

The ITF Board of Directors gathered at the International Olympic Committee's Olympic House in Lausanne for its first in-person meeting of the year. ITF President David Haggerty opened the meeting formally. The Board meeting covered multiple strategic and operational matters.

The Board welcomed the IOC Sports Director Pierre Ducrey to the meeting. He gave an overview of the extensive work currently being undertaken to deliver the next editions of Olympic Games. He also gave insight into the IOC's optimisation of opportunities, cross promotion and partnering through the IFs and wider sporting organisations to ensure an Olympic model that has clear purpose and commercial relevance into the future.

The Board members had a private meeting with IOC President Kirsty Coventry, which gave the Board an opportunity to reflect on wider global issues that are at the forefront of the concerns of many International Federations. The President also discussed the ongoing consultation of the *Fit For The Future* programme being undertaken by the IOC.

ITF STRATEGIC MATTERS

Regulation Changes

The Board approved changes to the 2026 Beach Tennis Regulations and changes to the 2026 Juniors Regulations. In Beach Tennis, the time violation regulation has been amended to provide players with two time violation warnings before issuing a penalty point. In Juniors, technical improvements have been made on the new Round Robin format introduced earlier in the year at J30 /J60 tournaments and an extension of the Junior Grand Slam Regional Exempt position already in place was approved. Changes to the Regulations will be communicated by the relevant department.

Commercial

The Board received an update on the commercial and partnership strategy for 2026. The Commercial team will continue to work on maximising existing partnerships and renewals while working to diversify the revenue scope in a more strategic way to be able to offer improved monetisation opportunities to NAs.

Broadcast

The Board reviewed the broadcast revenue streams and the existing contracts in place. Work is being undertaken to increase exposure, engagement and media innovation for future monetisation potential.

Finance

The Board was given an update from the Finance Committee Meeting held the previous week. The Board were advised that the year end process for 2025 is underway with the final audit results expected at the Board meeting in June. In the meantime, the Board reviewed a summary of year end movement since they received the preliminary results and they also reviewed the outstanding debts including those for which a provision is being provided. The Board was made aware of identified risks and mitigating actions being taken.

The Board was guided through the 2026 objectives around revenue generation and opportunities and the 2026 budget. The Board was advised that, in adhering to the principles previously outlined and maintaining central cost discipline, a surplus is being targeted in 2026. The Board was also advised that they would be asked to review the investment policy in a future meeting to establish parameters on the purpose of the portfolio.

Major Events

The Board received an update on the first round of the 2026 Davis Cup and discussed the key takeaways for NAs. Preparation is underway for the September ties and Regional Group Events and the commercial approach will be reviewed with the aim of providing additional flexibility to NAs. In looking ahead to 2027, focus will be directed to improving player participation and strengthening existing and new partnerships.

The Board discussed the impact of the middle east crisis to both the Davis Cup and Billie Jean King Cup events and the potential disruption to team travel and participation.

The Board received and discussed an update for the Billie Jean King Cup by Gainbridge Finals and the feedback received from the teams in 2025. While feedback had been positive there remain some improvements that can be implemented.

The Board reviewed the plans for the LA28 Olympic Tennis event, noting the event would be a 10 day event with the mixed doubles taking place on days one and two. It was also noted that the qualification system has been published with the addition of the Pacific Games as a qualifying event. With regards to the LA28 Paralympic Wheelchair Tennis event the format will be unchanged from Paris 2024 and the qualification system will be finalised in Q2 of 2026.

The Board also received an outline of the 2026 Youth Olympic games taking place in Dakar, Senegal where tennis will feature as an engagement sport rather than a competition sport.

Digital and Brand Update

The Board received an update on the progress of the digital strategy efforts, including the continuing development of various digital platforms and tools to improve and drive customer engagement along with revenue potential. The use of generative AI solutions to produce highlights was explained to the Board and the ITF and Davis Cup content and social priorities for 2026 are being produced with an audience centric focus and increased flexibility on multiple platforms. The World Tennis Number 2026 priorities were laid out for the Board's review with focus being on National Association adoption while also creating product enhancement through improvements to the underlying algorithm.

An update was given on the World Tennis App project which is progressing according to plan as ITF continues to explore new digital propositions that will help connect the ecosystem and serve recreational players, building on the WTN. Current focus is on deep dives across technical, integration and feature workshops.

The Board thoroughly reviewed the planned timeframe and the phased strategy for the World Tennis Brand launch. During the meeting, the communications objectives for this initiative were clearly outlined, highlighting the importance of a well-structured approach.

Development

The Board reviewed the strategic priorities for 2026 aligned with our mission to develop more and better players. Currently the focus is on key initiatives for 2026 which could include a coaches and participation conference along with pilot programmes such as red ball tennis and world tennis week.

The ongoing projects and their progress were reported to the Board, including the ITF Junior Tennis Initiative, the mass participation project, the ITF Academy, centre of excellence, national training centre recognition and support programmes.

Juniors

The Board gave their feedback on the strategic planning in place for Juniors tennis. The younger age group strategy has resulted in the release of a 2026 aligned calendar of higher-level 14&U tournaments in each region, in conjunction with a newly established Regional Association Taskforce, that demonstrates the role of the ITF's involvement and provides trust and clarity for all involved. A review of age eligibility rules for younger age groups will be undertaken in 2026, alongside the coordination of an aligned calendar of 12&U tournaments for 2027.

In respect of the 18&U World Tennis Tour Juniors, the new round robin formats are being successfully rolled out at many J30 and J60 events, and the World Tennis Number is now being used as part of the primary acceptance criteria for J30 and J60 tournaments – providing an improved product for the thousands of junior players accessing the Tour. Looking ahead to 2027, the focus shall turn to J300 and J500 events which shall include extensive analysis and review, ensuring the top tier of the Tour consists of world-leading events, with enhancements to player experience through improved services such as live streaming and broadcast.

Masters

2026 is the final year of the current Masters strategy cycle which has delivered a period of sustained growth for the Tour. Current KPIs have shown increasing tournament numbers, players registering to participate and unique tournament entries per calendar year - demonstrated by 42,000 active players participating in over 650 tournaments.

The new strategy cycle for 2027 and beyond will be a time to significantly expand the Masters Tour, increase competitive opportunities, and to realise greater adult participation across the nations. WTN data received from nations shows that there are approximately 1 million players worldwide who actively compete in 30 and over age group categories. Strategy plans for 2027 are under development, although it is very clear the Tour can expand to new markets and increase the player base with a target of 100K+ players and 1,000 + tournaments by the end of the next strategy cycle. There will be further application of WTN, with consideration given to entry acceptance criteria and seeding; as well as exploration of further innovations, such as new team event concepts. The Board recognised that the Masters Tour is entering a high growth phase with enormous potential.

WTT

The Board received the updated 2026 planning for the World Tennis Tour (WTT) under the three pillars of tournament pathway, innovation, and standards and services. Against a background of approximately 1,260 WTT tournaments in 75 countries in 2025 with record prize money being delivered, the first quarter of 2026 sees the WTT on track to repeat 2025 success, with the team's Q1 focus delivering a 30% increase in tournaments since 2019. The Board reviewed the tournament breakdown by region and were taken through the strategy of tournament growth in certain regions through a data-led strategy, with a focus on opportunities for women. There is a focus on developing video and analytics services for players, coaches and NAs; a strategy to elevate the prominence of the World Tennis Number in the WTT; and a continuing emphasis of maintaining and raising tournament standards.

2027 is anticipated to see the greater use of technology to enhance services provided through the WTT.

Code of Ethics

The Board received an amendment to the Code of Ethics Candidate Rules from the ITF Election and Eligibility Panel. The amendment adds 'the ITF' to the current prohibition on candidates for election saying or doing anything malicious or in bad faith against opponents, Officials or ITF staff. The Board formally adopted the amendment into the Code of Ethics.

Constitution Implementation Project

The Board received an update on the implementation of the new ITF Constitution by Regional and National Associations. The first phase of the project is an online governance self-assessment, which is ongoing. The second phase is to identify and prioritise the support that is required by members. The third phase will be the delivery of that support by the Integrity & Legal Division, in cooperation with the ITIA, where appropriate. The project completion date is September 2027.

Eligibility for ITF events

The Board was advised that the ITF gender eligibility policy is under review, which will be informed by information such as the IOC's updated position on eligibility, which is anticipated in the coming weeks.

Dave Haggerty
President