LAWN TENNIS ASSOCIATION LIMITED

Company number 07459469
(the "Company")

Minutes of a meeting of the BOARD OF DIRECTORS of the Company (the "Board") held on Tuesday 28 April 2026 at 08.30am in the Lexus Lounge Hospitality Suite at the Nottingham Tennis Centre, University Boulevard, Nottingham, NG7 2QH

Present Bridie Amos, Rachel Baillache, Sara Bennison, Yasmin Clarke, Roy Colabawalla, Malgorzata Grzyb, William Jackson (Chair), Anil Jhingan, Scott Lloyd, Simon Steele, Sir David Tanner and Julie Wych

In attendance Michael Bourne, David Humphrey (item 5 by Teams), Georgina Land-Wilkins (minutes), Kevin Owens of WOO Architects (item 4.2), Chris Pollard, Olly Scadgell, Abbey Sisson (item 5 by Teams) and Pamela Woodman (Company Secretary)

1. Welcome and Declaration of Interests

William Jackson welcomed everyone to the meeting, which was being held at the Nottingham Tennis Centre, and in particular the members of the Executive Team: Michael Bourne, Chris Pollard and Olly Scadgell. He referenced the new agenda format which would evolve over time and outlined the key topics for discussion.

Scott Lloyd noted his gratitude to the Nottingham Tennis Centre team who had provided the facilities for the Board meeting and referenced the high level of activity taking place at the tennis centre throughout the day.

In accordance with section 177 of the Companies Act 2006, each director present confirmed that they had no direct or indirect interest in any of the business to be transacted at the meeting. Otherwise, the declarations of interest were as previously noted, and directors were reminded to continue to declare any interest which may arise during the meeting at the appropriate time.

2. Minutes

The minutes of the meeting held on 3 March 2026 were approved as a correct record subject to the change of name in item 8.3 (DTAG Update) from Julie Wych to Malgorzata Grzyb.

3. Actions and Matters Arising

The actions and matters arising were summarised as follows:
- The Project Themis phase II steering group were scheduled to meet on 30 April 2026.
- A summary of The Chartered Institute of Personnel and Development's guidance regarding employment rights changes (including sexual harassment at work) had been included as part of the Board pack.

Otherwise, all matters arising were either complete or would be covered during the meeting.

4. CEO Strategic Update

In light of the new agenda format, Scott Lloyd noted that he would not be providing his usual, full executive summary (because the relevant executives would provide updates on their own areas) but he would instead provide certain strategic updates.

4.1 2026 Business Dashboard

The March dashboard was included in the Board pack. Scott Lloyd highlighted that children's participation continued to be strong. He confirmed that a presentation on the key drivers of participation would be provided at the July Board meeting.

The Board was informed that the March colleague engagement results had been received with an 85% score which was the highest received to date. In addition, there had been 1,100 comments received, which Scott Lloyd and Vicky Williams would consider on an anonymised basis, including to determine if there were any trends.

It was noted that the annual Sport Industry Awards were taking place that week, with the LTA shortlisted for three awards, including Sport Organisation of the Year.

The Billie Jean King Cup team's win in Australia was congratulated. He noted that Ross Hutchins had been appointed as the new CEO at World Tennis (formerly known as the International Tennis Federation ("ITF")).

5. Safeguarding & Integrity Update

[Dave Humphrey and Abbey Sisson joined the meeting by Teams]

5.1 Safeguarding Report

The paper included in the Board pack was taken as read.

The Board was notified that this year's annual Safeguarding Conference would take place on 3 October 2026, with registration being launched in May and a link to register would be circulated to them in due course, with a recording available after the event.

5.2 Anti-Doping & Integrity Report

Abbey Sisson introduced herself to the Board, having recently joined the LTA from the International Tennis Integrity Agency. She updated the Board on the UK Anti-Doping ("UKAD") assurance framework with the LTA having been selected for a full review in 2025. She confirmed that the evidence provided by the team to UKAD had been accepted in March 2026 and the assurance review was now considered to have concluded. She advised that the LTA would return to being required to complete an annual online submission for 2026.

Abbey Sisson noted that the testing programme financial support provided by the LTA complemented, rather than duplicated, the international testing programme.

Abbey Sisson confirmed that anti-doping requirements for padel were currently being worked on as part of the 2026 padel action plan, based around education, awareness and readiness for implementation.

Sir David Tanner thanked Dave and Abbey for all the good work being carried out in this area. He noted the desire to be the leading national governing body for anti-doping, referencing the importance of the £25,000 investment allocated to anti-doping testing, particularly for the younger players so that they get used to these processes.

There was a discussion on the recent Vondrousova anti-doping case.

[Dave Humphrey and Abbey Sisson left the meeting]

6. Finance Matters

6.1 Finance Report

The Board had received a report from Simon Steele in the Board pack covering finance, legal and LTA Tennis Foundation, which was taken as read.

6.1.1 Management Accounts

The management accounts for March 2026 were noted.

6.2 Risk Register

Simon Steele confirmed that the risk register, as circulated in the Board pack, had already been submitted to and considered by the Audit Committee. He highlighted that there had been a couple of changes since the Board had last seen it. It was noted that the risks were monitored closely by the executive team and the risk register was a standing item on Audit Committee meeting agendas. Rachel Baillache noted that the risk register was presented to the Board twice a year but that there should be a deep dive into it once a year. It was confirmed that a separate familiarisation session would be held with the new Board members. It was noted that the updated risk register would be presented to the Board again in September/October.

6.3 2025 Finance & Governance Report ("F&G Report")

The paper included in the Board pack was taken as read. It was noted that the Board had previously received the draft text of the F&G Report, some comments had been received, those had been considered and, where applicable, incorporated and the Board now also has the glossy "design" version of the (updated) report.

The Board: approved the full glossy "design" version of the F&G report (comprising the financial statements of the Company and its subsidiaries ("LTA Group") for the year ended 31 December 2025 (in the terms attached to the paper); approved the management representation letter from the directors of the Company to the auditors (PricewaterhouseCoopers LLP) in respect of the Company and the LTA Group for the year ended 31 December 2025, in the terms of the draft attached to the paper); and delegated authority to William Jackson, Scott Lloyd and Simon Steele to sign the F&G report and management representation letter on behalf of the Company where indicated.

The Board thanked the team for the work on the report and appreciated the large amount of work that had been involved.

6.4 LTA Tennis Foundation

Simon Steele noted that the two new trustees, Katie Hammond and Wendy Plumb, had attended their first LTA Tennis Foundation board meeting on 15 April 2026 as observers, ahead of their formal appointment on 1 May 2026.

7. Tennis Development Update

Olly Scadgell updated the Board on five key areas that were topical and relevant to the Board in respect of the Tennis Development Directorate as follows:

LTA Youth Currently 45% of all children participation in tennis annually. Engagement with lower income households by way of the starter packs was being considered which would be underpinned by the schools' programme in 16,000 schools, which represented 55% of primary schools, impacting 2 million children. Olly Scadgell provided an update on the government's investment in physical education in schools with plans to cut funding and noted that the team continued to lobby government hard on this issue. He also confirmed that an early year's offer was being rolled out by way of a playground installations pilot.

Adult participation It was noted that parks participation stood at 2.2 million annually and that the Sport England Active Lives Survey which measured twice monthly participation, recorded that tennis had had a 15% increase year-on-year which was the highest increase of any sport in the survey for the period November 2024-2025. This was considered extremely positive in light of the LTA's bid for the next round of funding with Sport England.

Covered courts Olly Scadgell reminded the Board of the £80 million investment needed and confirmed that DCMS had increased its investment from £2.5 to £3 million which would cover three target locations. He noted that the lobbying of government continued with the next step to take the forty stage 1 investment case propositions to high net worth individuals to secure indicative third-party funding support to share with DCMS. The Board was informed of a No 10 opportunity for an investment round table with potential investors during the HSBC Championships.

Strategic partnerships The Board was informed that the next three-year funding cycle had been entered into with county & island associations and the current funding provided £8 million. He highlighted that it was incumbent on the team to consider how best to maximise the assets and agreed that the associations were in a good place from a governance perspective.

Customer Support The Board was notified that a review by Concentrix had recently been completed, the third time this had been carried out at appropriate junctures over time, which provided a review into best working practice.

8. Padel Development Update

The Board received an update on the key areas of interest as follows:

Venue support. It was noted that a padel operator forum had been hosted at the National Tennis Centre the week before with 45 multi-site operators attending, representing 45% of the padel court stock. The Board was informed that the mood had greatly improved since the first meeting of this group 18 months ago.

In respect of workforce development, the Board was notified of the target to hit 700 coaches/activators by the end of year.

Chris Pollard referred to the Deloitte proposal in respect of exploring the digital investment landscape and ongoing work in that area.

Olly Scadgell referenced the strategic partnerships that had been or that were being developed.

The Board was provided with an update on the P1 event with tickets having recently gone on sale. It was noted that a padel activation would be taking place at Silverstone, working with Sela and Heineken.

It was confirmed that LTA Padel specific roles had recently been approved to provide further support in this fast-developing area and that consideration has been given to ensure cohesion of working practices across the various different directorates.

9. Commercial and Operations (including Major Events) Update

Chris Pollard provided an update on key areas in respect of the Commercial and Operations Directorate as follows:

It was agreed that the summer campaign would be shared with the Board during their June call.

An update was provided on the grass court season with ticket sales considered to be going well in general, with Nottingham and Birmingham slightly behind target albeit the marketing campaign was about to commence and expected to make an impact. On the hospitality side, the target was expected to be exceeded by £900,000.

Chris Pollard provided an update on the player fields across the grass court tournaments. An update on commercial partnerships was also provided. Chris Pollard was optimistic in exceeding the target for commercial partnerships.

Artificial intelligence ("AI") and digital: Chris Pollard provided an update on the approach to AI within the business in terms of what success would look like and confirmed that there was now an approved AI policy for all colleagues. He noted that the LTA's use of AI was to enhance roles. He confirmed that specific cases studies from other national governing bodies in certain AI areas had been considered.

Rachel Baillache suggested that a longer discussion or deep dive around governance of the AI strategy could be considered by the Audit Committee. It was also suggested that this should be an important subject for a future Council meeting.

The Board received an updated on the digital transformation programme in respect of platform agnostic work and reference was made to the discussion held over dinner the night before around cyber security.

10. Performance Update

Michael Bourne provided a performance update.

Michael Bourne underlined the intensity of the sport of tennis in respect of the matches being longer than any other sport with limited control of the load the players placed on their bodies, i.e. different balls and surfaces. He advised the Board that all of these considerations were being modelled in order to understand how the LTA could use data science and AI to build into player profiles to help reduce injuries.

The Board was informed of various other services that were available to players including a new stringer service at the National Tennis Centre, Hawkeye data and a nutrition service; it was noted that all of these services were designed to develop proprietary competitive advantage to the LTA-supported players.

Coach development was discussed in respect of developing and increasing the cohort of coaches.

The Board was reminded of the LTA Tennis Foundation initiative, Levelling the Court, for 14 to 18-year-olds on the junior pathway.

11. Reports for Noting

11.1 Business Update

The paper included in the Board pack was noted.

11.2 Equity, Diversity and Inclusion Report

The paper included in the Board pack was noted.

11.3 DTAG Update

The paper included in the Board pack was noted.

11.4 International Report

The paper included in the Board pack was noted

11.5 Draft Agenda for May 2026 Council Meeting

The draft agenda included in the Board pack was noted.

11.6 Draft Agenda for the Annual General Meeting of the Company

The draft agenda included in the Board pack was noted.

12. Board Standing Committees

12.1 Nomination Committee William Jackson confirmed that two new Inclusion & Diversity Advisory Group members had been appointed - Jemma Pearson and Natasha Mills.

12.2 Audit Committee Rachel Baillache noted that the main focus of the most recent Audit Committee meeting had been the 2025 F&G Report.

12.3 Remuneration Committee Sara Bennison confirmed that the most recent meeting had covered the objectives for the executive team and Scott Lloyd, the tidying up of the expenses policy and a focus on the year ahead.

13. Minutes for Noting

The Board noted the minutes of the Council meeting on 4 March 2026 (draft), of the LTA Tennis Foundation meeting on 28 January 2026 and of the LTA Audit Committee on 4 December 2025.

14. Any Other Business

Roy Colabawalla provided some positive feedback on the LTA Awards which took place earlier in the month at the National Tennis Centre.

The Board authorised the Company Secretary to call the annual general meeting of the Company to be held on Wednesday 20 May 2026.

William Jackson requested feedback on the new revised format of the Board agenda as and when appropriate.

15. Closed session

Michael Bourne, Georgina Land-Wilkins, Chris Pollard, Olly Scadgell, Simon Steele and Pamela Woodman left the meeting and William Jackson held a closed session of the Board.

There being no further business, the meeting closed.

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Chair