

## ITTF EXECUTIVE BOARD MEETING

ITTF Asia Pacific Office - 38 Beach Rd, Tower #06-13 South Beach, Singapore  
Friday 27<sup>th</sup> February 2026 - 09h00 to 17h00 SGT (UTC+8)

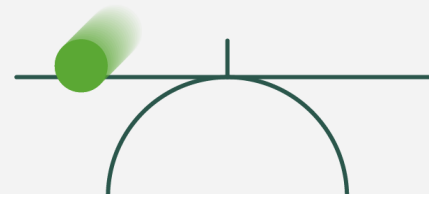
### MINUTES OF MEETING

#### Executive Board members in attendance:

SÖRLING, Petra - ITTF President  
LIU, Guoliang - ITTF Deputy President  
SUNG, Virginia - ITTF Executive Vice President - Finance  
MOORE, Anthony - ITTF Executive Vice President  
CALLE, Paul - ITTF Executive Vice President  
RASHID, H.R.H. Princess Zeina - ITTF Executive Vice President  
OSHODI, Wahid - ITTF Executive Vice President  
ROMANESCU, Beatrice - ITTF Executive Vice President  
ÇAKIR, Veli Ozan - ITTF Executive Vice President  
LIU, Shiwen - Athletes' Commission Co-Chair  
ACHANTA, Sharath Kamal - Athletes' Commission Co-Chair

#### Staff in attendance:

BERGH, Stefan - ITTF Secretary General (incoming)  
TAM, Chris - ITTF Director of Operations - only for the correspondent item  
VERMOESEN, Bart - ITTF Event Director- only for the correspondent item  
CONSTANTIN, Andrés - ITTF Governance Manager  
DAINTON, Steve - WTT CEO - only for the correspondent item  
MAH, Dylan - WTT Executive Director, Operations & Strategy - only for the correspondent item



## 0. Welcome from the ITTF President

The President welcomed all Executive Board members and extended a warm welcome to Mr. Stefan Bergh, incoming ITTF Secretary General, noting with appreciation that he had already begun engaging with the organisation in advance of formally assuming office on 30 March 2026. Mr. Bergh addressed the Board, expressing gratitude for the confidence placed in him and sharing his initial impressions following early interactions with ITTF staff and several Board members. He briefly outlined his professional background, and conveyed his enthusiasm for taking on what he described as a meaningful and stimulating challenge.

The President formally opened the meeting by acknowledging the significance of convening in a city emblematic of discipline, ambition, and delivery; qualities she underscored as essential for the ITTF at this juncture. She characterized the period as one of the most intense and consequential in the organisation's history, emphasizing that the Board was not merely navigating a busy operational cycle but was engaged in decisions that would shape the long-term trajectory of the ITTF.

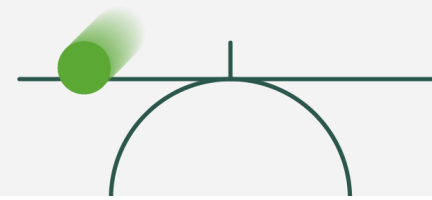
The President situated these developments within the broader context of the ITTF Centenary, noting that while the 100 years offer an opportunity for celebration, the Board's primary responsibility is to lay the foundations for the next century of the sport.

The President identified several interrelated priorities requiring the Board's full attention. First among these is the World Championships Finals in London 2026, which she described as both a symbolic and strategic milestone. While recognising its importance, she did not minimise the challenges associated with its delivery, noting that local partners must elevate their performance to meet expectations and that the ITTF is actively engaged in supporting this process.

Closely linked to London is the presentation of the new ITTF Constitution. The President stressed that this document is collectively owned by the Board, and that sustained efforts in consultation, communication, and alignment are required. She called on all Board members to actively contribute to ensuring its successful adoption at the AGM.

Turning to WTT, the President underscored the importance of achieving both financial sustainability and effective governance oversight. She recalled the Board's earlier support for increased ITTF representation within WTT governance structures and formally indicated her intention to assume the Chair of the WTT Board, noting that such leadership is both appropriate and necessary given ITTF's majority ownership.

On organisational matters, the President noted that the leadership transition initiated in November 2025 is approaching completion. She described the emerging structure as leaner, more focused, and better aligned with the needs of Member Associations,



emphasising that service to members must remain at the core of the organisation's purpose.

Finally, she informed the Board that the CAS appeal challenging the ITTF Presidential Election had been withdrawn, marking a significant step toward institutional stability. She framed this, together with the financial and governance reforms underway, as part of a broader effort to establish a solid foundation from which the ITTF can move forward with clarity and confidence.

## 1. Roll Call, Conflicts of Interest and Adoption of the Agenda

The roll call confirmed full attendance of Executive Board members. Mr. Anthony MOORE declared an interest in relation to the governance matter concerning Fiji, noting his association with ITTF Oceania. It was agreed that this did not constitute a conflict of interest but would be noted for transparency. Mr. Sharath Kamal ACHANTA and Ms. LIU Shiwen declared their candidacies for re-election to the Athletes' Commission and confirmed that they would recuse themselves from the corresponding agenda item. No additional conflicts of interest were declared.

The agenda was adopted with the inclusion of additional items under Governance and Other Business.

## 2. Approval of Minutes from previous Executive Board meetings

The Minutes of the Executive Board meeting held online on 23 January 2026 were reviewed and approved. The ITTF Governance Manager presented an update on business arising from previous meetings, noting that most outstanding matters were addressed within the meeting's agenda.

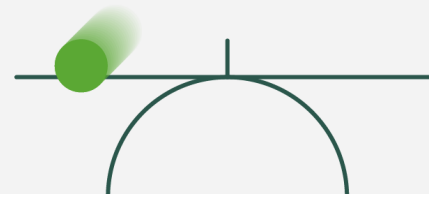
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The Executive Board approved the Minutes of the Executive Board meeting held on 23 January 2026.

## 3. Operations

### 3.1 Finances

The Executive Board proceeded to an extensive and detailed discussion on the financial position of both ITTF and WTT, beginning with an update on the 2025 financial results and the ongoing audit process.



The ITTF Director of Operations, together with the WTT CEO, and the WTT Executive Director (Operations & Strategy), joined the meeting for this item. The Board was informed that the group audit for the 2025 financial year had formally commenced in March, with PricewaterhouseCoopers (PwC) acting as external auditors. It was confirmed that the audit process was on track for ITTF AGM 2026, notwithstanding the increased complexity arising from personnel changes within the finance function and the scope of review.

Turning to the financial results themselves, the ITTF Director of Operations reported that the ITTF's net position had not materially changed since the previous reporting presented at the Chengdu meeting. While 2025 had been widely recognised as a difficult financial year, the organisation had managed to stabilise its position, in part due to additional income streams that had partially offset operational pressures. However, he noted that the overall outcome remained below expectations.

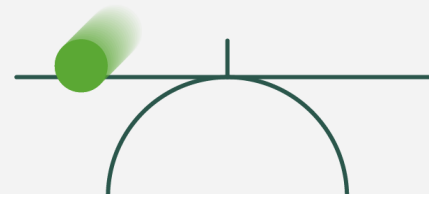
The discussion then shifted to WTT's financial performance, with WTT CEO and WTT Executive Director (Operations and Strategy) providing further detail. It was explained that, compared to earlier projections presented at the AGM, WTT's results had deteriorated primarily due to a reduction in partnership revenues, notably the loss of a global premier partner, and an increase in event-related expenditures associated with an expanded calendar, including the US and Europe Smash events.

The WTT CEO elaborated that, while the financial outcome remained negative, there had been some improvement compared to earlier forecasts, particularly due to stronger-than-expected performance of the Hong Kong event, which generated profits exceeding initial projections. Nevertheless, he stated that the overall 2025 result was not good, attributing this primarily to the strategic decision to invest heavily in new markets and flagship events.

A significant portion of the discussion focused on the interplay between financial performance and the broader political context within the ITTF during 2025. WTT CEO noted that the internal instability experienced during that period had materially affected commercial negotiations, with potential sponsors and partners expressing reluctance to commit in an environment perceived as uncertain. He indicated that this had resulted in a reduction in partnership revenues, despite the expansion of the event calendar.

The Board highlighted the importance of ensuring that Board members have full visibility of WTT's financial data in order to effectively fulfil their responsibilities. In response, WTT CEO reaffirmed that WTT financial information is fully accessible to the Board and emphasised that there are no restrictions on transparency.

The discussion then moved to the 2026-2027 budget and forward-looking financial projections.



The Board also discussed the implications of the audit process in this context. The President noted that the auditors have indicated that the absence of a confirmed investment could affect their ability to issue a clean audit opinion, further underlining the urgency of resolving the investment discussions.

Throughout the discussion, there was a clear consensus among Board members on the need to strengthen both financial discipline and communication. Members emphasised that, while strategic investments in new markets and events are necessary for the long-term development of the sport, these must be accompanied by robust cost control and clear performance metrics, and a coherent narrative that can be communicated to stakeholders with credibility and confidence.

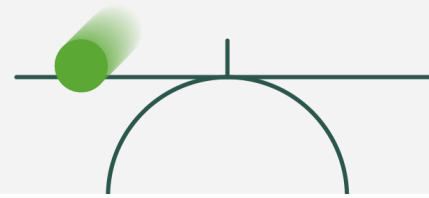
### 3.2 WTT Investment

The Executive Board then engaged in a detailed and substantive discussion on the ongoing efforts to secure additional investment in WTT, recognising this as a critical priority for both short-term liquidity and long-term financial sustainability.

WTT CEO introduced the item by recalling that, following the ITTF AGM in November 2025, discussions had been initiated with existing shareholders regarding the need to strengthen WTT's capital structure. He explained that these discussions were driven by the recognition that 2025 had been a financially challenging year, characterised by increased investment in key events and reduced commercial income, and that additional capital would be required to stabilise operations and support the transition toward profitability.

He further noted that, at its meeting in Chengdu in December 2025, the Executive Board had formally mandated management to explore investment opportunities, with a clear set of parameters designed to protect ITTF's strategic interests. These included maintaining ITTF as the majority shareholder, preserving appropriate governance and control mechanisms, limiting any divestment to a minority stake, and securing a solution within a timeframe compatible with the organisation's liquidity needs.

The ITTF Executive Vice-President (Finance) provided a detailed overview of the process undertaken since that mandate was granted. She explained that external legal counsel in Singapore had been engaged to provide advice on the implications of Singapore corporate law, under which WTT is incorporated, and to assess the legal and financial structure of the proposed investment. In parallel, Deloitte had been engaged to conduct an independent valuation of WTT, while PwC had provided financial advisory support.



She emphasised that the review process had been more extensive and time-consuming than initially anticipated, but that this was necessary to ensure that the Board is fully informed and that the proposed transaction adequately protects ITTF's interests.

WTT CEO further explained that, while discussions with the potential investor are the most advanced and represent the most immediate opportunity to secure funding, WTT has also explored alternative investment options. These include engagements with private equity firms, sports marketing agencies, and other potential investors. However, he cautioned that these alternatives would require significantly longer timelines.

The President noted that, compared to earlier discussions in December and January, the current proposal represents a clear improvement. She emphasised the importance of having engaged Singapore-based legal counsel, given the jurisdictional context, and expressed confidence that the Board is now in a more informed and secure position to assess the proposal.

The Board engaged in a thorough discussion on both the opportunities and risks associated with the investment. Members acknowledged the necessity of securing additional capital in the short term, particularly in light of the cash flow pressures discussed. At the same time, they stressed the importance of ensuring that any investment structure does not compromise ITTF's strategic control or long-term vision for WTT.

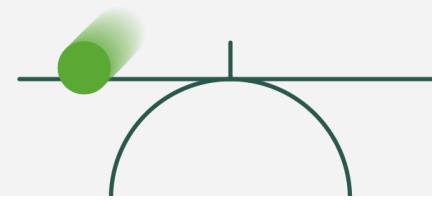
It was emphasised that the long-term goal is for WTT to function as a sustainable and strong commercial vehicle, capable of generating revenue and value for the sport, while remaining aligned with ITTF's governance framework.

The Board also recognised that the successful completion of the investment process is closely linked to other critical factors, including the audit outcome and the organisation's ability to maintain operational stability in the coming months.

### **3.3 HR**

The Executive Board received a detailed presentation from the President on the proposed organisational structure of the ITTF, situated within the broader context of the leadership transition initiated in late 2025 and the ongoing effort to reposition the organisation as more agile, efficient, and service-oriented.

The President recalled that, following the departure of the previous leadership and the internal discussions held at the December Executive Board meeting in Chengdu, a deliberate decision had been taken not to replicate a dual executive model at the top of the organisation. Instead of appointing both a Chief Executive Officer and a Secretary General, the Board had agreed to consolidate executive authority under a single



Secretary General role. This approach, she explained, was intended to avoid unnecessary complexity and to ensure a leaner, clearer chain of command.

She emphasised that the current proposal represents a structural “framework” rather than a fully finalised organisational chart, and that its purpose is to provide a functional architecture within which the incoming Secretary General will be able to operate and further refine roles and responsibilities. The timing of the restructuring has been influenced by the proximity of the AGM and the need to ensure continuity during a period of institutional transition.

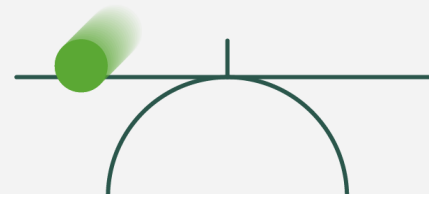
At the centre of the proposed structure is the Secretary General, who will serve as the most senior staff executive responsible for the overall management and delivery of the organisation’s activities. Reporting lines have been simplified in order to reduce fragmentation and improve coordination across functional areas.

One of the most notable innovations within the structure is the creation of a dedicated Member Associations Department, which the President described as a strategic priority. She emphasised that the ITTF must evolve into an organisation that is genuinely responsive to the needs of its 227 Member Associations and that this requires a more structured and proactive approach to engagement, support, and service delivery. In the initial phase, responsibility for this area will be directly overseen by the Secretary General, reflecting its importance and the need to ensure strong leadership during its establishment.

The President also outlined the reorganisation of operational functions. A clearer distinction is being established between core operational delivery and specialised support functions. The Events Department, including responsibility for institutional events such as the ITTF Summit, has been consolidated to ensure greater coherence in planning and execution. Within the Operations Department, functions such as legal (corporate) will be maintained with a flexible approach, relying where appropriate on external expertise rather than building large internal teams. The President referred to the recent engagement of Singapore-based legal counsel in the context of the WTT investment discussions as an example of this model in practice.

Human resources responsibilities are being integrated within the broader Operations Department, with Mr. Chris Tam being promoted to Chief Operations Officer, and assuming oversight of HR, along with Finance, Equipment, and IT following internal adjustments. The President noted that this reflects a pragmatic approach to resource allocation, ensuring that key functions are covered without unnecessary duplication.

Another significant development is the strengthening of the President’s Office, which is being repositioned as a more structured and multifunctional unit. This office will now encompass communications, international relations, and protocol, in addition to its



coordination role. The President explained that this approach is inspired by governance models used in organisations such as the IOC and SportAccord, where the President's office operates as a central hub for strategic coordination and stakeholder engagement.

Mr. Tristan Lavier will assume the role of Chief of Staff within this structure, supporting both the President and the Secretary General in ensuring alignment across different areas of the organisation.

The President was candid in acknowledging that the proposed structure is not the result of an ideal or fully phased process, but rather a necessary step taken under time constraints. She noted that the organisation had lost valuable time in the lead-up to the AGM and that it was therefore important to establish a functional structure quickly, with the understanding that further refinements will be made as the new leadership settles in. She invited feedback from Board members, emphasising that the structure should remain adaptable and responsive to emerging needs.

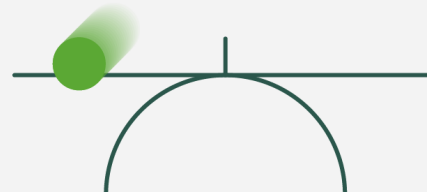
The incoming Secretary General confirmed that the new structure would formally come into effect on Monday, 2 March 2026, and that he would communicate the changes to staff immediately thereafter. He expressed a positive initial impression of the organisation and its personnel, noting a strong level of engagement and readiness to move forward. At the same time, he identified certain areas for future attention, including the need to improve gender balance and broader diversity within senior management.

The Board engaged in a constructive discussion on the proposed structure. A question was raised regarding the potential duplication of commercial functions between ITTF and WTT, noting that as WTT is the primary commercial arm of the sport, it is important to ensure that ITTF does not inadvertently recreate parallel structures that could lead to inefficiencies or confusion. The incoming Secretary General acknowledged this point and confirmed that careful attention would be given to maintaining a clear distinction between the roles of the two entities. He noted that the commercial activities within ITTF are primarily related to equipment and specific regulatory functions, but agreed that ongoing coordination will be essential.

The President further highlighted that diversity should be considered not only in terms of gender but also more broadly, including geographic representation and professional backgrounds. She emphasised that building a modern and inclusive organisation is an important component of ITTF's long-term strategy.

In concluding the item, the Board expressed its support for the proposed structure.

#### 4. Communications



The Executive Board received and noted the Communications report, including the Digital Performance Report for 2025, which provided an overview of key metrics and developments across ITTF's digital platforms and communication channels. The Board further received an update on preparations for the ITTF Summit, noting the provisional schedule and recent developments. It was highlighted that planning remains ongoing.

## 5. Events

The Executive Board received a comprehensive update on the ITTF events portfolio from the ITTF Event Director. The discussion focused in particular on the upcoming World Team Table Tennis Championships Finals London 2026, as well as broader developments across the events calendar, including World Cups, Para Table Tennis, and future hosting cycles.

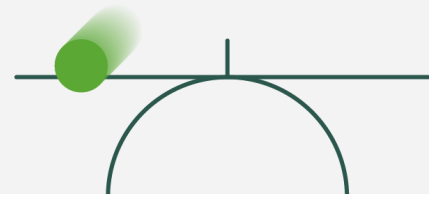
The ITTF Event Director began with an update on the preparations for the World Championships Finals in London 2026, noting that significant progress has been made in recent weeks. He confirmed that the draw has been completed and that initial operational workshops have taken place with the Local Organising Committee (LOC), including coordination meetings involving key ITTF staff and stakeholders. He highlighted that the event has generated strong interest among players and that early engagement suggests a high level of anticipation for the centenary edition of the Championships.

He further reported that venue-related aspects are broadly positive, with the Copper Box Arena and surrounding infrastructure offering suitable conditions for both competition and athlete services. Accommodation arrangements were described as satisfactory, with hotels of appropriate standard secured, and efforts have been made to create a cohesive athlete environment, including opportunities for players to interact and spend time together outside of competition.

Despite these positive elements, the ITTF Event Director was clear in noting that a number of operational challenges remain. The President reinforced these concerns..

In response to these concerns, it was noted that the ITTF has increased its level of involvement in the planning process and has established a dedicated task force to support the LOC, particularly in relation to the Summit and AGM.

The ITTF Event Director also provided an update on the competition schedule, noting that the publication of Stage 1.b is imminent and expected within approximately ten days. He emphasised that timely release of the schedule is critical for marketing, ticketing, and overall event promotion, and that delays in this area could have a negative impact on commercial performance.



The Board then turned to updates on other major events within the ITTF portfolio. The ITTF Event Director provided brief reports on preparations for the World Masters Championships in Gangneung 2026, the World Para Championships in Pattaya 2026, and the World Esports Championships. While these events are at different stages of development, he indicated that planning is progressing in line with expectations.

The discussion on esports prompted a broader exchange on innovation and potential commercial opportunities. The President noted that this area falls within the innovation portfolio and highlighted the possibility of exploring equity participation or strategic partnerships in existing digital platforms. However, she emphasised that any such decision would require careful business analysis and should not be pursued without a clear understanding of the underlying technology, market position, and long-term viability. Members contributed to this discussion by sharing their experience with esports platforms, noting both strengths and its limitations.

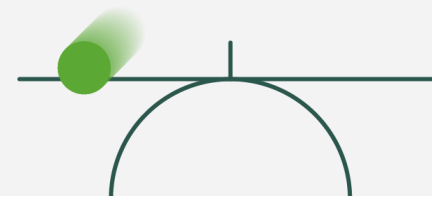
Returning to the core events portfolio, the ITTF Event Director provided updates on future World Championships, particularly related to Astana and Fukuoka, both scheduled to host the 2027 and 2028 editions, respectively. The President emphasised that these events should not only be viewed as sporting milestones but also as commercial opportunities, with an expectation that they contribute positively to the organisation's financial position.

The Board then received updates on the World Cup events, including the upcoming World Cup in Macao 2026. The ITTF Event Director reported that preparations are well advanced and that the event will feature a revised format aimed at maximising use of the venue and enhancing spectator experience.

Further discussion focused on the Youth Olympic Games 2026 in Dakar, with the ITTF Event Director noting ongoing coordination with the IOC regarding qualification systems and athlete selection. He highlighted that the qualification framework differs from previous editions, reflecting changes introduced by the IOC, and that ITTF is actively supporting Member Associations to ensure effective implementation.

The President added that the ITTF Development Department is closely engaged in this process, particularly in facilitating communication with National Olympic Committees and ensuring that eligible athletes are able to participate.

A significant portion of the discussion was devoted to the ITTF calendar for 2027 and 2028. The ITTF Event Director stressed the importance of ITTF taking the lead in establishing the calendar framework before integrating WTT events, noting that delays in this process can create challenges for Continental Federations and other stakeholders in planning their activities. He indicated that the aim is to release the 2028 calendar



around the time of the London Championships, given the additional complexity associated with the Olympic year.

The Board also discussed the strategic positioning of World Cup events, including the potential relocation of certain competitions to new markets. The President highlighted ongoing discussions regarding the possibility of hosting a doubles World Cup. She emphasised the importance of aligning such efforts with broader commercial and strategic objectives.

The discussion then turned to Para Table Tennis, where the ITTF Event Director presented the long-term vision for the discipline, including efforts to strengthen partnerships and sponsorship opportunities leading up to the 2032 Paralympic Games. He also sought clarification from the Board regarding a previous decision on the governance of Continental Para Championships.

Following discussion, the President confirmed that the intention of the 2024 decision remains unchanged: responsibility for organising Continental Para Championships will be transferred to the respective Continental Federations from 2027 onwards. She emphasised that this approach should be applied consistently across all continents and that, while governance responsibility will be decentralised, ITTF will continue to provide support to ensure that athletes are not adversely affected.

Board members raised questions regarding the financial implications of this transition, particularly in terms of ITTF support to Continental Federations. The President acknowledged these concerns and confirmed that appropriate support mechanisms would be put in place.

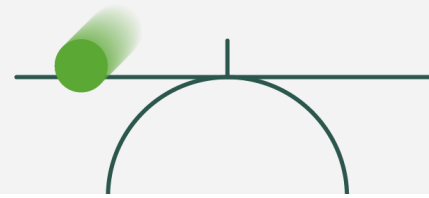
The Board also noted positive feedback on recent Para events, highlighting the quality and impact of competitions some members have attended, and commending the work of the ITTF team in this area.

## **6. Development & Education**

The Executive Board received and noted the report of the ITTF Sports Development Department, which provided an overview of ongoing activities and progress across development and education initiatives.

## **7. Athletes**

The Executive Board received a detailed update from the Athletes' Commission Co-Chairs, covering recent developments, emerging concerns among players, and issues affecting athlete representation and engagement within the ITTF and WTT ecosystem.



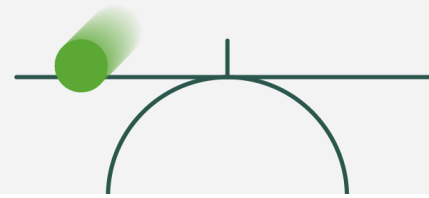
The report began with an overview of the Commission's recent activities, including internal meetings held since the previous Executive Board meeting in Chengdu and ongoing engagement with WTT on matters affecting athletes. Particular attention was given to the implementation of the 2026 WTT Handbook and associated changes. It was noted that initial reactions among players have been mixed. While some athletes have welcomed improvements in clarity, operational consistency, and procedural transparency others have raised concerns regarding the practical implications of these changes.

Among the key issues identified were the perceived impact of stricter withdrawal rules and medical provisions, as well as the potential reduction in qualifying opportunities at major events. The Co-Chairs emphasised that, while the overall direction of reform is considered positive, further refinements will be necessary to ensure that fairness, access, and athlete welfare remain central.

A significant portion of the discussion focused on prize money and the broader economic realities faced by athletes. The Co-Chairs highlighted the emergence of a newly formed players' union, composed primarily of top-ranked athletes, which has been actively engaging with WTT to advocate for increased prize money. They noted that this development reflects growing expectations among elite players, but also introduces complexity, as the interests of top-ranked athletes do not always align with those of players competing at lower tiers.

The Board was informed that, while top-ranked players are increasingly vocal in calling for higher prize money, many mid-ranked and lower-ranked players are more concerned with the overall structure of competitions and the financial viability of participation. In particular, it was noted that, under the current system, players eliminated in early rounds of lower-tier events such as WTT Star Contenders and Contenders often incur net financial losses due to travel and accommodation costs. This has raised broader questions about the sustainability and inclusiveness of the competition structure.

The ITTF Executive Vice-President (Athletes) elaborated on ongoing discussions between the Athletes' Commission and WTT regarding the strategic allocation of prize money. She indicated that WTT has sought input from the Commission on how to distribute potential increases in prize money, and emphasised that this presents an opportunity to address structural imbalances. She proposed that, rather than focusing solely on increasing total prize money, greater attention should be given to redistributing existing funds in a manner that supports a wider base of athletes, particularly in early rounds of competitions, thereby ensuring that participation does not result in financial loss.



The Board engaged actively on this issue, recognising both the legitimacy of athletes' demands and the financial constraints currently faced by WTT. The President emphasised that, as the majority owner of WTT, the ITTF has a responsibility to consider the interests of the entire athlete population, not only those at the top of the rankings. She noted that, while commitments have been made regarding increases in prize money, these must be assessed in light of the organisation's financial position, and that a more balanced distribution model would be consistent with the ITTF's broader objectives of inclusivity and global development.

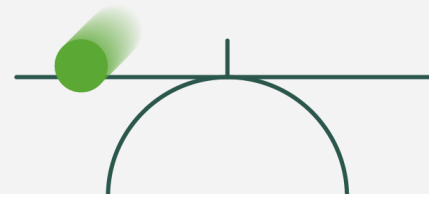
The discussion also addressed the governance and communication challenges arising from the emergence of the players' union. The ITTF Executive Vice-President (Athletes) noted that certain players have chosen to engage directly with WTT rather than through the Athletes' Commission, raising concerns about fragmentation and the potential weakening of established governance structures. She emphasised the importance of maintaining the Athletes' Commission as the primary channel for athlete representation and called for a clear and coordinated approach to communication.

The Co-Chairs reinforced this point, highlighting the need for improved communication mechanisms between the ITTF, Member Associations, and athletes. They noted that a significant number of athletes were unaware of key processes, including the upcoming Athletes' Commission elections, due to insufficient dissemination of information at the national level. This, they suggested, contributes to a lack of trust and engagement within the system.

In this context, the Commission proposed the establishment of dedicated staff support within the ITTF to assist with athlete relations and the work of the Athletes' Commission.

Additional technical matters were also discussed, including feedback from athletes on equipment and officiating. The Co-Chairs reported concerns regarding the visibility of coloured lines on tables in certain events, particularly where reflective surfaces have affected player perception. They also relayed feedback from players regarding the Table Tennis Review (TTR) system, specifically concerning the camera angles used to assess service legality. These issues have been referred to the relevant committees, including the Umpires and Referees Committee, for further consideration.

The Board also noted broader behavioural and cultural aspects of athlete engagement. The Co-Chairs observed that interactions between athletes and the Commission are often dominated by grievances and operational concerns, with limited opportunities for positive engagement or relationship-building. They suggested that creating more informal or structured opportunities for interaction could contribute to a more constructive and collaborative environment.



## 8. World Table Tennis Report

The Executive Board received a report from the WTT CEO on the current state of World Table Tennis (WTT), covering operational performance, financial trajectory, commercial development, and strategic direction.

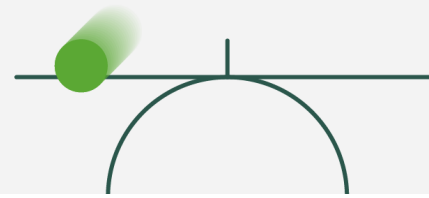
The WTT CEO situating WTT within its current phase of development. He noted that, following an initial period characterised by rapid expansion and market entry, the organisation is now entering a more mature stage, requiring a shift in focus from growth at all costs to stabilisation, optimisation, and consolidation. He acknowledged that, while the ambition to grow the sport through WTT remains unchanged, the financial realities of 2025 have necessitated a recalibration of priorities.

He described this transition in practical terms as a move toward implementing stronger internal processes, particularly in relation to procurement, cost control, and operational planning. He emphasised that WTT had, in its early years, operated with the agility and pace of a start-up, which had enabled rapid expansion but had also resulted in inefficiencies and insufficient oversight in certain areas. The current objective, he explained, is to retain the dynamism of that model while introducing the discipline required for long-term sustainability.

A key element of this transition is the reorganisation of internal responsibilities within WTT. The WTT CEO explained that greater attention is now being given to financial oversight, with a dedicated focus on identifying “low-hanging fruit” in terms of cost savings and operational efficiencies. He highlighted the role of WTT senior staff, in strengthening cost control mechanisms and introducing more rigorous approval processes. At the same time, he and other members of the leadership team are focusing on revenue generation, including partnerships, sponsorships, and ticketing strategies, with an emphasis on ensuring that these efforts are better coordinated and aligned.

Turning to event operations, the WTT CEO highlighted the Singapore Smash as a positive example of WTT’s potential. He noted that the event continues to perform strongly, both commercially and in terms of fan engagement, and that the introduction of a presenting partner represents a significant milestone. He further indicated that the success of the event has reached a point where the current venue may no longer be sufficient to accommodate demand, suggesting that there may be opportunities to scale up in future editions in order to further increase revenue.

However, he cautioned that this positive example should not obscure the broader challenges faced by WTT, particularly in relation to financial volatility. He identified three primary areas of uncertainty that continue to affect performance: ticketing revenue, sponsorship and partnerships, and the financial outcomes of the US and Europe Smash



events. These areas, he noted, can have a decisive impact on the organisation's overall financial result and therefore require careful management.

With respect to the US Smash, he provided an update on the lessons learned from the 2025 edition, which had resulted in significant financial losses. He explained that the timing of the event, shortly after the AGM, had limited the organisation's ability to dedicate sufficient focus and resources to its planning and execution. In response, WTT has undertaken a comprehensive review of the event and has implemented several changes for 2026.

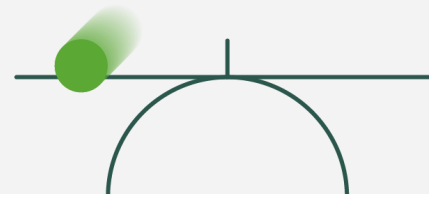
The most significant of these is the relocation of the event from Las Vegas to Los Angeles. The WTT CEO explained that this decision was driven by both financial and strategic considerations. From a financial perspective, the move allows for a reduction in operational costs, particularly in relation to venue and logistics. From a strategic perspective, hosting the event in Los Angeles provides an opportunity to align more closely with the Olympic Games scheduled for 2028, thereby contributing to the development of the sport in a key market.

He noted that two potential models for the 2026 edition are currently under consideration: one involving a larger arena with higher revenue potential but also greater financial risk, and another involving a more controlled, Singapore-style setup with lower risk but also lower upside. He indicated that, based on current assessments, the latter option is likely to be preferred, as it aligns more closely with the organisation's current emphasis on financial stability.

The discussion then turned to the Europe Smash. The WTT CEO reported that discussions with the city of Malmö and regional authorities have been constructive, with strong interest expressed in establishing a long-term partnership. He explained that WTT is seeking to secure a multi-year agreement, ideally covering a five-year period, in order to ensure the financial viability and stability of the event. However, he noted that this is contingent on the level of financial support that can be secured from local stakeholders, and that alternative options may need to be considered if satisfactory terms cannot be agreed.

The President added that improvements in local event management would be necessary, particularly in relation to logistical coordination and cost efficiency. She noted that closer collaboration between WTT and Member Associations could yield significant benefits in this regard, including better utilisation of local knowledge and resources.

The WTT CEO also addressed the broader WTT event calendar, noting that it is now largely consolidated and stable. The calendar includes four WTT Smash events, six WTT Champions events, two Star Contenders, two Contenders, and the WTT Finals. While he expressed satisfaction with the overall structure, he cautioned against excessive



expansion, noting that the addition of new events, whether from WTT or external stakeholders, could create scheduling conflicts and place additional pressure on players.

This led to a discussion on the importance of athlete participation. The WTT CEO emphasised that the presence of top players is critical to the commercial success of WTT events, as it directly affects ticket sales, sponsorship value, and broadcast appeal. He noted that WTT is actively working to better understand and manage the balance between the number of events and player workload, in order to ensure that the calendar remains both attractive and sustainable.

The Board also discussed the evolving relationship between ITTF and WTT, including the Master License Agreement (MLA). The WTT CEO noted that the MLA, which was drafted prior to the COVID-19 pandemic, no longer fully reflects the current realities of the sport and is therefore under review. He indicated that discussions are ongoing regarding how to adapt this framework to better align with the current structure and strategic objectives of both organisations.

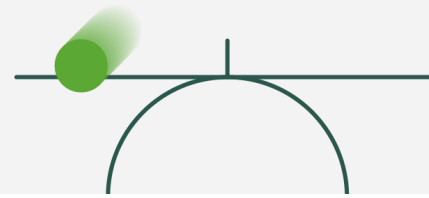
On the commercial side, the WTT CEO provided an update on sponsorship and partnership development. He reported that, in addition to the continuation of existing partnerships, WTT is close to finalising a significant agreement with another sponsor. He also noted ongoing discussions with other potential partners, and expressed cautious optimism regarding future growth in this area.

However, he acknowledged that performance remains uneven across markets. While certain regions, such as Germany, Sweden, and France, have shown strong broadcast performance, others, including the United States, Africa, and parts of Europe, remain underdeveloped. He highlighted ongoing efforts to improve broadcast coverage.

He further noted that media rights agreements are typically structured in four-year cycles, and that most current agreements run through 2029. While this provides a degree of stability, it also limits the organisation's ability to rapidly adjust its strategy in response to changing market conditions.

The Board also discussed the broader market positioning of WTT. The WTT CEO expressed confidence that, despite current challenges, WTT remains one of the most promising properties among non-commercial Olympic sports, with strong growth potential and increasing recognition among stakeholders.

The President reinforced this assessment, noting that recent feedback from international partners indicates that the market is beginning to respond positively to the stabilisation of ITTF governance. She emphasised that this improved perception must now be leveraged to rebuild commercial momentum.



Throughout the discussion, Board members raised a number of strategic considerations. These included the importance of balancing global expansion with financial sustainability, the need for more rigorous market analysis in selecting event locations, and the imperative of ensuring that WTT's development remains aligned with ITTF's broader objectives.

In conclusion, the WTT CEO reiterated that, while the challenges faced by WTT are significant, the organisation is now taking concrete steps to address them. He expressed confidence that, with improved financial discipline, stronger governance, and continued commercial development, WTT can transition from its current phase into a more stable and profitable operation.

The Board acknowledged the report and noted both the progress made and the work that remains to be done, emphasising the importance of continued oversight and strategic alignment as WTT moves forward.

## 9. ITTF Foundation Report

The Executive Board received and noted the report of the ITTF Foundation, which provided an overview of completed and ongoing activities and progress in their initiatives.

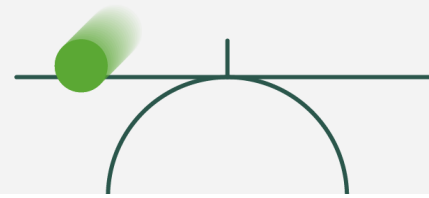
## 10. Governance

### 10.1 AGM and Council

The Executive Board first considered the propositions and resolutions submitted for the 2026 Annual General Meeting and Council Meeting. The Secretariat presented an overview of the submissions received and the procedural steps undertaken to ensure compliance with the ITTF Statutes and applicable governance standards.

Following discussion, the Executive Board endorsed the Secretariat's approach to managing submissions, including the consolidation of identical or substantially similar proposals, the rejection of late submissions, the exclusion of submissions from unauthorised stakeholders, and the filtering out of proposals deemed incomprehensible or procedurally deficient. The Board further supported the Secretariat's efforts to seek clarification from proposers where necessary, with a view to ensuring that all admissible proposals are presented to the relevant bodies in a coherent and legally sound manner.

[20260227-EB-02](#)



The Executive Board endorsed the Secretariat's approach to managing the AGM and Council 2026 Propositions and Resolutions submissions.

The Board then received a detailed update on the Centenary Constitutional Reform process. The ITTF Governance Manager outlined the progress achieved since the launch of the second consultation period on 6 February 2026, including the publication of the initial draft and the organisation of townhalls open to Member Associations and stakeholders.

The Board engaged substantively with elements of the draft Constitution, offering comments and observations on specific provisions. These contributions were formally recorded as part of the consultation process and will be integrated into the ongoing revision of the draft. The discussion reflected a shared understanding of the importance of ensuring that the new Constitution is both technically robust and broadly supported by the membership, particularly in light of its intended adoption at the London AGM during the centenary year.

## 10.2 Nominations Committee (2026-2028 Term)

The ITTF Governance Manager provided a comprehensive update on the nominations received for the ITTF Nominations Committee for the 2026–2028 term.

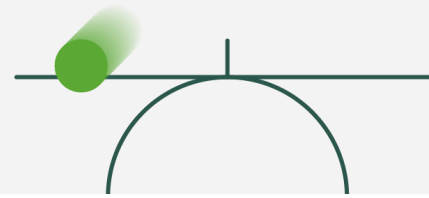
The ITTF Governance Manager confirmed that all nominations were received within the prescribed deadline and were accompanied by the required documentation. At this stage, the Secretariat's role has been limited to verifying formal completeness and compiling the nomination dossier.

The Board noted that, consistent with established practice, the appointment of members to the Nominations Committee falls within the competence of the Executive Board and will be considered in the second half of 2026.

## 10.3 Athletes Commission Election 2026

The ITTF Governance Manager provided a procedural update on the 2026 Athletes' Commission Election. The Board was informed that responsibility for verifying eligibility and admissibility now rests with the Nominations Committee, in accordance with the applicable election procedures. The Election Committee has also been informed and will oversee procedural compliance. The timeline for the election process was informed.

## 10.4 Member Associations



#### 10.4.1 Mexico

The ITTF Governance Manager presented a detailed report regarding the situation of the Mexican Table Tennis Federation (FEMETEME) and the application of a newly established governing body, “Mundo de Tenis de Mesa en México.”

The Board noted that FEMETEME had formally complied with the requirements for withdrawal under the ITTF Statutes. Accordingly, the Executive Board acknowledged that the procedural and substantive conditions for withdrawal had been satisfied.

The Board further reviewed the application of the new entity and determined that the documentation provided meets the eligibility and admission criteria set out in the Statutes, subject to approval by the AGM.

On this basis, the Executive Board approved the submission of a formal proposition to the 2026 AGM to admit “Mundo de Tenis de Mesa en México” as the sole ITTF Member Association representing Mexico.

The Board also addressed the transitional implications for athletes and, provisionally authorised the participation of Mexican athletes under the ITTF flag or another neutral designation, only if required, in order to ensure continuity of participation during the transition period.

##### 20260227-EB-03

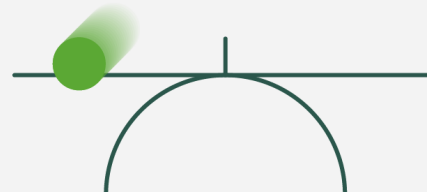
The Executive Board approved the submission to the ITTF AGM 2026 of a formal proposition concerning the admission of “Mundo de Tenis de Mesa en México” as the sole ITTF Member Association representing Mexico.

##### 20260227-EB-04

The Executive Board, as a precautionary measure, provisionally authorized the possibility for Mexican athletes to compete under the ITTF flag or another neutral designation, should this be required during any transition period.

#### 10.4.2 Fiji

The ITTF Governance Manager provided an update on the situation of the Fiji Table Tennis Association (FTTA), recalling the Executive Board’s decision of 23 January 2026, which required the federation to cooperate with corrective governance measures under the supervision of ITTF-Oceania.



The Board was informed that FTTA had failed to comply with these requirements. Instead, correspondence from FTTA indicated a continued refusal to accept independent oversight.

In light of these developments, and after reviewing the available information, the Executive Board unanimously determined that FTTA is in serious, repeated, and continuous breach of the ITTF Statutes and, particularly, of the Board's prior decision.

Accordingly, the Board approved the initiation of provisional suspension proceedings pursuant to the ITTF Statutes.

#### [20260227-EB-05](#)

[The Executive Board approved the initiation of the provisional suspension proceedings of Fiji Table Tennis Association, pursuant to the ITTF Statutes.](#)

#### **10.4.3 Russia and Belarus**

The ITTF Governance Manager presented a report on the evolving international regulatory framework concerning athletes holding Russian and Belarusian passports, including analysis of developments at the IOC, IPC and other international federations.

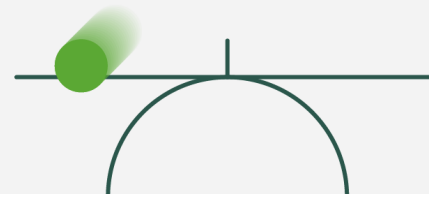
The Board noted that, at the end of 2025, the IOC Executive Board recommended that youth athletes from these countries should no longer be restricted from participating in international youth competitions, and that this position was supported by the Olympic Movement at the 14th Olympic Summit.

Following discussion, the Executive Board recognised that youth and age-group competitions raise distinct legal and governance considerations compared to senior elite sport. The Board therefore approved maintaining the senior neutrality regime as currently in force and the establishment of a separate regulatory regime for youth and age-group competitions, allowing participation of athletes from Russia and Belarus under standard conditions, subject to the development, formalization and subsequent communication of defined safeguards.

#### [20260227-EB-06](#)

[The Executive Board approved maintaining the senior neutrality regime as currently in force](#)

#### [20260227-EB-07](#)



The Executive Board approved establishing a distinct regulatory regime for youth and age-group competitions, under which athletes holding Russian or Belarusian passports may participate under standard youth competition protocols, subject to the development, formalization and subsequent communication of defined safeguards.

#### 10.4.4 Syria

The ITTF Governance Manager provided a detailed briefing on the governance situation within the Syrian Table Tennis Federation (STTF), highlighting a pattern of inconsistencies and concerns arising over recent months.

The Board was informed that, following the political changes in Syria in December 2024, the Syrian Olympic Committee had mandated new elections across all national federations. However, the process within the STTF has been marked by repeated delays, inconsistencies in leadership representation, and conflicting communications.

The ITTF Governance Manager further reported that following the elections of 12 February 2026, which were observed by the ITTF, the Secretariat received subsequent official communications incorrectly referred to an earlier election date, raising concerns regarding the reliability of official reporting.

Additional allegations were also brought to the Board's attention through correspondence from a stakeholders connected to the STTF, including claims of external interference, coercion, and irregular appointment of General Assembly members.

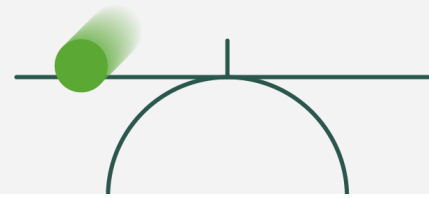
It was noted that, taken together, these elements point to institutional fragility, weak internal governance controls, and a heightened risk environment. The Board acknowledged the seriousness of the situation and the need for continued monitoring and potential future action.

#### 10.5 Update on CAS case

The ITTF Governance Manager provided an update on the CAS proceedings initiated by the Qatar Table Tennis Association (QTTA) and Mr. Khalil Al-Mohannadi, which sought to challenge the 2025 ITTF Presidential Election.

The Board was informed that QTTA and Mr. Khalil Al-Mohannadi had formally withdrawn their appeal, and that a decision from CAS on the final allocation of costs is expected in the coming weeks.

The ITTF Governance Manager noted that, substantively, the withdrawal of the appeal definitively ends the challenge to the validity of the ITTF Presidential Election of 27 May 2025, leaving only the residual issue of costs to be determined by CAS.



## 10.6 Integrity Unit

Under an additional agenda item, the ITTF Executive Vice-President (Integrity) reported on his first engagement with the ITTF Integrity Unit.

He expressed concerns regarding the current structure and functioning of the unit, noting in particular the absence of clear reporting lines and a perceived lack of accountability. He indicated that, from a governance perspective, the current setup does not provide sufficient oversight or clarity of responsibility.

The President echoed these concerns, highlighting delays in the handling of integrity cases, which risk undermining confidence in the system. She stressed that prolonged processes can diminish the effectiveness of disciplinary mechanisms and negatively affect the organisation's credibility.

The Board agreed that these issues should be addressed as part of the ongoing constitutional reform process, with a view to strengthening governance, accountability, and efficiency in integrity-related matters.

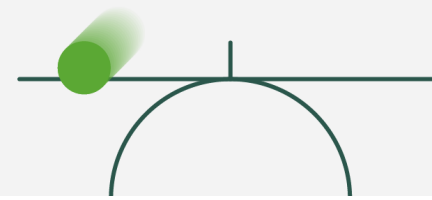
## 11. IOC Member Report

The President provided an update on recent developments within the International Olympic Committee (IOC).

She informed the Board that, following the handover of IOC leadership in June, the IOC President, Ms. Kirsty Coventry, has initiated a broad consultation process under the framework of the "Fit for the Future" project. This initiative aims to review and adapt key aspects of the Olympic Movement, including governance structures, stakeholder engagement, and the future positioning of sports within the Olympic programme. The President noted that this process is expected to lead to concrete proposals and decisions, with initial outcomes anticipated to be presented around June 2026.

The Board was also informed of recent developments within the IOC Athletes' Commission, including the appointment of Mr. Pau Gasol as Chair, alongside newly designated Vice-Chairs. The President highlighted the importance of these appointments in shaping athlete representation within the Olympic Movement and their potential relevance for ITTF's own engagement with athletes.

In addition, the President noted the recent election of a new female Iranian IOC Member from the sport of badminton, further contributing to the diversity of representation within the IOC.



More broadly, she emphasised that ongoing discussions within the IOC reflect increasing scrutiny on the relevance, global reach, and value proposition of sports within the Olympic programme. In this context, she reiterated the importance for table tennis to continue strengthening its global footprint, audience engagement, and commercial attractiveness, particularly in view of future Olympic cycles.

## **12. Other Business**

### **12.1 ITTF Planet Game Plan**

The Board received and noted the report on the ITTF Planet Game Plan, submitted by the ITTF Head of Sustainability. The President highlighted that the ITTF had recently been recognised as a finalist for the IOC Climate Action Awards in relation to its Sustainability Education Platform, underscoring the organisation's growing leadership in this area.

### **12.2 GEDI Report**

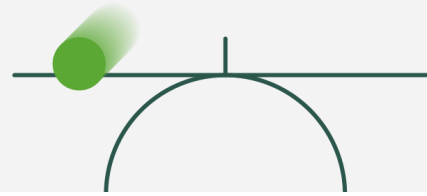
The Board also noted the GEDI (Gender Equality, Diversity and Inclusion) report, acknowledging continued progress in embedding these principles across ITTF work.

### **12.3 Merit Awards**

With respect to recognition and legacy initiatives linked to the centenary year, the Board was informed of the intention to reinstate the ITTF Merit Awards. It was noted that this process will form part of the centenary celebrations and will provide an opportunity to recognise outstanding contributions to the sport. Board members expressed support for the initiative.

### **12.4 Centenary Year**

The ITTF Executive Vice-President (Marketing) presented a series of ideas and updates related to the ITTF Centenary celebrations, including potential strategic partnerships and proposals aimed at creating a lasting commercial and institutional legacy. In this context, it was noted that close coordination with ITTF staff will be essential to ensure alignment, feasibility, and effective implementation of these initiatives. The Board welcomed these contributions and acknowledged the importance of leveraging the centenary as both a celebratory milestone and a strategic opportunity for the future development of the sport.



### 13. Next meeting

The President confirmed that the next full Executive Board meeting would take place in person in London, in conjunction with the WTTTC Finals London 2026. She noted that, should the investment negotiations reach a decision point earlier, an additional online meeting might be convened.

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Petra SÖRLING  
ITTF President

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Date