

The Board of Directors held its first in person meeting of the year in Paris where they covered strategic and operational matters.

## **ITF STRATEGIC UPDATE**

### **Integrity**

The Board received an update from the Chair, and CEO of the International Tennis Integrity Association (ITIA), in which the ITIA strategy was outlined. The ITIA's mission is to ensure the athletes and events are free from corruption while remaining innovative and ensuring prevention of any wrongdoing.

It was highlighted that the work of the ITIA is predominantly through education, working to reach players, support staff and officials through all effective channels. The focus is on key stages of player development to inform, educate and promote good decision making regarding the Tennis Anti-Doping and Anti-Corruption programmes.

The Board discussed resources, communications and relationships with players and stakeholders.

### **WTT Juniors, Men & Women Pathway Strategy 2025-2028**

The Board received a progress update in respect of Junior activities and the previously approved strategy shared with NAs and RAs in relation to the WTT Juniors and the junior team competitions. The strategy is built around three strategic pillars that support a performance player's journey from introduction to international competition, through to a player's onward progression into Professional Tennis.

The first pillar focuses on creating a strong coordinated foundation for the 10U – 14U age group ensuring that younger players, regardless of geography, have accessible, coherent, and well-governed entry points into international tennis.

The Board received updates on priority projects of the newly formed 14U Regional Association Working Group. These being the integration of World Tennis Number (WTN) as an acceptance and/or seeding tool into international junior competitions; Better alignment of 12U and 14U calendars across regions; A review of Long-Standing Age Eligibility Rules & Governance; 10 Under & Over Events; Exploration of a potential 12U World Team Event.

The second pillar focuses on players 18U to improve fairness, access and overall value for players, parents and federations. The Board received updates on key projects such as the WTT Juniors Calendar growth which is providing more opportunities than before. The 2025 Tour is anticipated to exceed 1,000 tournaments. Other updates included work being done on potential new draw formats at J30/J60 levels; Acceptances through the WTN in WTTJ with nearly 20,000 acceptances being made in 2024 through WTN; and the One-Sport Education Programme for the Player Pathway alongside key partners including ATP, WTA, Grand Slams and ITIA.

The third pillar of the strategy focuses on strengthening routes for the best Junior players to transition into Professional Tennis, particularly the World Tennis Tour.

### **WTT Men and Women**

The Board reviewed the progress of the WTT following Board approval of a 2023 – 2025 strategy that was set up under three pillars:

**Tournament pathway** – increasing prize money into the WTT; providing more complimentary hospitality, and using better scheduling to reduce player costs.

**Standards** using player feedback at tournaments and the ITF Player Panels to drive improvements in standards and services, including trialling and sanctioning off-court coaching; improving healthcare and ball change frequency; mandating player education and reinforcing the WTT brand identity.

**Innovation** – fast-tracking talent through the Junior Accelerator Programme; introducing WTN as a method of acceptance; expanding social media use and delivering commercial materials for NAs.

Work is being done on the WTT 2026-2028 strategy, and the Board received an outline of the focal points of the new strategy that will be brought forward for Board approval later in the year.

### **Beach Tennis**

The Board reviewed the 2025-2028 ITF Beach Tennis Strategy which sets a clear course for growth and further professionalism over the next few years.

The strategy has four pillars;

**Growth and Development** – Expanding global access and participation.

**High Performance and Pro Pathway** – Enhancing the elite tier of the game.

**Tour Services and Standards** – Improving the quality and consistency of the player and tournament experience.

**Revenue Generation and Promotion** – Building commercial value and brand visibility to reinvest in the sport.

The Board reviewed all pillars and plans in detail and approved the progression and implementation of the strategy.

### **Wheelchair**

The Board received updates on the Wheelchair Tennis Tour and key proposals that will provide the foundation for several changes to be implemented for 2026.

The strategic goal for next year is to remodel the pathway to better serve all players at differing standards. The launch of a Premier Tier for 2026 is a major priority as well as international and development tiers that will complete the competition pathway, to ensure relevant and meaningful competition opportunities whilst maintaining sustainability and lowering barriers to entry for more players, all aligned through the ranking system. The Board approved the prospective tiers, and an updated grading system.

The Board reviewed the ongoing work on classification and the work of the Classification Science Advisory Group to create sport-specific criteria to ensure IPC compliance. The final CSAG report will create recommendations that will be assessed to determine a final proposal to benefit Wheelchair Tennis' evolution.

The Board will receive further updates in 2026 to approve strategic matters for the Wheelchair Tennis Tour and the Masters season-ending Championships. During the meeting the Board approved the adjustment of draw sizes for the Doubles Masters event and to increase the draw sizes of the Junior Masters.

### **Finance**

The Board was given an update from the Finance Committee Meeting held the previous week. The Board received and reviewed the draft financial statements for the year ending 31 December 2024 and papers reviewed by the Audit Committee, including the Going Concern Papers, the Risk Management report including risks identified and the mitigating actions being taken.

The Board received an overview of the cash management forecast through to 2026 and the debtors' balance as at May 2025. The investment portfolio performance for the 2024 was reviewed and it was noted that no withdrawals were made in 2024. The Audit Findings report from PWC was summarised with the Board noting all items in the report.

The Board approved the 2024 Consolidated Financial Statements and going concern Paper along with the Audit representation letters. In addition to the statements the Board reviewed commercial and partnerships planning along with a budget summary for 2025.

#### **Davis Cup Finals / Billie Jean King Cup by Gainbridge Finals**

The Board received an update from the Federazione Italiana Tennis e Padel on planning and build up for the 2025 Davis Cup Finals in Bologna, including the venue layout and in venue experience, the hospitality and fan village concepts along with the player facilities and ticketing strategy; current and prospective partners and timelines for promotional activities in the lead up to the event.

Similarly, an update was provided by the CEO of Billie Jean King Cup Ltd on the overall organisation of BJKC Ltd, the brand identity launched in January 2025 and the Finals to be held in Shenzhen, China. The schedule for the Finals would be announced the following week followed soon after by the host cities chosen for the November playoffs.

#### **ITF Narrative & Brand Evolution Project**

The Board received an update on the ITF Narrative & Brand Evolution Project and provided feedback and guidance to continue towards finalisation.

#### **Data & Digital**

The Board reviewed extensive work that has been carried out on the digital transformation project. ITF continues to communicate the benefits of digital transformation and how it will drive and sustain greater participation through focusing on player engagement and the development of a World Tennis App. Engaging and communicating with National Associations has produced positive feedback and many are keen to understand the project and learn more. A major item underpinning the entire digital transformation is the work being done to address all data sources in the ITF to bring them together in a cohesive way and enable data to feed into areas such as a new World Tennis App and to provide better connection with other tennis ecosystems and ultimately new revenue streams

#### **Development Strategy**

The Board received an update on the status of the development strategy plan for the period 2025 to 2028 and the priorities identified to support the vision of more and better players and the empowering of national associations. In reviewing and evaluating the strategic priorities, assumptions have been made around which programmes are viable immediately and scalable in the future, existing programmes have been reviewed and aspirational programmes identified. All are aligned with the identified vision and looking to maximise the ITFs development impact.

Strategic priorities were presented to the Board and projects identified to enhance better players from more nations. A pilot project working with several national associations to identify and establish national development officers who can manage national development programmes and carry out the crucial role to connect the NA's development activities with those of the regional ITF development officers has been started. This project is scalable and could have a significant impact in supporting member nations to increase participation.

The Board discussed and approved the new development strategic priorities for the period 2025-2028 and the communication plan with NAs and RAs.

If you have any questions or comments please contact us.

**Dave Haggerty**  
**President**