class C Members – US\$250

The President moved on to the membership matters of waiving of membership fees.

The President reported that the **Sudan Lawn Tennis Association** had requested a waiver of their 2025 subscription fees due to impacts from the ongoing civil war. In 2024, the ITF and CAT waived Sudan's fees, and Sudan made the same request to CAT for this year. The Board noted SLTA had already paid their 2025 dues and recommended approving the application.

The Parliamentarian confirmed that the **motion to waive SLTA's 2025 fees passed with 95% YES votes.**

The President reported that the **Ukraine Tennis Federation** had requested a waiver for their 2025 subscription fees, noting previous waivers in 2022–2024 by the ITF and Tennis Europe, though Tennis Europe had not waived 2025 fees. The Board noted UTF had already paid their 2025 dues and recommended approving the application.

The Parliamentarian announced that **the motion to waive UTF's 2025 fees passed with 94% YES votes.**

GOVERNANCE

The President presented governance updates related to ITF Constitution changes, aimed at strengthening ITF operations and global tennis delivery. He noted last year's Council-approved amendments, necessary for maintaining strong governance and best practices within the ITF. The President referred to Jack Graham's (Chair of the Constitutional Committee) comprehensive explanation of the upcoming resolutions at the previous day's Conference.

1. Article 1.1 – Trading Name

The President reiterated that as the ITFs continues its governance review, the ITF had also been working towards a rebrand of the ITF name to World Tennis. He commented on the engagement on the rebranding that had already taken place over the previous five months with Council through stakeholder meetings, webinars and the previous day's Conference. The proposed re-brand would start in 2026 and give rise to benefits in terms of recognition on the global sports stage, relevance and influence.

The President explained that the matters being brought forward to Council in connection with this were in two parts:

1. To amend Article 1.1 of the ITF Constitution to add "World Tennis" as a trading name of the ITF; and
2. In accordance with Article 36.2 of the ITF Constitution, the Council would resolve to delegate to the Board the responsibility to approve the final wording of the amendments (wherever applicable) to give effect to the amendment approved under this resolution.

The Parliamentarian announced that in the matter of **Council resolving to alter the ITF Constitution by adding "World Tennis" as a trading name of ITF Limited, and of the AGM delegating to the Board the responsibility to approve the final wording of the amendments (wherever applicable) to give effect to the amendment approved under this resolution, the vote was 92% YES and therefore the motion passed.**

2. Article 11.2 – Board Membership Eligibility

The President stated that the Board of Directors had recommended an alteration to Article 11.2 of the ITF Constitution to clarify that the ITF CEO cannot be nominated for ITF Board Membership. The CEO attends all Board meetings and reports to the Board, but this change would ensure a distinction between the CEO's executive duties and Board's strategic responsibilities.

The President explained that the vote would be in two parts:

1. To amend Article 11.2 of the ITF Constitution to expressly state that the current ITF CEO is not eligible to be nominated for ITF Board Membership; and
2. In accordance with Article 36.2 of the ITF Constitution, the Council would resolve to delegate to the Board the responsibility to approve the final wording of the amendments (wherever applicable) to give effect to the amendment approved under this resolution.

The Parliamentarian announced that in the matter of **Council amending Article 11.2 of the ITF Constitution to expressly state that the current ITF CEO is not eligible to be nominated for ITF Board Membership, and of the AGM delegating to the Board the responsibility to approve the final wording of the amendments (wherever applicable) to give effect to the amendment approved under this resolution, the vote was 95% YES and therefore the motion passed.**

3. Article 24.1 – Official Tennis Championships

The President moved to the final Constitutional matter – an alteration to Article 24.1 to update the nomenclature and remove the existing time and location constraints imposed on the Official Tennis Championships of the ITF.

The President explained the rationale and drafting of the alteration in the agenda and explained that the vote would be in two parts:

1. To amend and update Article 24.1 of the ITF Constitution;
2. In accordance with Article 36.2 of the ITF Constitution, the Council would resolve to delegate to the Board the responsibility to approve the final wording of the amendments (wherever applicable) to give effect to the amendment approved under this resolution.

The Parliamentarian announced that in the matter of **Council amending Article 24.1 of the ITF Constitution to update the nomenclature and remove the existing time and location constraints imposed on the Official Tennis Championships of the ITF, and of the AGM delegating to the Board the responsibility to approve the final wording of the amendments (wherever applicable) to give effect to the amendment approved under this resolution, the vote was 100% YES and therefore the motion passed.**

The President thanked the Council and confirmed the approved amendments to the Constitution would take effect on 1 January 2026 in accordance with Article 36.1.4.

CHAIR OF ITF ETHICS COMMISSION

The President announced that, due to the retirement of Ms Sandra Osborne as Chair of the ITF Ethics Commission at the end of 2025, the Board of Directors nominated Mr David Howman as her successor, noting his experience in tennis and as a member of the Ethics Commission. The Council vote was 99% YES and so Mr Howman was appointed as independent Chair from 1 January 2026 to 31 December 2028.

The President thanked both Ms Osborne for her service and the Council for their support for Mr Howman as her successor.

AWARDS FOR SERVICES TO THE GAME

The President announced the nominations for awards for services to the game as follows, and moved the matter to vote for approval of all names nominated:

- Ms Miriam Oremans (Netherlands)
- Ms Salma Guizani (Tunisia)
- Mr Evgeniy Zukin (Ukraine)
- Ms Paulina Sepulveda (Chile) as the Coaches Commission nomination

The Parliamentarian announced **the vote was 97% YES and therefore the motion passed.**

The President congratulated all award recipients and confirmed awards would be sent to representatives of the winners' nations to present to them.

2026 ANNUAL GENERAL MEETING

The President announced that although Riyadh, Saudi Arabia was originally chosen to host this year's AGM, changing circumstances led to the decision to hold a virtual event instead. However, the 2026 AGM will be held in Riyadh, and this was confirmed by a promotional video.

The President also noted that several nations had already expressed interest in hosting the 2027 and future ITF AGMs, and he invited additional written expressions of interest.

MEETING CLOSURE

The President thanked ITF Board Members for their continued leadership during their second year of service, noting their ongoing contribution to the ITF 2024+4 strategy. He also acknowledged the Regional Association Presidents, Committee and Commission Chairs and Members for their commitment this year, announcing that new appointments will be released in early December. Appreciation was expressed to Mr Kelly Fairweather and the ITF Executives and staff for advancing the ITF 2024+4 strategy and strengthening tennis and Member Nations.

Finally, the President thanked the Member Nations for their continual efforts to support and grow tennis globally, referencing the recently approved rebranding to World Tennis.

He expressed gratitude for the honour of serving as ITF President, looked forward to meeting all delegates in Saudi Arabia in 2026 and wished them continued success.

The President formally closed the 2025 ITF AGM.