

**JAPAN RUGBY**

# **Mid-term Strategic Plan 2025-2028**



22 March 2025  
Japan Rugby Football Union

# JAPAN RUGBY Mid-term Strategic Plan 2025-2028

We would like to express our sincere gratitude for your continued dedication and support for JAPAN RUGBY. We are pleased to announce our “Mid-term Strategic Plan 2025-2028”.

## ■ As a High Performance Union

Over the past four years, we have worked to revitalize the union, aiming to become a leading rugby union in the world by further developing the national teams and rugby development efforts. Notably, we have undertaken new ventures, such as the transition from the Top League to League One (JRLO), the establishment of Japan Rugby Marketing Co., Ltd. (JRM), the opening of JAPAN BASE (Fukuoka) and the development of a strategy for women's rugby. We have also strengthened our collaboration with World Rugby (WR), and signed MOUs with other unions, advancing our international strategy. As a result, in May 2023, the Japan's national team performance and the overall capabilities of the union were recognized, and Japan was acknowledged as a High Performance (HP) Union by World Rugby. We believe this has solidified the international status of JAPAN RUGBY.

## ■ Hosting Another Rugby World Cup in Japan

In developing this plan, we began by reviewing our “Mid-term Strategic Plan 2021-2024” from November 2023, found challenges and then set out what we should aim for in the next four years. Over the past year, we organized numerous and broad discussions and workshops with the Board, senior managements and staff to set the following key goals in our new plan for 2025-2028 for the successful bid for another Rugby World Cup (RWC) in the near future:

1. Generate revenue through the Japan national team/JRLO
2. Establishing/connecting pathways for both community/professional rugby
3. Developing a rugby ecosystem led by local communities
4. 360° Engagement

## ■ Four Growth Cycles and Seven Pillars

Under this framework, we have set up four growth cycles: “Enhancing Competitive Strength,” “Enhancing Revenue Generation,” “Expanding the Stakeholder Base,” and “Strengthening the Foundation”. These cycles are further broken down into seven pillars: Enhancement, Engagement, Rugby Development/Promotion, Women's Rugby, Organizational Foundation, Financial Foundation and Value Foundation. For each pillar, we have assigned leaders and set steering groups/achievement goals.

## ■ Striving for the Pinnacle with Japan Rugby League One

We will continue collaborating with JRLO to develop the national teams and enhance revenue generation. We will deepen our ties with the three regional/prefectural unions, local governments etc., further advancing initiatives in rugby development, collaboration and contributions both locally and internationally. Through these efforts, we aim to raise, protect and pass on the value of rugby, while addressing challenges such as environmental sustainability.

Our union will celebrate its 100th anniversary in 2026. With deep respect and gratitude toward our predecessors, we are committed to further advancing by reflecting on the past and continuously improving through self-reflection. In order to realize the guiding principles outlined in JAPAN RUGBY 2050 - “To make participation in Japanese rugby easily accessible for players and fans at all levels and across all formats”, “To be recognized as a leading rugby nation and an agent of positive social change that transcends sport” and “To host the RWC again in Japan and to win the tournament”, we are determined to take on challenges befitting a new era. We kindly ask for your continued support and cooperation.

22 March 2025

**Masato Tsuchida**

President  
Japan Rugby Football Union

# JAPAN RUGBY Mid-term Strategic Plan 2025-2028

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# **1. JAPAN RUGBY 2050**

*The Vision for Japan Rugby*

## **2. Review of the Mid-Term Strategic Plan 2021-2024**

*Future Rugby World Cup Bid Actions*

## **3. Mid-Term Strategic Plan 2025-2028**

*Four Key Goals and Three Identified Challenges*

## **4. Goals and Action Plans for Each Pillar**

*Breaking Down Four Growth Cycles into Seven Pillars*

## **5. Sharing and Progress Management**

*A Roadmap for Achieving Our Goals*

# JAPAN RUGBY 2050 Activity Guidelines

## Re-defining Direction Forward After Four Years of Progress

JAPAN RUGBY 2050 Activity Guidelines (Developed in Mid-term Strategic Plan 2021 -2024)

Activity Guidelines	Mission <i>Mission of Japan Rugby</i>	Vision <i>Future of JAPAN RUGBY</i>	Target <i>Achievement Goals Set by JAPAN RUGBY</i>
	To become the world's most accessible nation for rugby	To be recognized as a leading rugby nation and an agent of positive social change that transcends sport	To bring Rugby World Cup again to Japan and become the best in the world
Direction We Aim to Pursue (Newly Defined)	<p><b>1. Expanding Rugby Family</b> Everyone plays/engages in rugby Supporting rugby becomes bedded-in culture</p> <p><b>2. HP and Successes on International Stage</b> National teams consistently compete at the highest level JRLO becomes the world's top league</p> <p><b>3. Creating a Society Where Rugby is Close to Everyday Life</b> Rugby in schools and communities, used in social contribution by local governments/entities</p> <p><b>4. Rugby as a Contributor to Society</b> The values of rugby are applied in various aspects of society, helping community development</p> <p>Rugby becomes integrated into the daily lives of the Japanese people and positive impact on their culture/values.</p>	<p>Japan leading development of rugby and impacting society through sports</p> <p><b>1. Leading Global Rugby</b> Japan takes a leading role in the rugby world on/off the field</p> <ul style="list-style-type: none"> <li>• HP/national teams' development</li> <li>• Leadership in international tournament operation</li> <li>• Express opinions on laws, scientific research/rugby development strategy</li> </ul> <p><b>2. Becoming an Agent for Positive Social Change that Transcends Sport</b></p> <ul style="list-style-type: none"> <li>• Spreading the value of rugby throughout society</li> <li>• Economic and regional revitalization</li> </ul> <p>Rugby is used to positive impacts on social issues such as education, diversity and regional revitalization, with Japan becoming a global model.</p>	<p>Recognition of rugby throughout Japan Bringing significant social/economic benefits</p> <p><b>1. Expanding Economic Impact</b> Growing sports business/local economies</p> <p><b>2. Spreading Rugby Culture and Engagement</b> Encouraging youth participation/long-term involvement in rugby</p> <p><b>3. Enhancing International Status and Diplomacy</b> Branding as a HP Union</p> <p><b>4. Social Contribution Through Core Values</b> The influence of core values in education/corporate culture</p> <p><b>5. Impact of Japan National Team's Victory</b> Recognition as a national sport across Japan, contributing to societal recognition</p> <p>Rugby will have a positive influence across various sectors.</p>



# Focus on Three Key Areas: “International Strategy,” “Regional Collaboration,” and “Rugby Family Expansion” in Line with JAPAN RUGBY 2050 Activity Guidelines

## International Strategy

As a HP Union, we will strengthen our collaboration with WR/other unions, secure more international matches than ever before and further elevate the global standing of JAPAN RUGBY.



Italian Rugby Federation

Korea Rugby Association

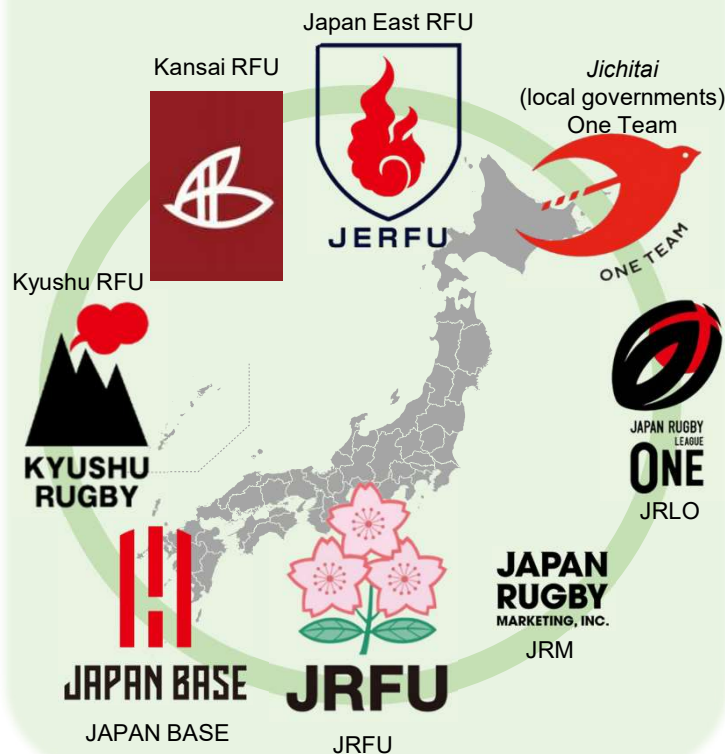
Rugby Australia



New Zealand Rugby

## Regional Collaboration

We will develop the environment/structure to ensure that various stakeholders within their respective relationships such as those between regions, align their efforts and move forward as one.



## Rugby Family Expansion

We will set up pathways for both community/professional rugby to be more accessible for everyone, lowering barriers, expanding its value and fostering long-term engagement.

### Players



### Spectators



### Supporters



# Focus on Three Key Areas: “International Strategy,” “Regional Collaboration,” and “Rugby Family Expansion” in Line with JAPAN RUGBY 2050 Activity Guidelines

## Create Japanese Rugby Brand

Japan national team digital content value

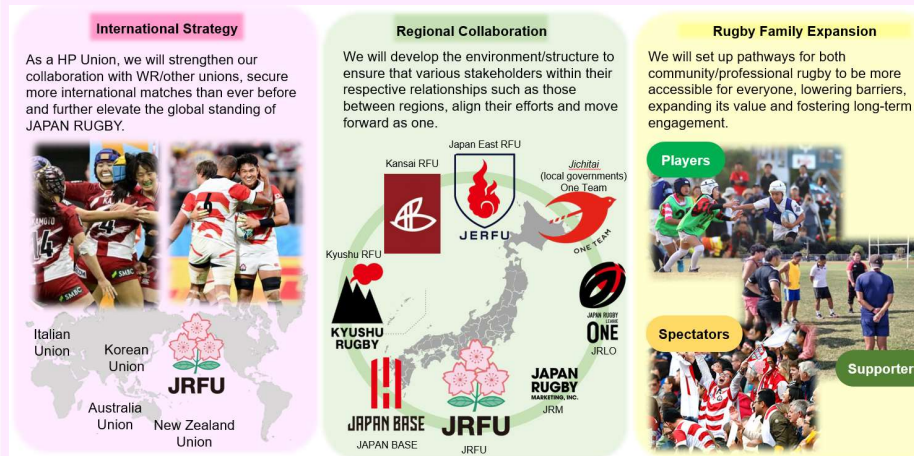


The first-ever RWC in Japan, which sparked nationwide enthusiasm

- Experiencing rugby in a close setting
  - Increased *niwaka* (casual) fans
- Subsequently,
- Recognised as HP Union
  - JRLO launched

## Stepping Stone for Further Advancement

Promote int'l strategy, regional partnerships and expansion of rugby family to bring RWC to Japan



## JRFU's 100th Anniversary (30 Nov. 2026)

- Expressing our gratitude to those before us, we aim to carry forward their passion into the next era.
- The next four years will be critically important in realizing JAPAN RUGBY 2050.
- We will continue moving forward.

## Achieve JAPAN RUGBY 2050

Host another RWC in Japan and be the best in the world



Mission



Vision



Target

To become the world's most accessible nation for rugby

Be a leading rugby nation/ an agent of positive social change that transcends sport

Host the Rugby World Cup again in Japan and win the tournament

# **1. JAPAN RUGBY 2050**

*The Vision for Japan Rugby*

# **2. Review of the Mid-Term Strategic Plan 2021-2024**

*Future Rugby World Cup Bid Actions*

# **3. Mid-Term Strategic Plan 2025-2028**

*Four Key Goals and Three Identified Challenges*

# **4. Goals and Action Plans for Each Pillar**

*Breaking Down Four Growth Cycles into Seven Pillars*

# **5. Sharing and Progress Management**

*A Roadmap for Achieving Our Goals*



## Review of Main Achievements in Five Focus Areas Set in Mid-term Strategic Plan 2021-24

Key Areas	Major Achievements	Review
Revitalising Union	<ul style="list-style-type: none"> <li>HR strategy/revitalization of HR</li> <li>Governance code compliance review</li> <li>National Prefectural Conference</li> <li>Mid-term financial plan</li> <li>Mid-term strategy for women's rugby</li> <li>New registration system and platform</li> </ul>	<ul style="list-style-type: none"> <li>Strategy Promotion Office was established in November 2021, followed by Legal Division in August 2021, and the HR Division in April 2022. In May 2022, JRFU's first <b>HR strategy</b> was developed and in April 2023, our <b>personnel system was revamped</b>.</li> <li><b>Governance Code Compliance Review was undertaken</b> in June 2022 (result: compliant).</li> <li>To enhance collaboration with prefectural unions, the <b>National Prefectural Chairpersons' Conference was held</b> in December 2021. It is held biannually since 2022 (in person/online).</li> <li>In May 2022, <b>a mid-term financial plan</b> was developed to stabilise our financial foundation.</li> <li>In April 2023, Director of Women's Rugby was appointed and <b>a mid-to-long-term strategy plan for women's rugby</b> was developed.</li> <li>In April 2024, Chief Development Officer was appointed and <b>the registration system was reviewed</b>.</li> </ul>
National Team Development	<ul style="list-style-type: none"> <li>Recognised as a HP Union</li> <li>Signing of MOUs with leading nations</li> </ul>	<ul style="list-style-type: none"> <li>To secure the environment for and value of players, Technical Division was restructured into the High Performance Division and the Technical Services Division was newly established in April 2022.</li> <li>The high performance programme and the national development system were strengthened in May 2023 and JRFU <b>attained HP Union status. MOUs were signed</b> with New Zealand, Australia and Italy.</li> <li>In the WRWC 2021 in New Zealand, the RWC 2023 in France (Men's 15s) and Tokyo 2020 (held in 2021), we were unable to achieve the initially set goals.</li> </ul>
Rugby Development	<ul style="list-style-type: none"> <li>Increase in qualified coaches</li> <li>Increase in RDOs</li> <li>Maintenance of 90,000 player population</li> <li>Creation of competitions at the regional level</li> <li>Increase in the implementation rate of tag rugby in elementary schools</li> </ul>	<ul style="list-style-type: none"> <li>As a result of a wide range of courses for coaches, the number of qualified new/female coaches increased. More online courses are now available to improve the quality.</li> <li><b>The number of RDOs were increased</b> for more communication/collaboration with local communities. However, challenges were found in recruitment/placement.</li> <li>Various competitions were created at the <b>regional level, allowing more players to play</b>, such as the national tournaments for mini/junior levels, the jamborees and the U19 friendlies.</li> <li><b>The rate of tag rugby implementation in elementary schools was 71.4%</b>, a nearly 10-point increase since 2018.</li> </ul>

# Review of Main Achievements in Five Focus Areas Set in Mid-term Strategic Plan 2021-24

Key Areas	Major Achievements	Review
League Reform	<ul style="list-style-type: none"> <li>Delegation of authority</li> <li>1 million spectator milestone</li> <li>Three new teams joined</li> </ul>  	<p>To promote the commercialization, enhance social impact and deepen fan engagement, <b>JRFU delegated its authority to JRLO</b> in April 2021. The new league started in January 2022. Although the first season ended with a total attendance of 480,000 due to COVID-19, it increased to 750,000 in the following season and reached <b>1.14 million in the 2023-24 season</b>.</p> <p>Starting from the 2024-25 season, 26 teams are competing including <b>three newly teams</b>. Together with the JRFU, JRLO and its teams have been working on collaboration with local communities, while promoting rugby development programs.</p> 
		<p><b>Phase 1:</b> 2022-2023-24 <b>A New Challenge</b> "Create the World's Best from Your City"</p> <ol style="list-style-type: none"> <li>Elite performance/best spectator experience</li> <li>The best encounters</li> <li>The best platform for developing human resources</li> <li>Largest scale of operation</li> </ol> <p><b>Phase 2:</b> 2024-25 to 2027-28 <b>Advancing towards the World's Best</b> "Expanding Best Live Experiences + Promoting Collaboration among Fans, Communities, Partner Companies and Teams"</p> <ol style="list-style-type: none"> <li>Provide fans with best live experiences via the highest level of performance</li> <li>Offer fans greater diversity/entertainments</li> <li>Deliver the joy of growing into a collaborative workforce to many people</li> <li>Expand the operations to JPY55bil to enhance economic impact on local communities</li> </ol> <p><b>Phase 3:</b> 2028-29 to 2031-32 <b>Expansion to the World</b></p>
Social Collaboration	<ul style="list-style-type: none"> <li>Diversity &amp; Inclusion Promotion Declaration</li> <li>JRM</li> <li>JAPAN BASE</li> <li>Sustainability Promotion Declaration</li> </ul>	<ul style="list-style-type: none"> <li>In September 2021, the <b>commitment to the Diversity &amp; Inclusion (D&amp;I) was declared</b> with engaging in activities supporting women's empowerment, LGBTQ+ communities/disability rugby. We fundraised for the Noto Peninsula earthquake relief in January 2024 and held a charity match for Tonga following the volcanic eruption in June 2022. We also hosted the Asia-Oceania Exchange Festival every February.</li> <li><b>JRM</b> was established in November 2022 to promote fan engagement. In June 2023, <b>JAPAN BASE</b> in Fukuoka was launched as a strengthening hub for Japanese rugby.</li> <li>In October 2024, <b>we declared Sustainability Promotion</b> and later signed the United Nations' "Sport for Climate Action Framework."</li> </ul>



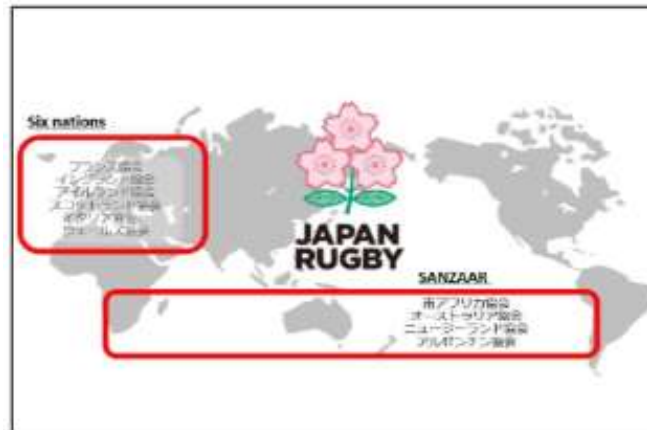
# Review of Main Achievements in Five Focus Areas Set in Mid-term Strategic Plan 2021-24

## Enhancing Value of Rugby



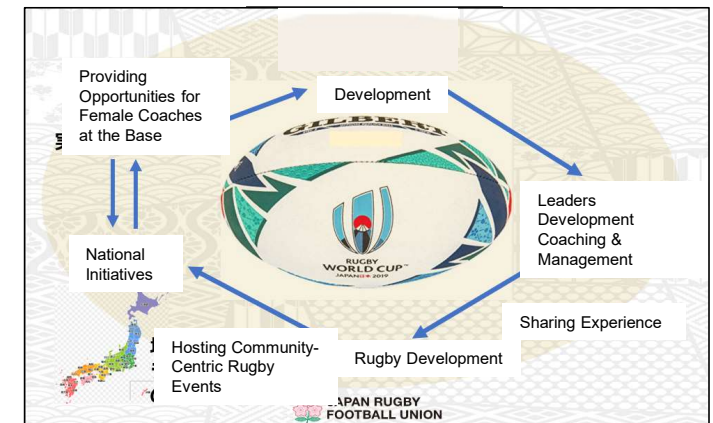
- Actively promoting integrity, compliance, core values, while strengthening governance /advancing D&I, LGBTQ+ rights, social activities/international contributions.
- Previously managed within individual business units, these items are organized under value-based pillars. Under the leadership of CEO, this area will become one of the major pillars of strengthening the foundation of our operations.

## As a HP Union



- In May 2023, WR recognized JRFU as a HP Union.
- This was based on activities that have contributed to the development of rugby both on/off the field along with the team records.
- MOUs were signed with the unions of New Zealand, Australia, Italy, and South Korea.
- International matches with these unions will develop our team and generate revenue that supports our promotion/development efforts.

## Women's Rugby Strategy



- In April 2023, JRFU developed a first-ever strategic plan for women's rugby.
- Prior to this, women's rugby initiatives were carried out within the framework of men's rugby across various divisions. However, a dedicated executive position, Director of Women's Rugby, was established to enable a cross-functional approach.
- The development of women's rugby is still in progress, but we believe it will contribute to the successful bid for the first-ever Women's RWC, which will be held two years after the men's RWC bid.

## Review of Main Achievements in Five Focus Areas Set in Mid-term Strategic Plan 2021-24

### Japan Rugby League One (JRLO)



- With the goal of becoming the world's premier league, building on the legacy of the Top League, JRLO kicked off its 2022 season.
- The third season (2023-24) showed its competitive growth, with a total of 15 players from the RWC 2023 finalists South Africa/New Zealand, joining JRLO.
- Efforts will continue not only to develop the national team but also to closely collaborate on expanding the promotion of rugby in Japan and activating community.

### Japan Rugby Marketing (JRM)



- In December 2022, JRM was set up by four entities: JRFU, JRLO, Sony Group Corporation and NTT Docomo Inc., to manage the fan engagement business for Japanese rugby.
- It provides services/contents for the national team/ JRLO matches, including match viewing, merchandise sales/high-entertainment promotions.
- The company aims to grow alongside the event business of JRFU/JRLO.

### JAPAN BASE



- In June 2023, JAPAN BASE, the first-ever HP center for Japanese rugby opened in Fukuoka.
- It serves as a training center for national teams across all categories and also as a community engagement center that promotes D&I.
- We will work on initiatives for rugby development, regional revitalization and health and well-being of communities through sports.



## International Strategy

# Japanese Rugby Has Now Positioned Itself at the Gateway to “Leading Global Rugby” as a HP Union



**Oct. 2019**  
**RWC 2019: Japan's first time in the quarterfinals**  
Increased recognition of rugby in Japan



**May 2023**  
**Recognised as HP Union**  
The national team's record and the union's overall efforts were acknowledged

**From May 2023 onwards**  
Signing of MOUs with various countries

New Zealand Rugby, Rugby Australia, Italian Rugby Federation, Korea Rugby Association

**2026**  
Nations Cup  
20<sup>th</sup> Asian Games

## Six Nations

### HP Union

Irish Rugby  
Welsh Rugby Union  
French Rugby Federation  
Scottish Rugby  
England Rugby  
Italian Rugby Federation

PREMIERSHIP RUGBY CUP  
UNITED RUGBY CHAMPIONSHIP  
TOP14

## JAPAN

### HP Union



By joining the HP Unions, our influence within WR has increased and our presence in the global rugby community has improved.

International matches with these unions will develop our teams and generate revenue that supports our promotion/development efforts.

Aiming to become the world's top league, JRLO kicked off in 2022. Starting in 2024, three new teams joined, marking the transition into the second phase.

In 2026, we will compete in the inaugural Nations Cup, a key step in our target of hosting RWC.

Global Perspective

Awareness of the World

Being Recognized Globally

## SANZAAR

### HP Union

South African Rugby Union

Rugby Australia

New Zealand Rugby

## SUPER RUGBY PACIFIC

Argentina Rugby Union

## International Strategy

# To Enhance Our Position Internationally, an International Strategy Needs to be Set

**May 2023**  
Recognised as  
a HP Union

**From May 2023  
onward**  
MOUs signed with  
various unions

**From Apr. 2025**  
To compete globally, we must approach  
international strategy as an organization, through  
collaboration with WR and other unions,  
cooperation with AR and international fixtures.

**RWC 20xx Tournament**



Both announced  
in **July 2009**

Announced  
**Nov. 2017**

**May 2022**

The two host unions for four tournaments  
were announced  
Each hosts both men's and women's  
tournaments.

2035  
Mens RWC  
and  
2037  
Womens RWC

2039  
Mens RWC  
and  
2041  
Womens RWC

RWC2015  
England

RWC2019  
Japan

RWC2023  
France

RWC2027 and 2029  
Australia

RWC2031 and 2033  
USA

2015

2017

2019

2021

2023

2025

**2027**

2029

2031

2033

2035

2037

2039

2041

RWC2017  
Ireland

RWC2021  
New Zealand

RWC2021  
England

Announced  
**May 2015**

Announced  
**Nov 2018**

Announced  
**Nov 2020**

**2027**  
Announcement of  
host unions for 2035/37 &  
2039/41 tournaments is  
anticipated



Regional  
Collaboration

Expansion of  
the Family

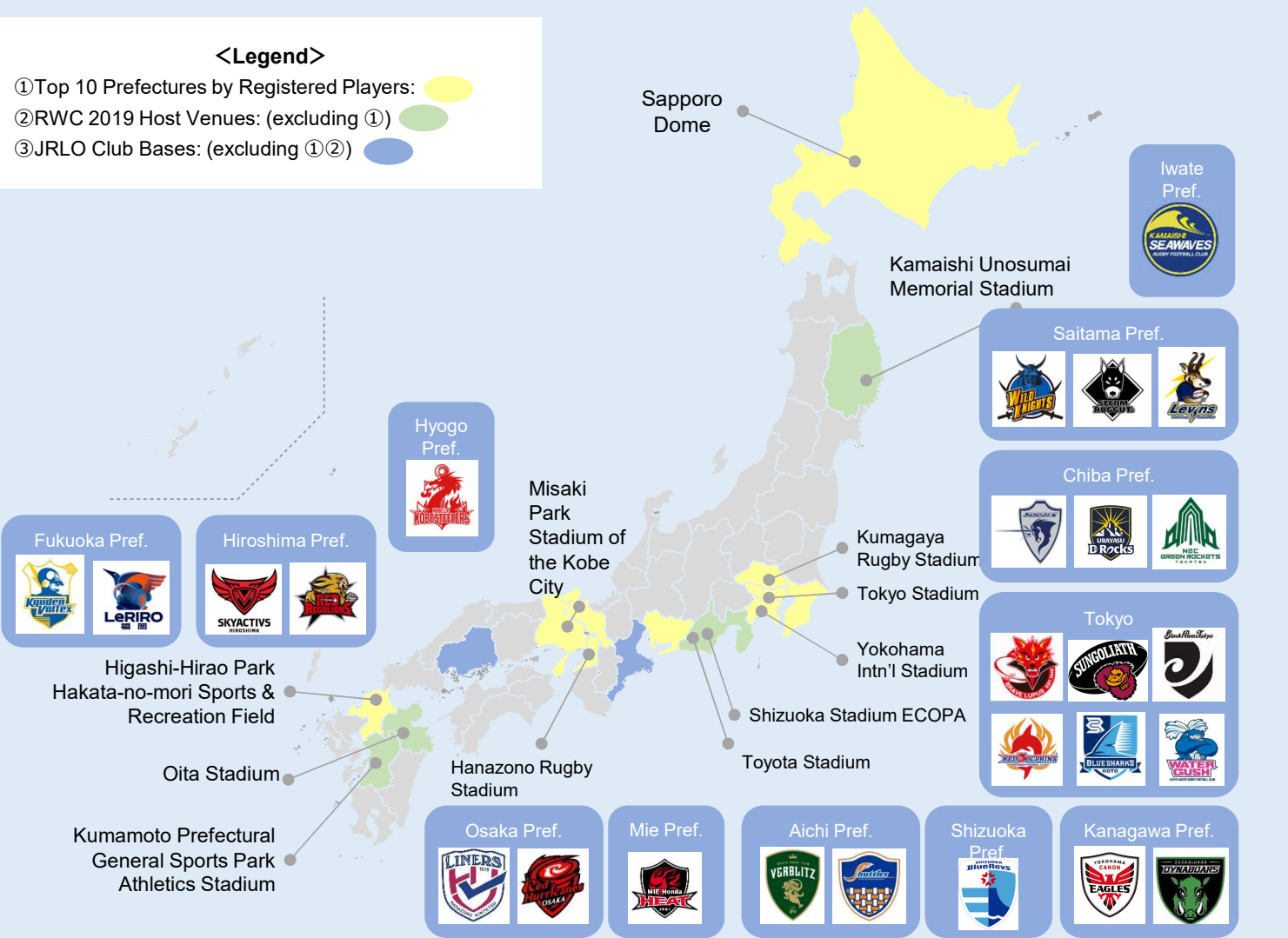
# Decreasing Player Population Concentration of Players/JRLO Clubs in Urban Areas

## <Legend>

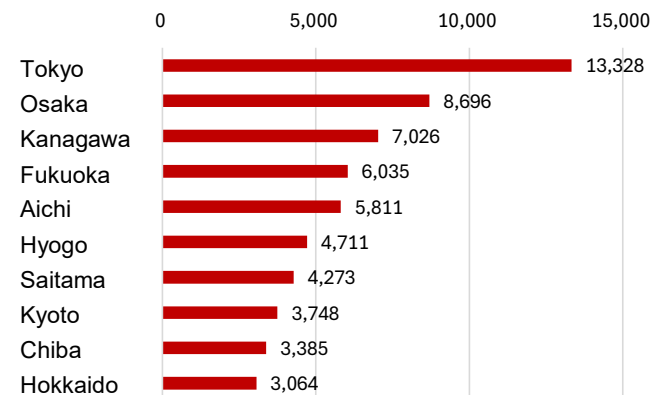
① Top 10 Prefectures by Registered Players:

② RWC 2019 Host Venues: (excluding ①)

③ JRLO Club Bases: (excluding ①②)



## Top 10 Prefectures by Registered Players (2023)



- 21 out of 26 JRLO clubs are based in the top 10 prefectures
- 8 out of 12 RWC 2019 venues are located in the top 10 prefectures

## Regional Collaboration

**Jichitai (local governments) One Team for regional co-creation with rugby**

Established on 10 March 2020 to Promote/develop rugby throughout Japan, improve the playing environment, and contribute to community/youth education through rugby. Currently, **154 local governments are members.**



# To Promote Regional Collaboration, it is Needed to Invest in Infrastructure/resources to Set up Proper Environment, Systems & Structure



## Jichitai One Team

Council of Local Governments for Promoting Regional Co-creation through Rugby

## Jichitai One Team/Local Governments

Support Aligned with the Mid-Term Strategic Plan 2025-2028

## Enhancing Value of Rugby

ラグビー憲章で掲げる5つのコアバリュー  
Five Core Values Outlined in WR Playing Charter



## Japan Base



Increase in Collaborative Projects  
b/w Prefectural Unions/Local  
Governments

Collaboration with Local Unions  
Communication

Promoting  
Regional  
Collaboration

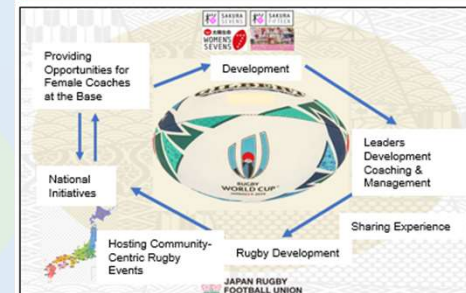
Platform System/Support for  
Securing Various  
Grants/Resources



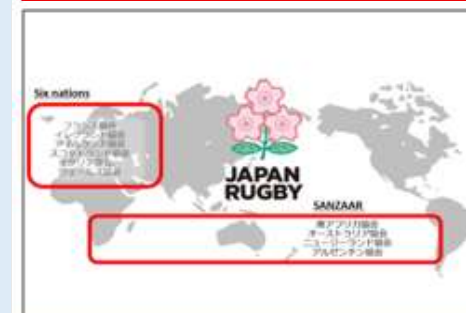
## Regional/Prefectural Unions

Establishing a Sustainable Ecosystem  
through Communication/Support

## Women's Rugby Strategy



## As a HP Union



JAPAN  
RUGBY  
MARKETING, INC.

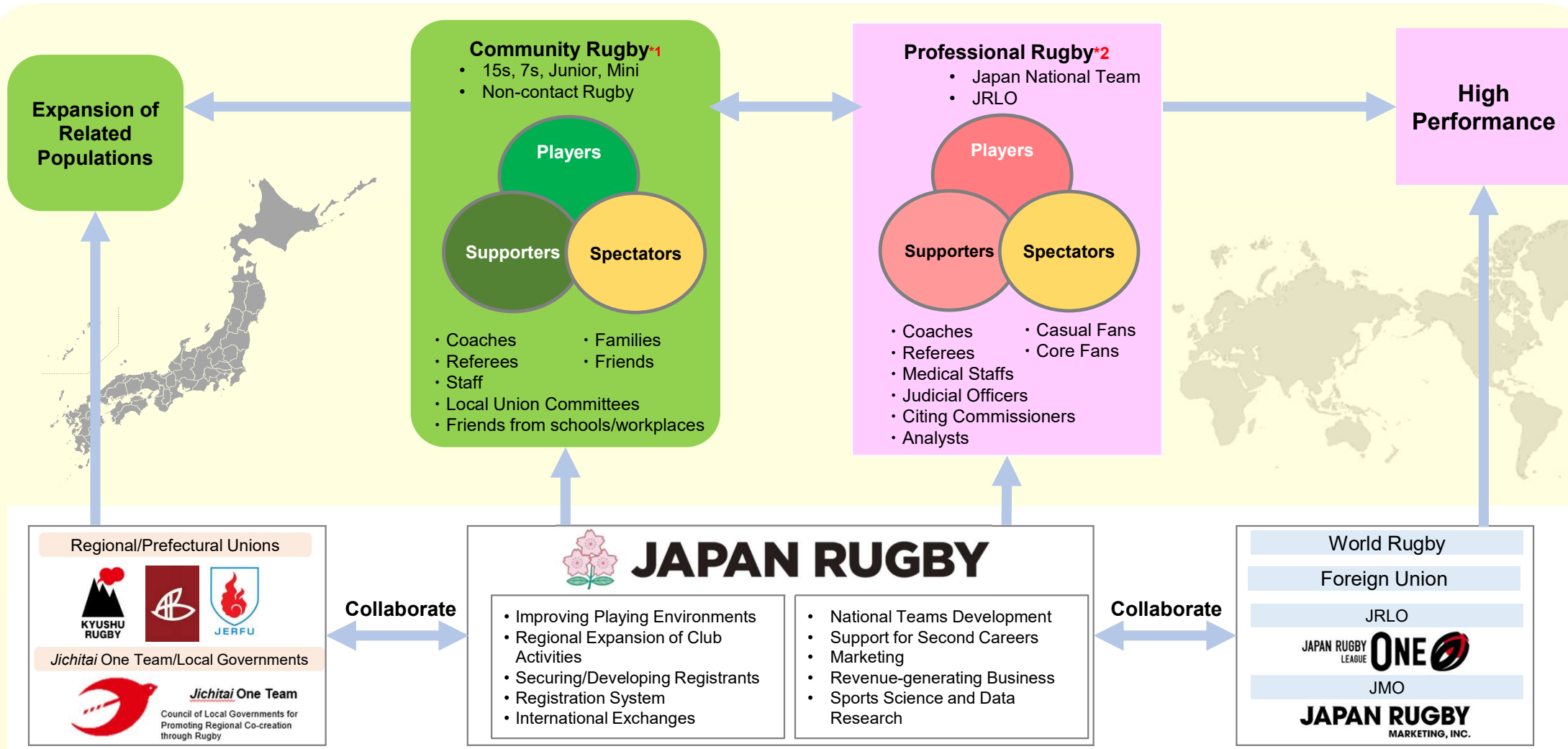
JRFU, JRLO, JRM

Collaboration/Support with  
Rugby Families Across Japan



Expansion of  
the Family

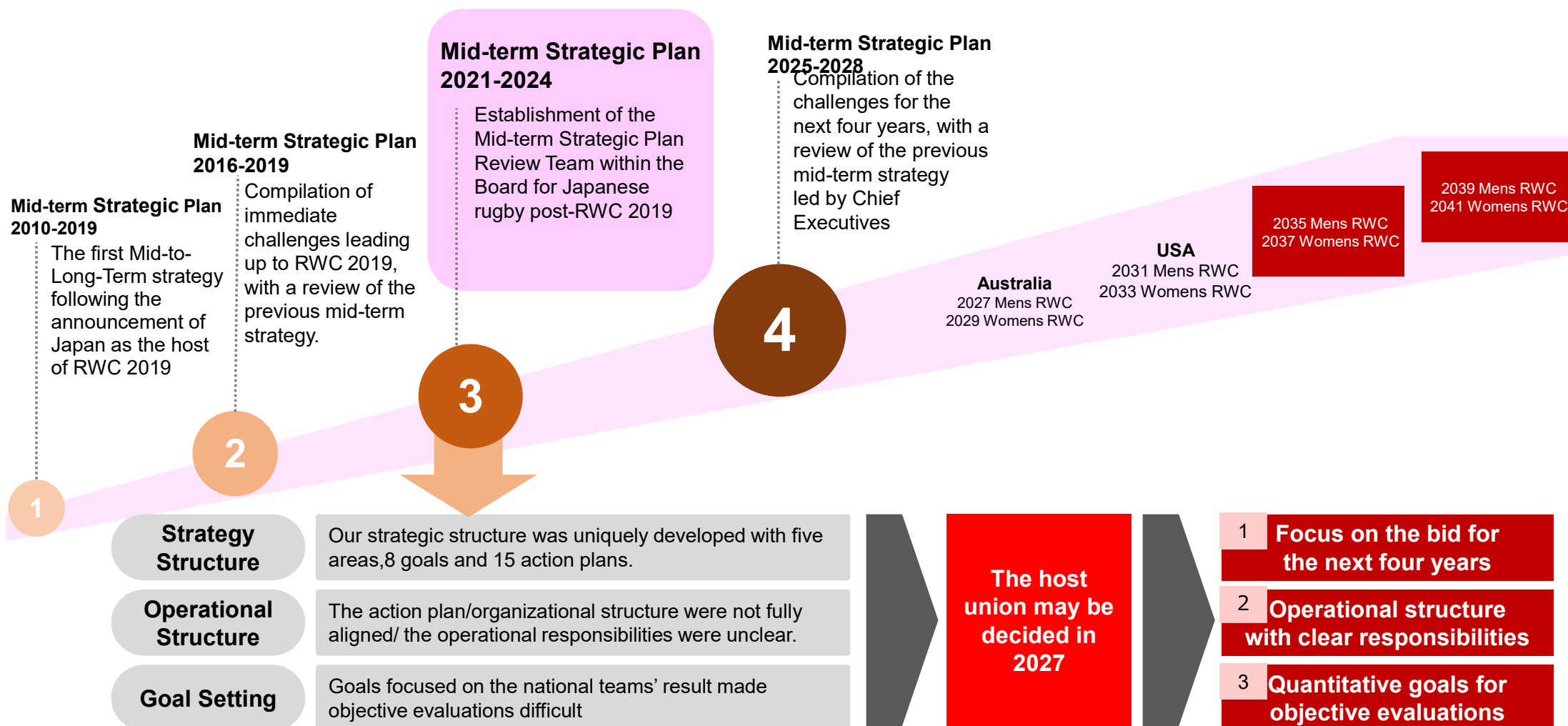
# Defining "Players/Spectators/Supporters" as Rugby Family, We Need to Develop Two Distinct Pathways for Each Group



\*1 Engage in various interactions through rugby, centered around the players

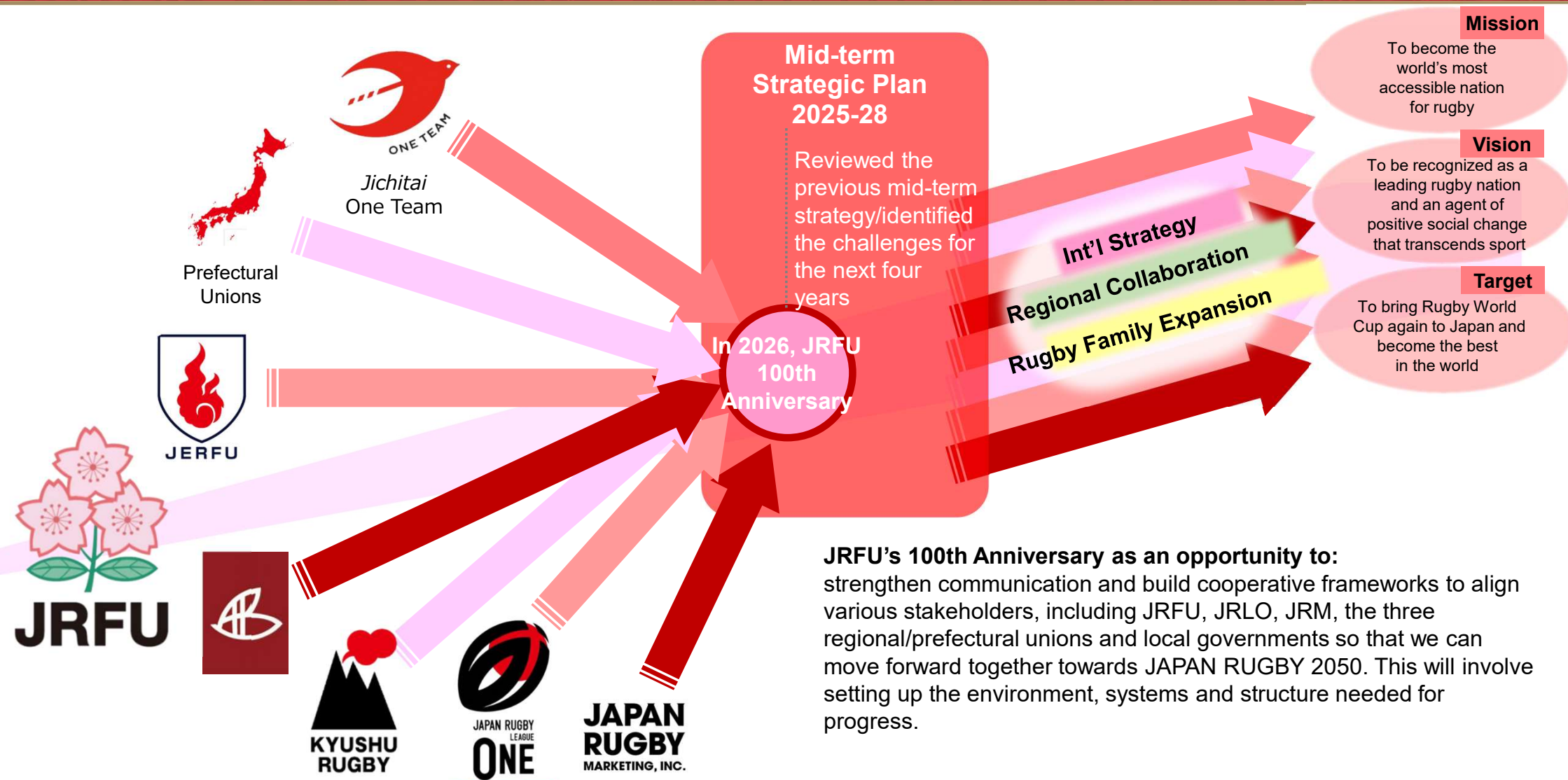
\*2 Engage with rugby aimed to improve competitive strength

# From Mid-term Strategic Plan 2021-24, Structure of Strategy Itself, Promotion System, Goal-setting & Three Key Challenges were Found





# Establishing Environment, System & Structure on the Occasion of JRFU's 100th Anniversary for Stakeholders to Align





# **1. JAPAN RUGBY 2050**

*The Vision for Japan Rugby*

# **2. Review of the Mid-Term Strategic Plan 2021-2024**

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# **3. Mid-Term Strategic Plan 2025-2028**

*Four Key Goals and Three Identified Challenges*

# **4. Goals and Action Plans for Each Pillar**

*Breaking Down Four Growth Cycles into Seven Pillars*

# **5. Sharing and Progress Management**

*A Roadmap for Achieving Our Goals*



# Four Key Directives Derived from tWorkshop in Jun 2024

Mid-term Strategic Plan  
2021-2024 Key Focus Areas

## Mid-term Strategic Plan 2025-2028 Key Directives

Mid-term Strategic Plan  
2025-2028 Pillar

Key directives for the next four years

Strengthening

Promotion

League Reform

Social  
Partnerships

Union  
Revitalization

1

### Revenue through National Team/JRLO Content

- As HP Union, up-sell the existing revenue streams: M15s/JRLO
- Establish revenue streams through collaboration with JRM

2

### Pathways in Community/Professional Rugby

- Set up competitions within each category
- Develop programmes to bridge both categories

3

### Community-centered Rugby Eco System

- Establish regional hubs and provide with resources for equal playing environments regardless of age/region
- Clarify the roles between JRFU, regional/prefectural unions

4

### 360° Engagement

- Expand the reach of rugby family, providing experiences of the multi-dimensional value of rugby.
- Promote the value of JAPAN RUGBY to the world
  - Build strong ties with JAPAN RUGBY among the “players,” “supporters,” and “spectators” through 360° engagement

Strengthening

Engagement

Women's Rugby

Promotion

Engagement

Organizational Foundation · Financial Foundation · Value Foundation

# Measures Taken in Response to Three Key Challenges Identified in Mid-term Strategic Plan 2021-2024

## 1 Focus on RWC bid for the next four years

### Alignment with WR Strategic Plan

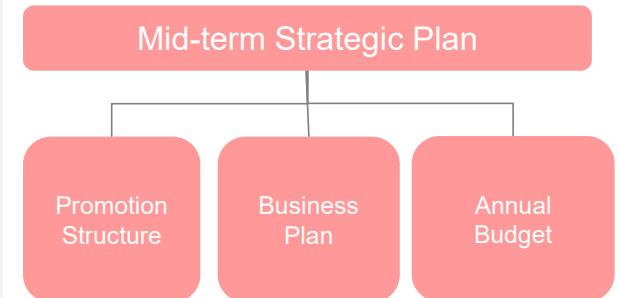
- By aligning with the WR Strategic Plan, develop a plan with a **global perspective, mindful of the RWC bid**
- Update the pillars to reflect WR's plan on the JRFU version



## 2 Operational structure with clear responsibilities

### Alignment in Action Plan & Promotion Structure

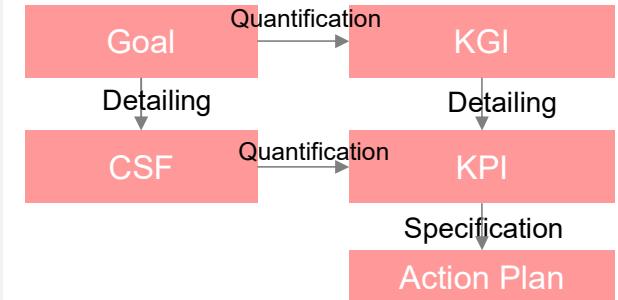
- **To clarify the responsibility structure**, assign Chief Executives to each of the seven pillars, **aligning execution plans with the promotion structure**.
- Develop annual plans/budgets linked to the Mid-term Strategic Plan, securing the resources (structure, authority, and budget).



## 3 Quantitative goals for objective evaluations

### Set quantitative goals

- **Set quantitative targets** to track the Mid-term Strategic Plan and action plan for JAPAN RUGBY 2050
- **Establish KGIs<sup>\*1</sup>** (JRFU-wide numerical targets) and **KPIs<sup>\*2</sup>** (numerical targets by pillar), and set up a system/framework to objectively monitor the Mid-term Strategic Plan, ensuring necessary recovery plans being implemented



<sup>\*1</sup> Key Goal Indicator    <sup>\*2</sup> Key Performance Indicator



# For JAPAN RUGBY 2050, Aligned with World Rugby Strategic Plan

## 1 Alignment with WR Strategic Plan

### WR Strategic Plan

#### Strategic Plan Overview

**Vision** A global sport for all - true to its values

**Purpose** Growing rugby by making it more relevant and accessible

**Values** INTEGRITY • RESPECT • SOLIDARITY • PASSION • DISCIPLINE

#### Pillars

##### Competition

- Optimise the portfolio
- Raise standards and competitiveness
- Build the global calendar

##### Participation

- Drive retention
- Grow women's rugby
- Target growth markets

##### Engagement

- Promote brand rugby
- Enhance stakeholder relations
- Drive audience engagement and value

##### The Game (our product)

- Player Welfare & experience
- Forms of the game
- Utilise expert and audience input

#### Culture

##### Ways of Working

- Responsible
- Commercial
- Efficient and Effective

### Japan Rugby Strategic Framework

#### Japan Rugby Vision

#### JAPAN RUGBY 2050

- Mission** To become the world's most accessible nation for rugby
- Vision** To be recognized as a leading rugby nation and an agent of positive social change that transcends sport
- Target** To bring RWC again to Japan and become the best in the world

#### Mid-term Strategic Plan 2025-28

##### High Performance

**Strengthening**

##### Revenue Generation

**Engagement**

##### Strengthening Foundation

Organizational Foundation

Financial Foundation

Value Foundation

##### Expanding Rugby Family

Rugby Development

Women's Rugby

#### VALUE

Integrity / Passion / Solidarity / Discipline / Respect

# Business Areas Divided into Seven Pillars

## Pillar Leads & Promotional Structure Aligned with Execution Structure

### 2 Alignment in Action Plan & Promotion Structure

### JRFU Organisational Structure

Promotion Lead

Pillar

#### High Performance

- RWC2025 : Top 8
- RWC2027 : Stay in Top 8
- 2028 LA Olympics : Medals for both men's/women's

#### Revenue Generation

- Total revenue: JPY10bil
- Japan Rugby IDs: 500,000

#### Expanding Rugby Family

- Players: 100,000 (Women: 8,500)
- Registered members: 120,000
- Casual participants: 1.2mil

#### Strengthening Foundation

- Engagement metrics
- Net assets: JPY2billion

#### Value Foundation

### International Strategy

#### National Teams Development

ラグビー担当(CRO)

事業実行部門  
代表強化部門  
ハイパフォーマンス部門  
テクニカルサービス部門

専門委員会  
ハイパフォーマンス委員会  
ユース委員会

#### Engagement

マーケティング担当(CMO)

マーケティング部門  
メディア事業部門  
大会運営部門  
競技運営委員会

アスリート委員会  
安全対策委員会

#### Rugby Development

普及育成担当 (CDO)

普及育成部門  
女子ラグビー戦略推進担当

メディカル委員会  
アンチ・ドーピング委員会

#### Women's Rugby

女子ラグビー(DOWR)

女子ラグビー戦略推進担当

#### Organisational Foundation

総務担当(COS)

総務部門  
人事部門  
業務推進部門  
インテグリティ推進部門

#### Financial Foundation

財務担当(CFO)

財務部門  
財務委員会

### Regional Collaboration

### Rugby Family Expansion



## Quantitative Targets Set to Track Action Plan

3

### Set Quantitative Targets

Growth Cycle	KGI (Target to achieve by end of FY2028)		Target Basis
<b>A</b> High Performance	RWC 2025	Top 8	<ul style="list-style-type: none"> <li>It was set based on the previous performance</li> </ul>
	RWC 2027	Stay in Top 8	<ul style="list-style-type: none"> <li>Top 8 finish achieved in RWC 2019, but we aim to stay in top 8 in all future RWCs</li> </ul>
	2028 LA Olympics	Medals for both men's/women's	<ul style="list-style-type: none"> <li>The recent results for both men's/women's are reflected</li> </ul>
<b>B</b> Revenue Generation	Total Revenue	JPY10bil (JPY 7bil under CMO)	<ul style="list-style-type: none"> <li>Mid-term Financial Plan and other national unions' targets are considered</li> </ul>
	Japan Rugby IDs	500,000	<ul style="list-style-type: none"> <li>We want increase fan base from current 220,000 to the new goal of 500,000+ by incentivizing ID transition</li> </ul>
<b>C</b> Expanding Stakeholder Base	Players	100,000 (incl. 8,500 women)	<ul style="list-style-type: none"> <li>Targets for each of the three groups are set: players (women included), registered members (coaches, referees, executives, etc.), and casual participants</li> </ul>
	Registered Members	120,000	
	Casual Participants	1.2mil	
<b>D</b> Strengthening Foundation	Engagement Index	(Set up for FY2025)	<ul style="list-style-type: none"> <li>The goal for the next four years will be set after the first survey in the first half of FY2025 (The survey will target the regional/ prefectural unions)</li> </ul>
	General Net Assets Balance of JPY2bil	Balance of JPY2bil	<ul style="list-style-type: none"> <li>To achieve a stable financial foundation, we have set a target to maintain a general net assets balance of over JPY2bil, same as in 2018</li> </ul>

## Four Main Strategies are Aligned with Growth Cycle Growth Cycle Serves as a Powerful Engine to Achieve KGIs

### Mid-term Strategic Plan 2025-28 – Main Strategies

1

#### Revenue through National Teams/JRLO Content

- As a HP Union, up-sell the existing revenue streams: M15s/JRLO
- Establish revenue streams through collaboration with JRM

2

#### Pathways in Community/Professional Rugby

- Set up competitions within each category
- Develop programmes to bridge both categories

3

#### Community-centered Rugby Eco System

- Establish regional hubs and provision of resources for equal playing environments regardless of age/region
- Clarify the roles between JRFU and regional/prefectural unions

4

#### 360° Engagement

- Expand the reach of rugby family, providing experiences of the multi-dimensional value of rugby
- Promote the value of JAPAN RUGBY to the world
- Build strong ties with JAPAN RUGBY among the “players,” “supporters,” and “spectators” through 360° engagement

### Mid-term Strategic Plan 2025-28 – Growth Cycle

#### High performance:

Gaining the competitive strength to match top unions and increasing the value of rugby matches, the core of our products/services

#### Revenue Generation:

- increasing interest in rugby and attracting more fans
- leveraging rugby content to generate a return on investment and ensure sustainable union operations

#### Expanding Stakeholder Base:

- Reinvesting the generated revenue to engage rugby stakeholders across all generations
- Lowering participation barriers, expanding value and creating an environment for lifelong engagement in rugby

#### Strengthening Foundation:

- A system in which JRFU is trusted by all stakeholders and enables the sustainable development of rugby throughout Japan
- Defining the values in rugby and deliver them to stakeholders

# “Strengthened Foundation” Supports Growth Cycle which Leads to Achieve “Revenue Generation” through Content Developed by “HP” and invest in “Expanding Stakeholder Base”

## JRFU Growth Cycle & KGIs

**A HP:** **Strengthening**

- Improving our game to compete with top-tier unions and increasing the value of rugby matches, which is our primary product

**KGIs:**

- RWC 2025: Top 8
- RWC 2027: Stay in top 8
- 2028 LA Olympics: Medals for both men's/women's

**B** **Engagement**

**Enhancing Revenue Generation:**

- Increasing interest in rugby and attracting more fans
- Leveraging rugby content to generate a return on investment and ensure sustainable union operations

**KGIs:**

- Total Revenue (including JRM): JPY10bil
- Japan Rugby IDs: 500,000

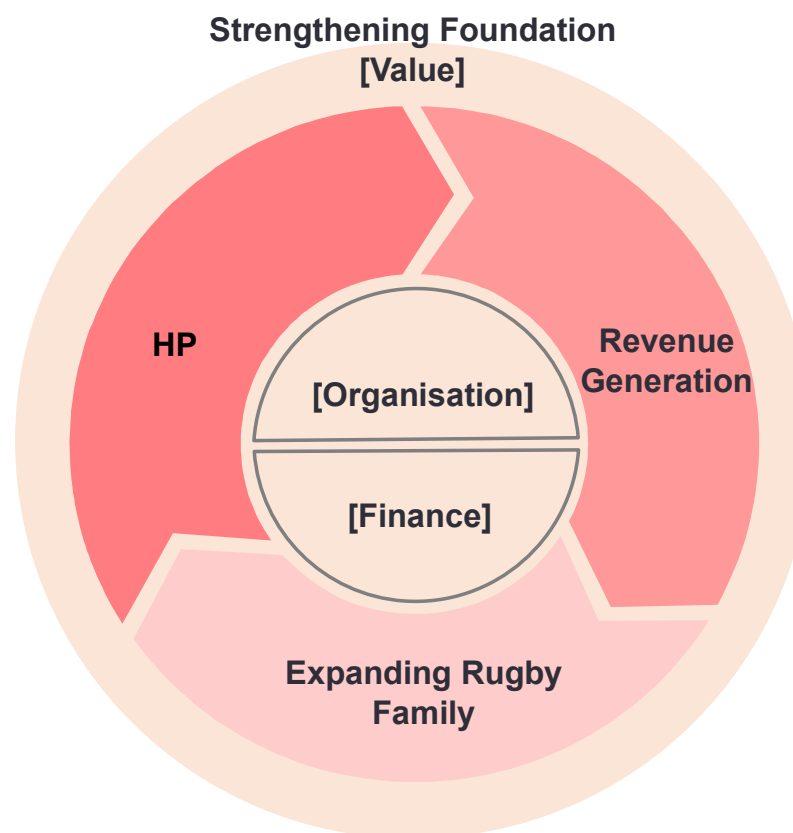
**D** **Organisational Foundation** **Financial Foundation** **Value Foundation**

**Strengthening Foundation**

- A system in which JRFU is trusted by all stakeholders and enables the sustainable development of rugby throughout Japan
- Defining the values in rugby and deliver them to stakeholders

**KGIs:**

- Engagement metrics<sup>\*2</sup>
- General Net Assets: JPY2bil



**C** **Rugby Development** **Women's Rugby**

**Expanding Stakeholder Base**

- Reinvesting the generated revenue to engage rugby stakeholders across all generations
- Lowering participation barriers, expanding value, and creating an environment for lifelong engagement in rugby

**KGI: <sup>\*1</sup>**

- Players: 100,000 (including 8,500 women)
- Registered members: 120,000
- Casual participants: 1.2mil

<sup>\*1</sup> Currently building a new registration system. The set numbers may change therein post-transition.

<sup>\*2</sup> The goal for the next four years will be set after the first survey in the first half of FY2025.

**Pillar**



# **1. JAPAN RUGBY 2050**

*The Vision for Japan Rugby*

## **2. Review of the Mid-Term Strategic Plan 2021-2024**

*Future Rugby World Cup Bid Actions*

## **3. Mid-Term Strategic Plan 2025-2028**

*Four Key Goals and Three Identified Challenges*

## **4. Goals and Action Plans for Each Pillar**

*Breaking Down Four Growth Cycles into Seven Pillars*

## **5. Sharing and Progress Management**

*A Roadmap for Achieving Our Goals*

# Mission, KPIs and Business Areas for Each of the Seven Pillars are Set Organisational Structure/Action Plans are Developed

**Mission:** To become the world's most accessible nation for rugby

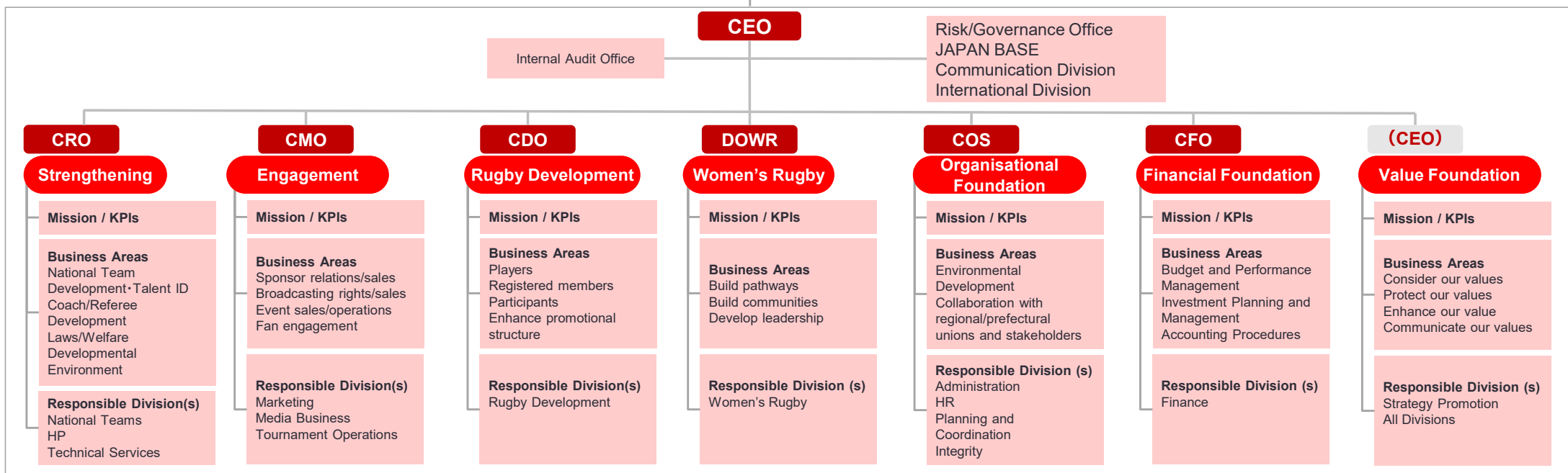
**Vision:** To be recognized as a leading rugby nation and an agent of positive social change that transcends sport

**Target:** To bring RWC again to Japan and become the best in the world

Promotion Lead

Pillar

- |   |   |  |   |
|---|---|--|---|
| <b>A High Performance</b> <ul style="list-style-type: none"> <li>RWC 2025: Top 8</li> <li>RWC 2027: Stay in Top 8</li> <li>2028 LA Olympics: Medals for both men's/women's</li> </ul> | <b>B Enhancing Revenue Generation</b> <ul style="list-style-type: none"> <li>Total revenue (including JRM): JPY10bil</li> <li>Japan Rugby IDs: 500,000</li> </ul> | <b>C Expanding Stakeholder Base</b> <ul style="list-style-type: none"> <li>Players: 100,000 (including 8,500 women)</li> <li>Registered members: 120,000</li> <li>Casual participants: 1.2mil</li> </ul> | <b>D Strengthening Foundation</b> <ul style="list-style-type: none"> <li>Engagement metrics</li> <li>General net assets: JPY2bil</li> </ul> |
|---|---|--|---|



# Improve Elite Performance Environments (fixture scheduling, player welfare, referee development, etc.) Aiming for RWC Top 8/Olympic Medals

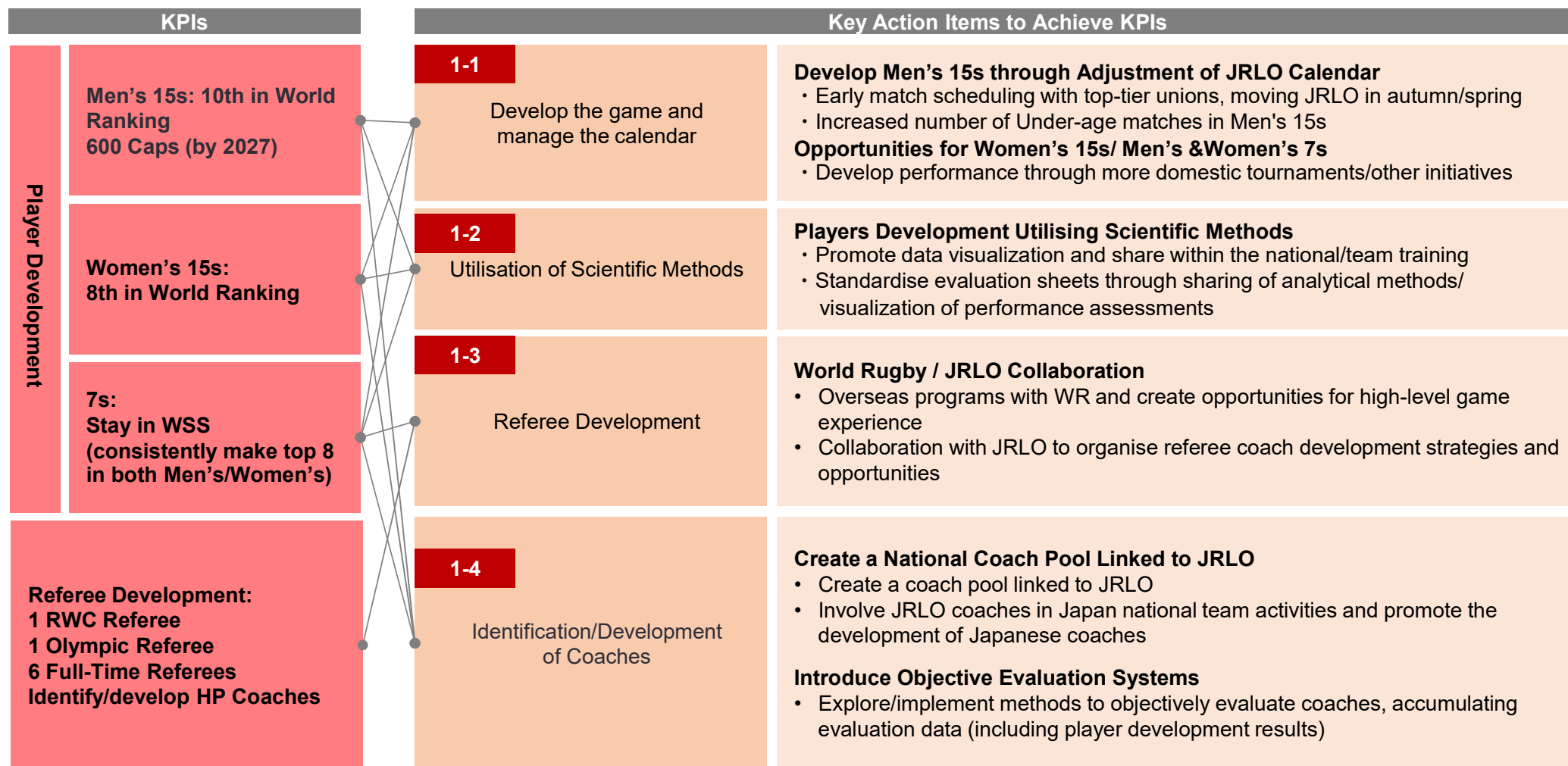
**Pillar :** Strengthening

**Promotion Lead :** CRO

Mission			KPIs
<ul style="list-style-type: none"> <li>Enhance the performance of both 15s/7s, linking their success in international competitions (RWCs/Olympics) to stakeholder engagement, and striving for further growth as a sustainable sport</li> <li>As a foundation for improving performance, develop world-class referees/coaches as well as the player welfare systems</li> </ul>			<p><b>(Players)</b>  Men's 15s: 10th in World ranking, total 600 caps (2027)  Women's 15s: 8th in World ranking  7s: Stay in WSS  Men's: Stay in WSS  Women's: Stay in top 8</p> <p><b>(Referees)</b>  Producing a referee for both RWCs/Olympics  Developing 6 full-time referees</p> <p><b>(Coaches)</b>  Identifying/developing high-performance coaches</p>
No.	Business Areas	Explanation	Responsible Division (★Lead Division)
1	National Teams Development • Talent ID	<ul style="list-style-type: none"> <li>Collaborate with WR to secure test-matches.</li> <li>Build pathways leading to Men's &amp; Women's 15s/7s national teams.</li> <li>Rebuild collaboration framework with JRLO, univ. &amp; HSs.</li> </ul>	★ National Teams ★ High Performance • Women's Rugby • Rugby Development
2	Coach/Referee Development	<ul style="list-style-type: none"> <li>Collaborate with JRLO to develop coaches (coach candidates pool).</li> <li>Promote JRLO coaches' involvement in the national teams' activities.</li> <li>Develop professional referees (support current professionals and career development).</li> </ul>	★ National Teams ★ High Performance • Women's Rugby Strategic Promotion
3	Laws and Player Welfare Improvement	<ul style="list-style-type: none"> <li>Develop Laws and improve the playing environment to enhance player welfare.</li> <li>Consider domestic regulations for player expansion.</li> <li>Promote anti-harassment/anti-doping education .</li> <li>Create a safe environment for players.</li> </ul>	★ National Teams ★ High Performance ★ Technical Services • Women's Rugby Strategic Promotion • Integrity
4	Develop/Enhance Environment	<ul style="list-style-type: none"> <li>Establish development hubs/policies (including JAPAN BASE).</li> <li>Announcement of development policies/methods across all categories and establish a system for shared player data (including JTS).</li> <li>Expand the economic foundation for activities.</li> </ul>	★ National Teams ★ High Performance • Women's Rugby • JAPAN BASE Business Operation Office • Marketing



# Improve Elite Performance Environments (fixture scheduling, player welfare, referee development, etc.) Aiming for RWC Top 8/Olympic Medals



## Aim to Achieve Total Revenue of JPY10bil via Ticketing /Fan Communication in Collaboration with JRM

**Pillar :** Engagement **Promotion Lead :** CMO

Mission			KPIs
<ul style="list-style-type: none"> <li>• Increase touchpoints with various fans to grow the overall rugby fanbase</li> <li>• Expand touchpoints with diverse fans to grow the rugby community overall</li> </ul>			Admission revenue: JPY2bil annually Broadcasting rights revenue: JPY1bil annually Sponsorship revenue: JPY3bil annually JRID & fan club: 50,000 members, JPY500mil
No.	Business Areas	Explanation	Responsible Division(s) (★Lead Division)
1	Sponsorship Engagement & Sales	<ul style="list-style-type: none"> <li>• Collaborate with ad agencies and establish a system where the staff can directly communicate with sponsors</li> <li>• Promote new proposals/sales initiatives</li> </ul>	★ Marketing
2	Broadcasting Engagement & Sales	<ul style="list-style-type: none"> <li>• Collaborate with ad agencies, JRFU staff will directly engage with broadcaster/media partners to negotiate broadcasting rights and pre-/post-event coverage</li> </ul>	★ Media Business • Communications
3	Event Sales & Operations	<ul style="list-style-type: none"> <li>• Collaborate with JRM to promote events and ticket sales, enhance the value of events inside/outside the venue, and simultaneously streamline operations for greater efficiency</li> </ul>	★ Marketing ★ Tournament Operations • JRM
4	Fan Communication	<ul style="list-style-type: none"> <li>• Collaborate with JRM to consistently deliver content that increases rugby fans and boosts JRID, enhancing/diversifying the value of JAPAN RUGBY</li> </ul>	• JRM • Communications

## Aim to Achieve Total Revenue of JPY10bil via Ticketing /Fan Communication in Collaboration with JRM

KPI	Key Actions for Achieving the KPI	
<b>Ticket Sales: JPY2bil per annum</b>	<b>2-1</b> <b>Expand Hospitality</b>	<b>Develop hospitality packages for partner companies</b> <ul style="list-style-type: none"> <li>Collaborate with partner companies to develop packages/enhance corporate hospitality</li> </ul> <b>Expand service offerings</b> <ul style="list-style-type: none"> <li>Provide high-value experiences, e.g. interaction with former Japan national players</li> </ul>
<b>Broadcast Rights Fee: JPY1bil per annum</b>	<b>2-2</b> <b>Expand Domestic/ international Exposure</b>	<b>Expand Domestic Exposure</b> <ul style="list-style-type: none"> <li>Expand TV coverage of national team matches and create buzz for media broadcasts</li> <li>Promote broadcasts on new media, including OTT platforms</li> </ul> <b>Expand International Exposure</b> <ul style="list-style-type: none"> <li>Sell broadcast rights to diverse regions, including the home countries of JRLO foreign player</li> </ul>
<b>Sponsorship revenue: JPY3bil per annum</b>	<b>2-3</b> <b>Develop New Programs/systems</b>	<b>Develop New Programs</b> <ul style="list-style-type: none"> <li>Expand sponsorship programs/activation types</li> </ul> <b>Establish New Sponsorship Systems</b> <ul style="list-style-type: none"> <li>Design collaborative sponsorship programs across categories, including Men's/Women's 15/7s, JRLO, univ. and HS</li> </ul>
<b>JRID and Fan Club: 50,000 members &amp; JPY500mil</b>	<b>2-4</b> <b>Unify Fan Base/ Data-driven Approach</b>	<b>Redesign membership system via system overhaul</b> <ul style="list-style-type: none"> <li>Merge JRID and paid memberships (such as SAKURA CLUB) and unify data</li> <li>Offer services tailored to each category</li> </ul> <b>Introduce parents and youth registration system</b> <ul style="list-style-type: none"> <li>Implement a system for joint registration to expand services to younger audiences</li> </ul>



# Through Making Rugby More Accessible for Everyone, Lowering Barriers, Expanding its Value, Aim to Reach 100,000 Players, 120,000 Registered Members and 1.2mil Casual Participants

**Pillar :** Rugby Development

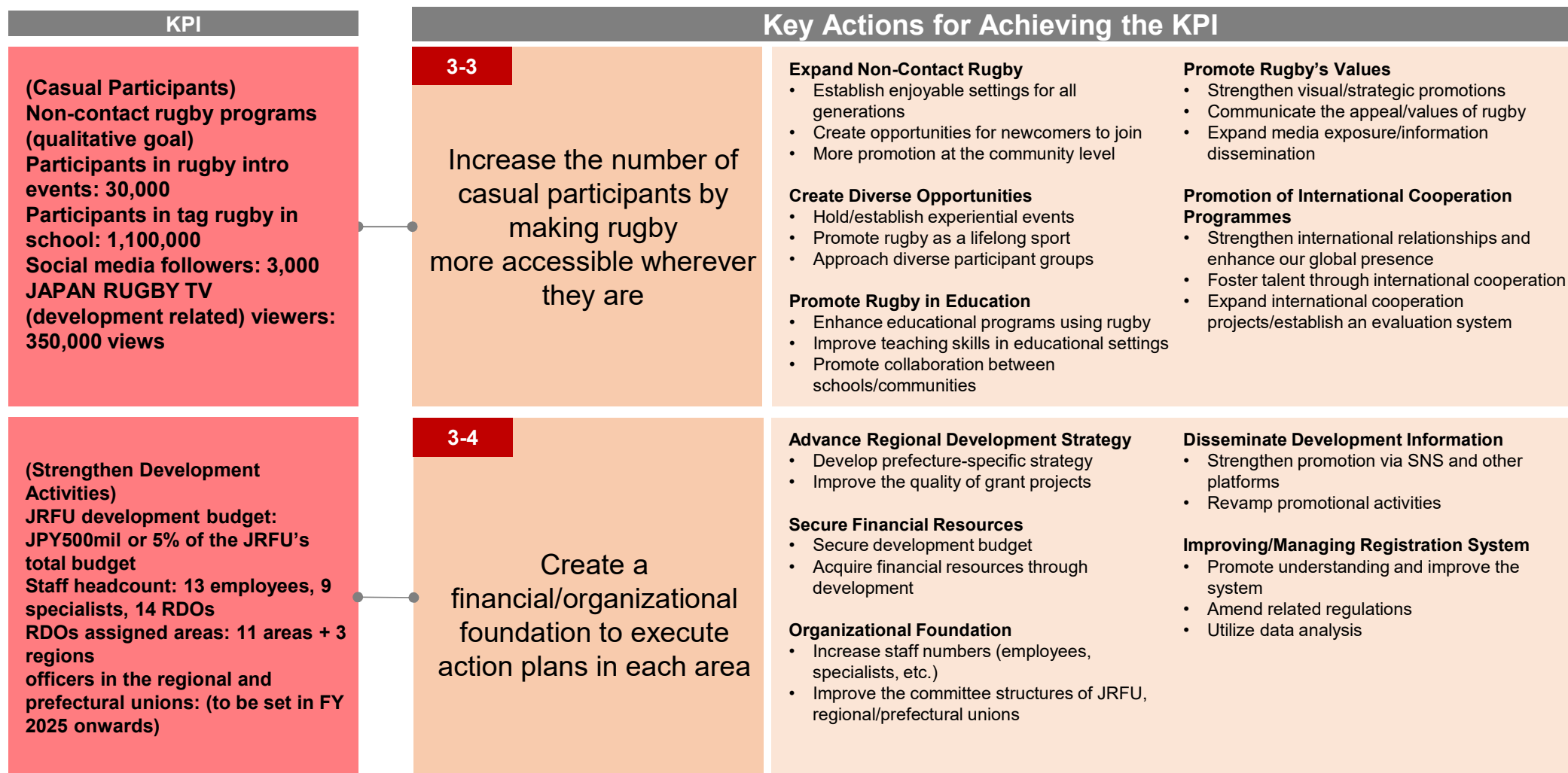
**Promotion Lead :** CDO

Mission		KPI	
<ul style="list-style-type: none"> <li>Making rugby more accessible for everyone, lowering barriers, expanding its value and fostering long-term involvement.</li> </ul>		<p><b>(Players)</b></p> <ul style="list-style-type: none"> <li>Registered players: 88,000</li> <li>SMBC Cup participants: 12,000</li> <li>Player retention rate: (to be set in FY2025 onwards)</li> <li>Regional competitions: (to be set in FY2025 onwards)</li> <li>Development of playing environments (qualitative goal)</li> </ul> <p><b>(Registered Members)</b></p> <ul style="list-style-type: none"> <li>Registered players: 88,000</li> <li>SMBC Cup participants: 12,000</li> <li>Player retention rate: (to be set in FY2025 onwards)</li> <li>Regional competitions: (to be set in FY2025 onwards)</li> <li>Development of playing environments (qualitative goal)</li> </ul>	<p><b>(Casual Participants)</b></p> <ul style="list-style-type: none"> <li>Non-contact rugby programs (qualitative goal)</li> <li>Participants in rugby sessions and events: 30,000</li> <li>Participants in tag rugby in school: 1,100,000</li> <li>Social media followers: 3,000</li> <li>JAPAN RUGBY TV (development related) viewers: 350,000 views</li> </ul> <p><b>(Strengthen the Development Activities System)</b></p> <ul style="list-style-type: none"> <li>JRFU development budget: JPY500mil or 5% of the JRFU's total budget</li> <li>Staff headcount: 13 employees, 9 specialists, 14 RDOs</li> <li>RDOs assigned areas: 11 areas + 3 regions</li> <li>Officers in the regional/prefectural unions: (to be set in FY2025 onwards)</li> </ul>
No.	Business Area	Explanation	Responsible Division(s) (★Lead Division)
1	Players	<ul style="list-style-type: none"> <li>Increase the number of casual participants by making rugby more accessible for everyone wherever they are</li> </ul>	★Rugby Development • Health and Safety Measures Committee • Women's Rugby • Planning & Coordination • Technical Services
2	Registered Members	<ul style="list-style-type: none"> <li>Enhance the quality of those who support the game by making rugby more accessible for everyone in any role to be involved</li> </ul>	★Rugby Development • Women's Rugby • HP • Planning & Coordination
3	Casual Participants	<ul style="list-style-type: none"> <li>Increase the number of casual participants by making rugby more accessible for everyone wherever they are</li> </ul>	★Rugby Development • Women's Rugby • Planning & Coordination • Integrity • National Teams
4	Strengthen the System for Promoting Development/Growth	<ul style="list-style-type: none"> <li>Create a financial and organizational foundation to execute action plans in each area</li> </ul>	★Rugby Development • Finance • HR

# Through Making Rugby More Accessible for Everyone, Lowering Barriers, Expanding its Value, Aim to Reach 100,000 Players, 120,000 Registered Members and 1.2mil Casual Participants

KPI	Key Actions for Achieving KPI	
<b>(Players)</b> Registered players: 88,000 SMBC Cup participants: 12,000 Player retention rate: (to be set in FY2025 onwards) Regional competitions: (to be set in FY2025 onwards) Development of playing environments (qualitative goal)	<b>3-1</b> Increase the number of players by creating a safe/secure playing environment	<b>Develop Playing Environments</b> <ul style="list-style-type: none"> <li>Develop teams, clubs/regional bases</li> <li>Streamline/optimize team operations</li> </ul> <b>Expand Game Opportunities</b> <ul style="list-style-type: none"> <li>Expand region/age-appropriate tournaments &amp; events</li> <li>Create tournaments suited to the playing environment</li> </ul> <b>Regional Expansion of Club Activities</b> <ul style="list-style-type: none"> <li>Facilitate transition to regional club activities</li> <li>Provide diverse playing opportunities</li> </ul> <b>Develop Women's Playing Environments</b> <ul style="list-style-type: none"> <li>Establish management systems for the playing environment</li> <li>Player retention by expanding playing opportunities</li> </ul> <b>Player Welfare</b> <ul style="list-style-type: none"> <li>Promote activities to ensure safe and secure play</li> </ul>
<b>(Registered Members)</b> Qualified coaches: 13,000 Qualified referees: (to be set in FY2025 onwards) Registered officials (Safety Assistant (SA), managers etc.): 11,000 Registered Member Satisfaction: (to be set in FY2025 onwards) Develop pathways for all generations (qualitative goal)	<b>3-2</b> Enhance the quality of those who support the game by making rugby more accessible for everyone in any role to be involved	<b>Build a Pathway for All Generations</b> <ul style="list-style-type: none"> <li>Organise/communicate the way to engage with rugby and demonstrate it</li> <li>Research and develop age-specific programs</li> </ul> <b>Improve Quality of those who support the game</b> <ul style="list-style-type: none"> <li>Enhance the safety in playing environment through people</li> <li>Focus on educating managers, union officials and parents, particularly regarding SA</li> </ul> <b>Create Opportunities for Women's Engagement</b> <ul style="list-style-type: none"> <li>Promote ways to engage with rugby beyond being a player</li> <li>Expand participation opportunities for female staff</li> </ul> <b>Improve Quality of Coaching</b> <ul style="list-style-type: none"> <li>Enhance the coaching skills of individuals</li> <li>Create an environment that motivates and empowers coaches to develop themselves</li> </ul> <b>Improve Quality of Referees</b> <ul style="list-style-type: none"> <li>Streamline the certification system and raise awareness</li> <li>Provide education to improve individual refereeing skills</li> <li>Focus on increasing entry-level officials, MRR and C-level referees</li> </ul>

# Through Making Rugby More Accessible for Everyone, Lowering Barriers, Expanding its Value, Aim to Reach 100,000 Players, 120,000 Registered Members and 1.2mil Casual Participants





# Continue to Build Sustainable Pathways, Develop Community, Foster Leadership, Aiming to Achieve the Objectives set out in Women's Rugby Mid-to-long term Strategic Plan

**Pillar:** **Women's Rugby**

**Promotion Lead:** **DOWR**

Mission			KPI
<ul style="list-style-type: none"> <li>Achieving the goals outlined in the Women's Rugby Mid- to-long term Strategic Plan, build sustainable pathways, develop the community and foster leadership.</li> <li>Improve the performance of the Women's national teams in both 15/7s, driving engagement with stakeholders through success in international competitions (RWCs, Olympics), and aiming for further growth as a lasting sport.</li> </ul>			<p><b>(Play)</b> Collaboration between neighboring prefectures: 12 regions</p> <p><b>(Watch)</b> Average attendance: 5,000 people Average simultaneous viewers: 800 people</p> <p><b>(Support)</b> Female board members in each regional/prefectural unions: 1 person each</p>
No.	Business Areas	Explanation	Responsible Division(s) (★ Lead Division)
1	Develop Pathways	<ul style="list-style-type: none"> <li>Create an environment where rugby is accessible throughout their lifetime (facilities/human resources)</li> <li>Developing pathways leading to the national team</li> </ul>	★ Women's Rugby <ul style="list-style-type: none"> <li>National Teams</li> <li>Rugby Development</li> <li>Planning &amp; Coordination</li> <li>HP</li> </ul>
2	Develop Communities	<ul style="list-style-type: none"> <li>Increase the recognition of women's rugby, grow supporters and expand women's rugby community</li> </ul>	★ Women's Rugby <ul style="list-style-type: none"> <li>Communications</li> <li>Marketing</li> <li>JRM</li> <li>Tournament Operation</li> <li>Planning &amp; Coordination</li> </ul>
3	Foster Leadership	<ul style="list-style-type: none"> <li>Promote women in rugby and support their advancement in society by producing champions</li> </ul>	★ Women's Rugby <ul style="list-style-type: none"> <li>Planning &amp; Coordination</li> <li>Rugby Development</li> </ul>

# Continue to Build Sustainable Pathways, Develop Community, Foster Leadership, Aiming to Achieve the Objectives set out in Women's Rugby Mid-to-long term Strategic Plan

KPI	Key Actions for Achieving the KPI	
Collaboration between Neighbouring Prefectures: 12 regions	4-1 Building a successful model in designated regions	<b>Understanding the Situation</b> <ul style="list-style-type: none"> <li>Conduct an annual survey to assess the needs for women's rugby initiatives within the regional/ prefectural unions</li> </ul> <b>Promoting Inter-Regional Exchange Events</b> <ul style="list-style-type: none"> <li>Selected three regions to host exchange activities in designated areas, building a successful model</li> </ul>
Average Attendance: 5,000 people <sup>*1</sup>	4-2 Promotion aligned with women's rugby concept	<b>Develop a Concept for Women's Rugby</b> <ul style="list-style-type: none"> <li>Conduct annual consumer awareness/image surveys for women's rugby to assess the status</li> <li>Establish a clear concept that we want consumers to associate with women's rugby</li> </ul>
Average Simultaneous Viewers: 800 people <sup>*2</sup>		<b>Strengthen the Promotion of JRFU-hosted Tournaments</b> <ul style="list-style-type: none"> <li>Regularly disseminate information using women's rugby-specific owned media</li> <li>Implement measures to build attendance/simultaneous viewership to aim for TV broadcast of matches on terrestrial channels</li> <li>Organize match events/sponsor sales focused on the added value of women's rugby beyond its competitive performance</li> </ul>
Female Board Members in Regional/ prefectural Unions: 1 Person	4-3 Promote D&I Declaration	<b>Promote D&amp;I Declaration</b> <ul style="list-style-type: none"> <li>Promote D&amp;I within JRFU, regional/prefectural unions, aiming to revamp our union activities</li> </ul> <b>Host Career Seminars</b> <ul style="list-style-type: none"> <li>Host career development seminars, considering the balance between rugby and work</li> </ul>

<sup>\*1</sup> Attendance per national match and per Taiyo Seimei WSS tournament    <sup>\*2</sup> Average simultaneous viewers for Taiyo Seimei WSS 2024: 400

# Ensure that Each Organization/its Member Works Proactively Promotes Collaboration between JRFU, Regional/prefectural Unions, Local Governments etc.

**Pillar:** Organisational Foundation **Promotion Lead:** COS

Mission			KPI
<ul style="list-style-type: none"> <li>Improve staff skills, enhance workplace environments and reform business processes, drawing out high engagement/productivity as a professional organization</li> <li>Strengthen collaboration with external stakeholders, including regional/prefectural unions, JRLO, JRM and local governments, to build a sustainable rugby development ecosystem under a shared direction</li> </ul>			<ul style="list-style-type: none"> <li>Revenue per person: JPY8mil</li> <li>Increase in total revenue for prefectural unions: JPY100 mil</li> <li>Number of collaborative projects with local governments and prefectural unions: 47 per annum</li> <li>Number of local governments in the One Team program: All 47 prefectures</li> </ul>
No.	Business Areas	Explanation	Responsible Division(s) (★ Lead Division)
1	Environmental development as a professional organization <sup>*1</sup>	<ul style="list-style-type: none"> <li>Establish the necessary systems, environment, and skills to achieve our goals</li> </ul>	<ul style="list-style-type: none"> <li>★ Administration</li> <li>★ HR</li> </ul>
2	Promote collaboration between regional/prefectural unions	<ul style="list-style-type: none"> <li>Clarify the division of roles between JRFU and the three branch unions, establishing an organic collaborative structure</li> <li>Support the creation of a system that enables the prefectural unions to secure sustainable systems, environments/resources independently</li> </ul>	<ul style="list-style-type: none"> <li>★ Planning &amp; Coordination</li> <li>★ Integrity</li> <li>★ Administration</li> <li>★ HR</li> </ul>
3	Promote collaboration with stakeholders	<ul style="list-style-type: none"> <li>Support strengthening collaboration with stakeholders such as local governments/prefectural unions</li> <li>Establish a system for organizational collaboration with JRLO/JRM</li> </ul>	<ul style="list-style-type: none"> <li>★ Planning &amp; Coordination</li> <li>• Rugby Development</li> </ul>

<sup>\*1</sup> Clarify the mission/roles of each member and proactively owns his/her projects and responsibilities, consistently achieving a certain level of quality



# Ensure that Each Organization/its Member Works Proactively Promotes Collaboration between JRFU, Regional/prefectural Unions, Local Governments etc.

KPI	Key Actions for Achieving KPIs	
Annual Operating Income per Person: JPY8mil	<b>5-1</b>  Establishing an environment as a professional organization	<b>Improve Work Environment /Support Skill and Career Development</b> <ul style="list-style-type: none"> <li>Revamp HR, expand welfare benefits/improve the working environment</li> <li>Develop training programs/promote talent exchange across departments and organizations</li> </ul> <b>Clarify Roles to Achieve our Strategies</b> <ul style="list-style-type: none"> <li>Clarify the roles of regional/prefectural unions</li> </ul> <b>Business Process Reform and Digitalisation Initiatives</b> <ul style="list-style-type: none"> <li>Drive projects for operational efficiency/productivity</li> <li>Promote DX</li> </ul>
Increase in Total Income for Prefectural Unions: JPY100mil		
Number of Collaborative Projects between Local Governments and Prefectural Unions: 47 per annum	<b>5-2</b>  Promote collaboration between regional/prefectural unions	<b>Strengthen Communication with Regional/Prefectural Unions</b> <ul style="list-style-type: none"> <li>Continue/enhance the functions of the Regional Coordination Council (both at the Secretariat/ Executive levels)</li> <li>Promote workshops for the National Prefectural Unions' Board Chairpersons' Meeting</li> <li>Hold workshops with organizations nationally</li> </ul>
Number of Local Governments in the <i>Jichitai</i> One Team programme: All 47 Prefectures	<b>5-3</b>  Enhance coordination with stakeholders (JRLO, JRM, local governments etc.)	<b>Create a System to Promote Collaboration with JRLO, JRM etc.</b> <ul style="list-style-type: none"> <li>Establish personnel/departments responsible for the system</li> </ul> <b>Strengthen Collaboration with <i>Jichitai</i> One Team</b> <ul style="list-style-type: none"> <li>Promote One Team membership through RDOs</li> <li>Ensure retention by creating continuous opportunities with One Teams</li> </ul> <b>Support Collaboration between Local Governments &amp; Prefectural Unions</b> <ul style="list-style-type: none"> <li>Support matching between local governments/prefectural unions</li> <li>Promote horizontal expansion by sharing and categorizing examples</li> </ul>

# Achieve a General Net Asset Balance of JPY2bil

## Establish Sustainable/Stable Financial Foundation for Future Investment

**Pillar:** **Financial Foundation** **Promotion Lead:** **CFO**

Mission			KPI
<ul style="list-style-type: none"> <li>Establish a financial foundation for future investment</li> <li>Ensure healthy accumulation of general net assets (equity)</li> </ul>			<ul style="list-style-type: none"> <li>Accumulate general net assets: JPY1bil (with an annual increase of JPY200mil or more)</li> </ul>
No.	Business Areas	Explanation	Responsible Division(s) (★Lead Division)
1	Budget/performance Management	<ul style="list-style-type: none"> <li>Improve management accuracy by accelerating the understanding of performance</li> <li>Promote the efficiency of business expenditures and reduce waste</li> </ul>	★ Finance • Risk & Governance Office
2	Investment Plan/Management	<ul style="list-style-type: none"> <li>Consider/develop a stable investment plan to establish methods for measuring the effectiveness of projects</li> </ul>	★ Finance • Risk & Governance Office
3	Account Processing	<ul style="list-style-type: none"> <li>Optimise/ improve accuracy in accounting and taxation to accommodate the expansion of the business scale and changes in regulations</li> </ul>	★ Finance • Internal Audit

# Achieve a General Net Asset Balance of JPY2bil

## Establish Sustainable/Stable Financial Foundation for Future Investment

KPI	Key Actions for Achieving the KPI	
<b>Accumulate General Net Assets:</b> <b>JPY1bil (with at least JPY 200mil increase per annum)</b>	<b>6-1</b>  <b>Systematize rules for investments/ expenditures</b>	<b>Clarify Rules for Measuring Investment Impact</b> <ul style="list-style-type: none"> <li>Establish quantitative/qualitative indicators for the returns to Japanese rugby (including the use of KPIs)</li> <li>Regularly monitor investment effectiveness</li> </ul> <b>Establish Expenditure Guidelines</b> <ul style="list-style-type: none"> <li>Set expenditure guidelines within JRFU/ensure integration</li> <li>Adapt to legal amendments</li> </ul>
	<b>6-2</b>  <b>Proactive financial management</b>	<b>Shortening Budget Management Cycle</b> <ul style="list-style-type: none"> <li>Shorten the cycle from checking budget discrepancies to requesting improvement from senior managements, accelerating the timing of discussions on countermeasures</li> <li>During budget planning, adopt a revenue/expenditure allocation ratio based on actual performance/business plans</li> </ul> <b>Update Accounting System</b> <ul style="list-style-type: none"> <li>Maximize the functionality of the existing system</li> <li>Define requirements/organize the current business flows to improve the internal system</li> </ul>



# Consider, Protect, Enhance & Communicate Rugby's Values for Players, Registered Members, Fans & All Staff/Stakeholders

**Pillar:** Value Foundation

**Promotion Lead:** CEO

Mission			KPI
<ul style="list-style-type: none"> <li>Consider, protect, enhance and communicate rugby's values via our business activities</li> <li>Promote awareness of core values while communicating rugby's values widely to society, ensuring that rugby remains a sustainable sport</li> </ul>			(Consider) Organize concepts related to core values (Protect) Incidents of misconduct and serious injuries: zero (Enhance) To be set FY2025 onwards (Communicate) To be set FY2025 onwards
No.	Business Areas	Explanation	Responsible Division(s) (★Lead Division)
1	Consider Rugby's Values	<ul style="list-style-type: none"> <li>Collect and consider information related to rugby's values</li> <li>Provide opportunities for stakeholders, such as prefectural unions, to consider rugby's values</li> </ul>	★ Risk & Governance Office • All divisions
2	Protect Rugby's Values	<ul style="list-style-type: none"> <li>Aim to provide the safest game via the implementation of safety measures tailored to categories and age groups</li> <li>Ensure compliance with all regulations</li> </ul>	★ National Teams ★ Women's Rugby ★ Risk & Governance Office • All divisions ★ Rugby Development ★ Technical Services ★ Integrity
3	Enhance Rugby's Values	<ul style="list-style-type: none"> <li>Commit to pursuing integrity</li> <li>Promote activities based on our D&amp;I and environmental sustainability declarations</li> </ul>	★ National Teams ★ Women's Rugby ★ HR ★ Integrity • All divisions ★ Rugby Development ★ Administration ★ Planning & Coordination ★ Risk & Governance Office
4	Communicate Rugby's Values	<ul style="list-style-type: none"> <li>Communicate rugby's values via training, seminars /other activities</li> <li>Communicate rugby's values via media, WR, overseas unions, local governments/related organizations</li> </ul>	★ Communication ★ Rugby Development ★ Planning & Coordination ★ Risk & Governance Office • All divisions ★ International Relations ★ Women's Rugby ★ Integrity ★ National Teams

# Consider, Protect, Enhance & Communicate Rugby's Values for Players, Registered Members, Fans & All Staff/Stakeholders

KPI	Key Actions for Achieving the KPI	
(Consider rugby's values) Clarify Concepts related to Core Values	7-1 Verbal articulation of rugby's values by JRFU	<b>Clarify Concepts related to Core Values</b> <ul style="list-style-type: none"> <li>Clarify/verbalise concepts by reflecting on rugby's values</li> </ul> <b>Develop/observe Concept for JRFU's 100th Anniversary</b> <ul style="list-style-type: none"> <li>Redefine the concept that represents rugby's values/JRFU through the 100 years history</li> </ul>
(Protect Rugby's Values) Incidents of Misconduct/Serious Injuries: zero	7-2 Implement safety measures/strict compliance with regulations	<b>Review the Rules</b> <ul style="list-style-type: none"> <li>Amend rules to enhance safety in the game</li> </ul> <b>T&amp;E</b> <ul style="list-style-type: none"> <li>Conduct workshop related to safety awareness, core values/integrity</li> </ul>
(Enhance Rugby's Values) (To be set FY2025 onwards)	7-3 Promotion of UN Sports Framework	<b>Promote Environmental Sustainability</b> <ul style="list-style-type: none"> <li>Organise the structure for promoting environmental sustainability</li> <li>Measure CO2 emissions during the national team's matches to assess the current situation</li> <li>Set reduction targets based on current emissions in alignment with the Environmental Sustainability Declaration</li> </ul> <b>Promote Initiatives Related to D&amp;I Declaration</b> <ul style="list-style-type: none"> <li>Promote women's participation, employment of people with disabilities/LGBTQ+ awareness campaigns</li> </ul>
(Communicate Rugby's Values) (To be set FY2025 onwards)	7-4 Communication related to rugby's values	<b>Communication related to Rugby's Values</b> <ul style="list-style-type: none"> <li>Integrate them into our public relations/international strategies, ensuring effective communication to each stakeholder</li> </ul>

# **1. JAPAN RUGBY 2050**

*The Vision for Japan Rugby*

# **2. Review of the Mid-Term Strategic Plan 2021-2024**

*Future Rugby World Cup Bid Actions*

# **3. Mid-Term Strategic Plan 2025-2028**

*Four Key Goals and Three Identified Challenges*

# **4. Goals and Action Plans for Each Pillar**

*Breaking Down Four Growth Cycles into Seven Pillars*

# **5. Sharing and Progress Management**

*A Roadmap for Achieving Our Goals*



## Provide Explanation to Stakeholders to Secure their Understanding/Support for JRFU's Initiatives

### JRFU/Regional Union Staff

#### Meetings for Business Execution

Aim to expand the current briefings with interactive discussions involving management, linking them to each person's responsibilities for business execution

### Prefectural Unions

#### National Prefectural Presidents' Meeting

Use the annual June meeting to deepen understanding through discussions, along with the JRFU briefing and make the most of other collective meetings, like the regional union Board

### Local Government One Team

#### Annual General Meeting

Explain the current position and future direction of Japanese rugby to member municipalities and request their support for collaboration, working together as one team

### Fans/Public

#### Website/Videos

Upload videos with the public version to educate fans and JRID registered members

### JRLO/JRM

#### Presentation

Promote Mid-term Strategy initiatives through a collaborative framework, holding presentations and discussions with the Board and affiliated teams to deepen mutual understanding

### Sponsors

#### Partners' Meeting

Express gratitude and deepen understanding of the mid-term plan for long-term support

### Scrum Japan/JRFU Fund

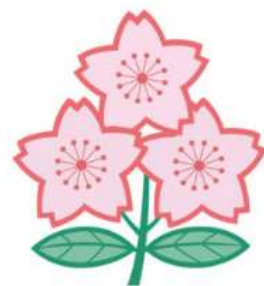
#### Various Communications

Introduce Mid-term Strategy in activity reports for continue support

### Media

#### Media Briefings

Aim to deepen understanding of the strategy and encourage positive media coverage



# JRFU

## Mid-term Strategic Plan 2025-2028

# Progress to be Reported in Annual Report

## Rolling Review to be Conducted Biannually

