

## Japan Tennis Association Business Report for FY2016

(April 1, 2016 ~ March 31, 2017)

### 1. Organizational Management

In FY2016, the Japan Tennis Association was run based on the Meeting of the Board of Directors and the monthly Meeting of Executive Directors under the re-elected JTA President, Nobuo Kuroyanagi. However, policies were planned and executed by 25 specialized committees set up under four sectoral departments, namely High Performance, Development, Event Operations, and General/Finance, and by 12 offices established directly under the President, the Senior Executive Director, and the Board of Executive Directors. The Board of Councilors, consisting of 69 representatives of member and cooperative associations and opinion leaders, met twice in the fiscal year and passed resolutions for the FY2016 business results and financial statement as well as the FY2017 business plans and budget.

JTA's business scale has expanded since becoming a public interest incorporated foundation (*koueki zaidan houjin*), thanks to the increasing interest in tennis by Japanese society, implementing projects to strengthen players for the 2020 Tokyo Olympics, and hosting tournaments. The operating organization required strengthening, which resulted in an amendment in the articles of incorporation by the Board of Councilors. The number of Directors was increased from a maximum of 30 to a maximum of 35 directors, and the number of Executive Directors was increased from 15 to 17. Committee activities expanded, which subsequently increased the workload of the JTA secretariat that supports all committee activities. In particular, during the Japan Tennis Weeks, the tournament operating headquarters and the secretariat showed perfect teamwork in the months of September and October.

Cooperation with the regional and prefectural tennis associations and the cooperative associations is indispensable to the operation of the Japan Tennis Association, which supervises and represents the tennis community in Japan. President Kuroyanagi visited all nine regional tennis associations in FY2016, as he did in the previous fiscal year. He also attended the Japan Tennis Consortium, which is held every other month, to exchange opinions with representatives from the Japan Professional Tennis Association, the Japan Tennis Industry Association, the Japan Ladies Tennis Federation, and the Tennis Merchandise Association. They discussed the issues that should be prioritized in developing tennis in Japan.

Regarding international relations, the President of the International Tennis Federation visited Japan during the Japan Open Tennis Championships. High-level meetings were also held with the President of the United States Tennis Association last September during the US Tennis Open, and with the President of Tennis Australia this January during the Australian Tennis Open. As a measure towards globalization, JTA concluded a cooperative Memorandum of Understanding with the French Tennis Federation, JTA's first agreement regarding cooperation with an overseas national tennis association. In this respect, FY2016 was a year in which JTA was active in global affairs. FY2016 was also a year of celebration, as Masaaki Morita, JTA Honorary President, was awarded the Golden Achievement Award by the International Tennis Hall of Fame.

## 2. Business Operations

The Rio de Janeiro Olympics and Paralympics were held in FY2016. It became a memorable year for the tennis community in Japan as Japan won a medal in tennis for the first time in 96 years, thanks to Kei Nishikori. Moreover, as Kei Nishikori continued to play throughout FY2016 in international championships, including the four Grand Slam tournaments, Japanese society remained interested in tennis, which helped develop and strengthen our activities and our focus on holding tournaments.

Regarding our efforts to strengthen tennis players, in addition to Kei Nishikori winning the bronze medal, there were a total of six Japanese male and female tennis players participating in the Rio de Janeiro Olympic tennis competition. As all six players won their first round, it can be said that the business efforts by the Japan Sport Council and Japan Olympic Committee (JOC) to develop and strengthen tennis players for the Rio Olympics showed clear results. In addition, there are currently five Japanese female players listed in the top 100 of the women's world ranking. Further, it must be mentioned that 18-year-old Yosuke Watanuki won the All Japan Tennis Championships. JTA implemented growth measures, resolved at the extraordinary meeting of the Board of Directors in December 2015, aimed at reinforcing the junior national team. These measures nurture and strengthen the junior players and young generation with a view to the 2020 Tokyo Olympics and the future of tennis in Japan. They included JOC's high performance subsidy program to nurture and strengthen selected junior players, the Japan Sport Council's high performance subsidy program to promote junior sports, and JTA's extraordinary program to finance junior players' tennis tours abroad and to

organize tennis camps for them in Japan, which were sponsored by private corporations and foundations.

Regarding tennis development, the TENNIS PLAY&STAY program delved deeper to spread the program to cities, towns, and villages. JTA was also able to create a new environment in developing tennis by uploading a tennis business map on the JTA website and launching a TENNIS PLAY&STAY promoter system. The TENNIS PLAY&STAY program has spread throughout the country via a series of development activities carried out in the past few years synergizing with the "Nishikori effect." The tennis population survey, conducted once every two years, shows that the number of tennis players are increasing with 3.73 million in 2012, 3.99 million in 2014, and 4.39 million in 2016. It can be said that JTA's mission as a public interest incorporated foundation is to improve the tennis environment. One of the priorities in this development is to improve the tennis environment at junior high schools. This is the so-called the Nippon Junior High School Physical Culture Association issue. During FY2016, JTA was active in promoting affiliation with associations in regions and prefectures; however, progress was poor even though JTA appealed to the government and continued to disseminate information to society.

In January 2015, JTA promoted the implementation of the Japan Player Identification Number (JPIN), a system that registers and updates information on players, and assists in tournament entries and tallying rankings. As a first step, JTA is operating JPIN for general players. In FY2016, JTA continued to prepare and expand the application of JPIN for junior and veteran players as this system plays an important role in improving the environment in developing tennis tournaments. As one of the policies related to the tennis environment in FY2016, the Medical Committee performed medical and training support for national teams competing in international and domestic tournaments. JTA also began making preparations to introduce a trainer accreditation system. Moreover, an archive system to record, store, and manage documents on the tennis history owned by JTA was implemented in anticipation of the 2022 centennial celebrations of the establishment of JTA. What is indispensable in developing, nurturing, and strengthening tennis players is to train and improve the quality of tennis coaches. JTA held seminars and training sessions for S-class elite and accredited coaches. The JTA Conference 2017 was held for two days in March at the Ajinomoto National Training Center, where 546 tennis instructors and related parties discussed how to develop and strengthen tennis players.

One of the JTA objectives is to promote tennis as a lifetime sport, a competitive sport, and a spectator sport. In FY2016 a number of international and domestic tournaments were held beginning with the Japan Open, Japan Women's Open, and the All Japan Tennis Championships. It was the first time that there were 100,000 spectators at the Japan Open. The All Japan Tennis Championships were held, brilliantly satisfying the expectations of our new special sponsor. It must be noted that the All Japan Veteran Tournament was held for the first time in two arenas, namely Nagoya and Fukuoka, with a new over-85-year-old bracket. Tournaments for junior players were also held as programs to strengthen junior tennis players. Representing tournaments for training and adaptability of the below-14-year-old set are the 14 & Under All Japan Tennis Championships and the All Japan Junior Tennis Championships. The World Super Junior Tennis Championships and the Japan Open Junior Championships were held for players advancing to the senior stage. In addition, as in 2016, the East Asian Junior Tennis Team Match was held in Ariake, Tokyo in October during the All Japan Tennis Championships. This provided an opportunity for junior players from China, South Korea, Taiwan, and Hong Kong to compete with each other in friendly matches. It was a valuable occasion for junior players to gain international experience as well as create a framework in East Asian tennis cooperation, which contributes to nurturing grass root interactions through sports in East Asia. At the end of FY2016, the Second "Rendez-vous à Roland-Garros" Junior Wild Card Japan Tournament was held under the auspices of the France Tennis Federation and the Japan Tennis Association. One boy and one girl were sent to France to attend the 2017 French Open Junior Wild Card Tournament.

The International Tennis Federation and the Tokyo Government continued to discuss renovations and improvements for the Ariake Tennis Park, the venue for the 2020 Olympics and Paralympics, to become an international arena suitable for the Olympics. As renovations will begin at the end of this November, JTA has begun to secure venues for 2018 tournaments sponsored by JTA together with plans for the Ariake Tennis Park facilities after 2020. Significantly, the Wheelchair World Team Cup was held in May 2016 at the Ariake Tennis Park as a trial run for the 2020 Tokyo Paralympics. Many Paralympic-related personnel visited this tournament including the minister in charge of the Tokyo Olympic and Paralympic Games, the head of the Japan Sports Agency, and the vice-governor of Tokyo. The International Tennis Federation praised the organization of the event highly. JTA was able to take a fresh step forward

in FY2016 and we realized the time has come to categorize wheelchair tennis as one of the sports for the disabled.

FY2016 also was a year where illegal gambling, doping, and other athletic compliance issues emerged. At the end of May 2016, JTA voluntarily adopted the board resolution on legal compliance. JTA introduced the Code of Conduct for national team players and their staff, reviewed the professional registration system, and provided e-learning sessions to reinforce education on this matter. The Police Agency made presentations explaining illegal gambling, drug abuse, and problems with SNS and other issues during professional training sessions. JTA distributed hardcopies with the five basic rules on self-judging during matches as a fair play measure. JTA also uploaded data on the five self-judging principles onto its official website so that they can be copied into tournament requirements and programs. Regarding anti-doping measures, doping tests were performed at five domestic tournaments after discussions with the Japan Anti-Doping Agency (JADA). Based on the JTA anti-doping basic policies, JTA performed outreach activities with the cooperation of JADA, and held anti-doping sessions for junior, professionally registered players, and accredited coaches.

Initially the FY2016 budget was roughly 2 billion yen, however, it ultimately ballooned an extra 300 million yen to become 2.3 billion yen, resulting in a surplus in the financial totals for FY 2016. For a sustainable and steady operation as a public interest incorporated foundation, a four-year financial plan was set up from FY2017. This was based on compliance with the three basic financial principles as a public interest incorporated foundation, which includes the requirement that the organization is not allowed to have surplus revenues in a given financial year. JTA particularly took serious interest in the impact on financial operations that may occur because of the Ariake Tennis Park renovations and change in tournament venues including the Japan Open Tennis Championships.

As stated above, based on its operating principles of "fair play, teamwork, and a global mindset," JTA was in FY2016 able to conduct its business and operate its organization to promote tennis as a lifetime sport, a competitive sport, and a spectator sport. Moreover, in December 2016 the Cabinet Office made their first on-site inspection since JTA became a public interest incorporated foundation. Consequently the Cabinet Office did not deliver any guiding opinions, confirming that JTA's business operations are being performed in accordance with the principles of a public interest incorporated foundation.