

## Japan Tennis Association's Business Plan for Fiscal 2019

Fiscal year 2018 (1 April 2018~31 March 2019) was a year when the Japan Tennis Association (JTA) met with many challenges such as the "emergency" formulation of the annual budget due to the change in the venue for the tournaments JTA organize as a result of the renovation of the Ariake Tennis Forest Park for Tokyo 2020, multiple reports of misconduct in the sports world, and the reform of the format for international tournaments. At the same time, it was also a year that the Japan's tennis came together to work together. It was a year in which Naomi Osaka accomplished the historical feat of winning two consecutive grand slam tournaments, a year in which the world of tennis made great progress, and a year in which the JTA was able to devote itself to forward-looking activities.

Information sharing to implement the mid-to-long-term strategic plan for tennis in Japan adopted in March 2018 has spread across Japan to organizations outside of the JTA. Additionally, implementation of the nationwide junior registration system, Junior JPIN, began on a test basis, paving the way for full implementation in the new fiscal year. This infrastructure is expected to improve the competitive environment for the junior players, who are the future of the sport. In addition to these, the JTA Certified Trainer System was implemented as one of our efforts to ensure safety during matches and a memorandum of understanding was signed with Tennis Australia. In this way, the efforts by the JTA to lay the groundwork for promoting tennis since becoming a public-interest incorporated foundation in 2012 have shown constant progress through fiscal year 2018 and JTA's operations entered a new phase in the new fiscal year.

With the Olympic and Paralympic Games one year away, it is critical that the JTA fully prepare for it in fiscal year 2019 (1 April 2019~31 March 2020). However, it is important to recognize that the meaning of entering a new phase is that this is the year to start realizing and implementing the measures in the mid-to-long-term strategic plan for Japan's tennis. The Tokyo Olympics will be followed by Paris Games making this year the beginning of the "Road to Paris," while keeping an eye on Los Angeles. Thinking over the mid-to-long term, this will be a year of implementing and strengthening various combinations of the three pillars of "Tennis Development, Junior Player Development and Player Strengthening" and the three C's of "Courts, Coaches, and Competition" but, for the time being, tennis development, junior player development for which awareness building has been slow, is a big area of focus. Regarding policy measures and budget for fiscal year 2019, it is important that implementation takes place based on this type of overall view.

Taking the points individually, regarding "tennis development", JTA are promoting the spread of "TENNIS PLAY & STAY" at the level of cities, wards, towns and villages to develop an environment where people can play tennis nearby and to increase the tennis population. Also, JTA continue to place emphasis on efforts to have tennis incorporated into the physical education curriculum of elementary schools as part of the revisions to the curriculum guidelines. Regarding "junior development", for the realization of the mid-to-long-term strategic plan for Japan's Tennis, taking advantage of the Ajinomoto National Training Center's standing as a place junior players dream of going, a training camp at NTC for at juniors aged 11 and under called "Road to NTC Training Camp" is being implemented as the first step in the cooperation of national and regional groups in the area of training. Together with that, the full-scale implementation of Junior JPIN is also being rolled out to improve

the competitive environment for junior players. Regarding “Player Strengthening”, with the 2020 Tokyo Olympic and Paralympic Games coming up, the player strengthening program is being undertaken, primarily amongst national team members with the stated goals of having player representation in all categories and winning medals. Also, a special program to strengthen players including a special junior strengthening program to lead into the 2024 Paris Olympics and beyond will be planned and implemented. Furthermore, in line with the mid-to-long-term strategic plan, work will be done to improve the competitive environment and, taking into consideration how to deal with the reform of the format of international tournaments, JTA will aim for continued and expanded hosting of them in Japan.

With the hosting of tournaments such as the Japan Open and the Japan Women’s Open, JTA can provide tennis fans with world-class tennis and will contribute to the growth of tennis in Japan in many different ways. At the same time, keeping in mind the changes in the environment surrounding tennis, JTA will work with tennis stakeholders for reform and promotion of domestic tournaments such as the All Japan Championships, All Japan Veterans Championships and Tennis Japan League.

Regarding “Ensuring Sports Integrity”, JTA will continue working on providing compliance information and training to players, instructors, umpires, trainers, etc., running campaigns to further fair play in matches, implementing match safety measures such as those for heatstroke, and executing anti-doping measures. Moreover, JTA will revise existing training material to bring it up to date, create a JTA training program, and execute the training program including e-learning and expanding the participating audience to include such personnel as executives and special committee chairpersons. JTA will also increase the speed and accuracy of budgeting and the creation of financial reports and enrich the activities of the Finance Committee to strengthen governance around the management and use of public grant and subsidies.

The improvement of the Ariake Tennis Forest Park, the tennis venue for the Tokyo Olympics and Paralympics, has historical significance in terms of the development of the infrastructure of Japan’s tennis. As the responsible governing body of Japan’s tennis, the JTA continues to be involved in the preparations for the Ariake Tennis Forest Park as the venue for the Olympic and Paralympic Games, and will make a proposal for its effective use from 2020 onwards, with a vision of the future of tennis as a life sport, competitive sport, spectator sport, and international sport. As a part of the undertaking, efforts of the Tennis Museum Committee are accelerating towards creating a tennis museum. Working together with affiliates and cooperative organizations is essential for carrying out the JTA’s activities. In the new fiscal year, JTA will continue to have periodic conversations and exchange of ideas with the participating regional and prefectural associations, Japan Professional Tennis Association, Japan Tennis Industry Association, Japan Ladies Tennis Federation, Association of Japan Tennis Equipment via Japan Tennis Consortium and to share information on topics such as compliance and fair play during matches with all cooperating organizations such as All Japan Inter-Collegiate Tennis Federation. Moreover, special attention will be given to the preparations for the Tokyo Olympic and Paralympic Games, ensuring sports integrity, and promoting diversity by continuing our cooperation with the Japan Olympic Committee, Japan Sports Council, Japan Sports Association, and Japan Anti-Doping Agency.

Furthermore, regarding JTA measures for globalization, in addition to carrying out the cooperative activities based on the memorandum of understanding signed with the French Tennis Federation and Tennis Australia, the JTA will continue its

cooperative relationships in East Asia with China, South Korea, Hong Kong, and Taiwan. Also, with the Tokyo Olympic and Paralympic Games coming up in the next year, the JTA will continue to cooperate closely with the International Tennis Federation. In the new fiscal year JTA will continue to promote transparency around the Association's activities. JTA will conduct a study of the environment surrounding tennis and will release fundamental information resulting from such studies, and will also release information about the JTA's ongoing activities via our official website and through the work of our IR Office and Media Committee. JTA will also release information for interested parties overseas via our official English-language website.

Strengthening the financial base is critical for the improvement of governance for a public-interest incorporated foundation. While complying with the principle of three financial standards for public-interest incorporated foundations, the JTA will strengthen its financial base by promoting tournaments JTA organize, finding more companies, expanding the donation system, implementing the long overdue revision of the various registration fees, and making improvements regarding the JTA's operations such as increasing its efficiency. In fiscal year 2019, JTA expect the return of our main tournament to Ariake, implementation of our mid-to-long-term strategic plan, activities for strengthening in preparation for Tokyo 2020, and an increase in the scope of our operations compared to the previous fiscal year due to such factors as our office's move to a new location. On the other hand, the JTA will create a balanced budget and manage our finances taking into the principle of not allowing revenues to exceed expenditures in public-purpose business activities and the need to ensure the health of JTA finances.

In order to be able to handle additional work expected due to such elements as the Tokyo Olympic and Paralympic Games, the implementation of our mid-to long-term strategic plan, and preparations for JTA's 100<sup>th</sup> anniversary, JTA will continue to work on strengthening the secretariat office while improving its work environment. Taking the opportunity of the move of its office to a new building in June 2019, JTA will create an office environment where full and part-time executives and board members can work together in an efficient and friendly manner, and the JTA will also improve our information security. The same as in fiscal year 2018, at the end of the regular meeting of the Board of Counselors, individual and group awards were presented at an awards ceremony, and at the end of November, members of the national team, companies that have supported the Association recently, major donors, official sponsors, and other persons involved with tennis were invited to an event to give awards for 2019 player and coach of the year as well as have a party to conclude the season.

As the major principle behind these activities, the JTA as the central competitive organization for unifying Japan's tennis, does public service works to support the development of tennis as a life sport, competitive sport, and spectator sport, and will continue to run the Association while following its operating principles of "fair play", "teamwork" and "globalism" and ensuring sports integrity. In particular, considering the "Central Competitive Organizations' Governance Initiatives" announced by representatives of the three supervising sports organizations to their affiliated organizations on February 18, 2019, the JTA must create a system to comply with the policies expected to be created by the Japan Sports Agency based on the "Action Plan for Ensuring Sports Integrity," which is expected to be created this fiscal year. Also, since becoming a public-interest incorporated foundation, the JTA has continued to take steps to ensure governance, compliance, safety, and fair play during matches.

Considering the JTA's activities entering a new phase in the 2019 fiscal year as a turning point, Nobuo Kuroyanagi, who served as President for 4 terms (8 years), will retire and Kenichiro Yamanishi, Vice President, will become the new president, at which time there will be a change in other board members and the increased selection of female board members is expected. In this way, the Japan Tennis Association, with a new office and under new leadership, will have a fresh start in fiscal year 2019.