



Japan's Global Journey

Learnings, Challenges and Innovation

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Japan Racing Association



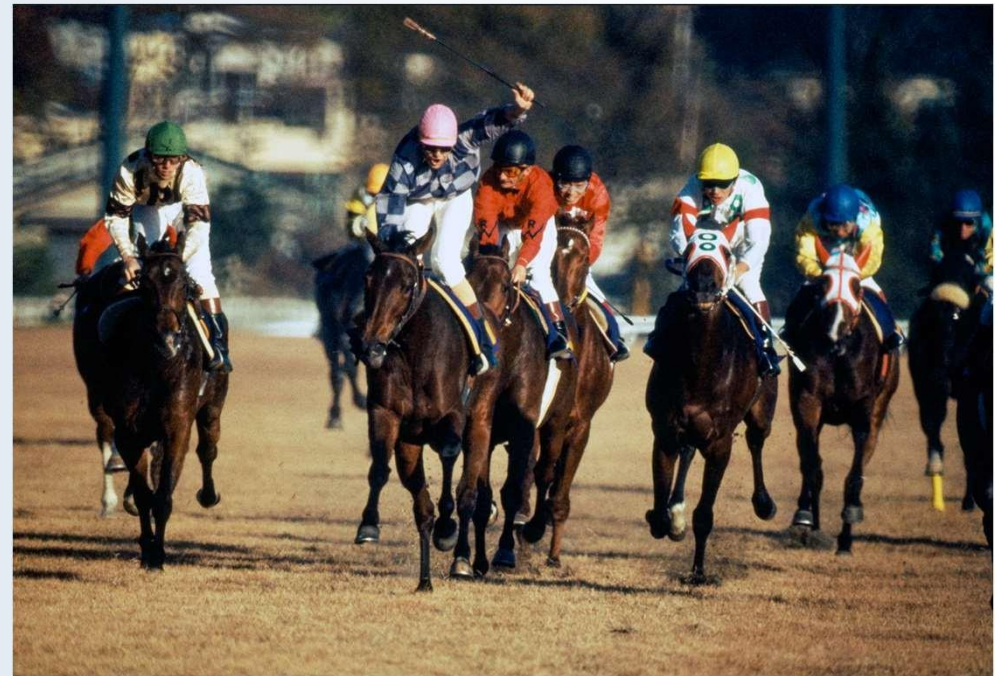
What Attracts People to International Racing Events

- > High-quality racing
- > Unique social/entertainment value



Japan Cup: Early Challenges

- > Started in 1981 as Japan's first international race
- > Foreign horses dominated in early years
- > Revealed need for improvement in breeding, training, and racing practices / techniques



Turning Point for Japan

- > Rise of Sunday Silence bloodline
- > Continuous learning → stronger breeding and racing



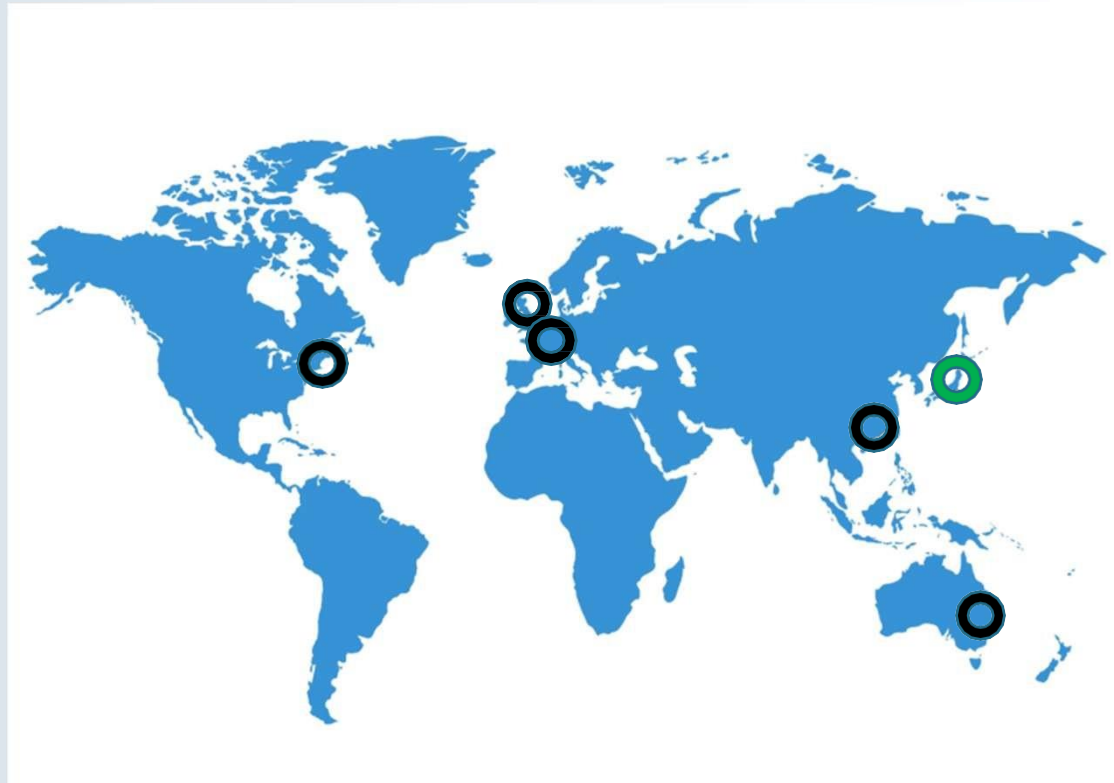
2023 Longines World Racing Awards

- > Equinox: 2023 Longines World's Best Racehorse
- > Japan Cup: 2023 Longines World's Best Horse Race
- > Symbolic of 40 years of progress



JRA's Global Network

- > Offices: Tokyo, New York, London, Paris, Sydney, Hong Kong
- > Purpose: continuous learning and international collaboration



Recent Global Victories

- > Saudi Cup, Dubai World Cup, Melbourne Cup, Cox Plate and Hong Kong Cup etc.
- > Forever Young: 2025 Breeders Cup Classic



Significance of BC Classic Victory

- > Pedigree = North America × Japan collaboration
- > A shared global achievement

Forever Young(JPN)	Real Steel (JPN)	Deep Impact (JPN)	Sunday Silence (USA)
			Wind in Her Hair (IRE)
	Forever Darling (USA)	Loves Only Me (USA)	Storm Cat (USA)
			Monevassia (USA)
		Congrats (USA)	A.P. Indy (USA)
			Praise (USA)
		Darling My Darling (USA)	Deputy Minister (CAN)
			Roamin Rachel (USA)

Thoroughbreds as Shared Global Assets

- > Value of international competition
- > Broader engagement and sporting value
- > Avoiding isolation within national borders



Japan's Never-Ending Arc de Triomphe Challenge

- > 2nd - El Condor Pasa (1999), Nakayama Festa (2010) and Orfevre (2012&2013)

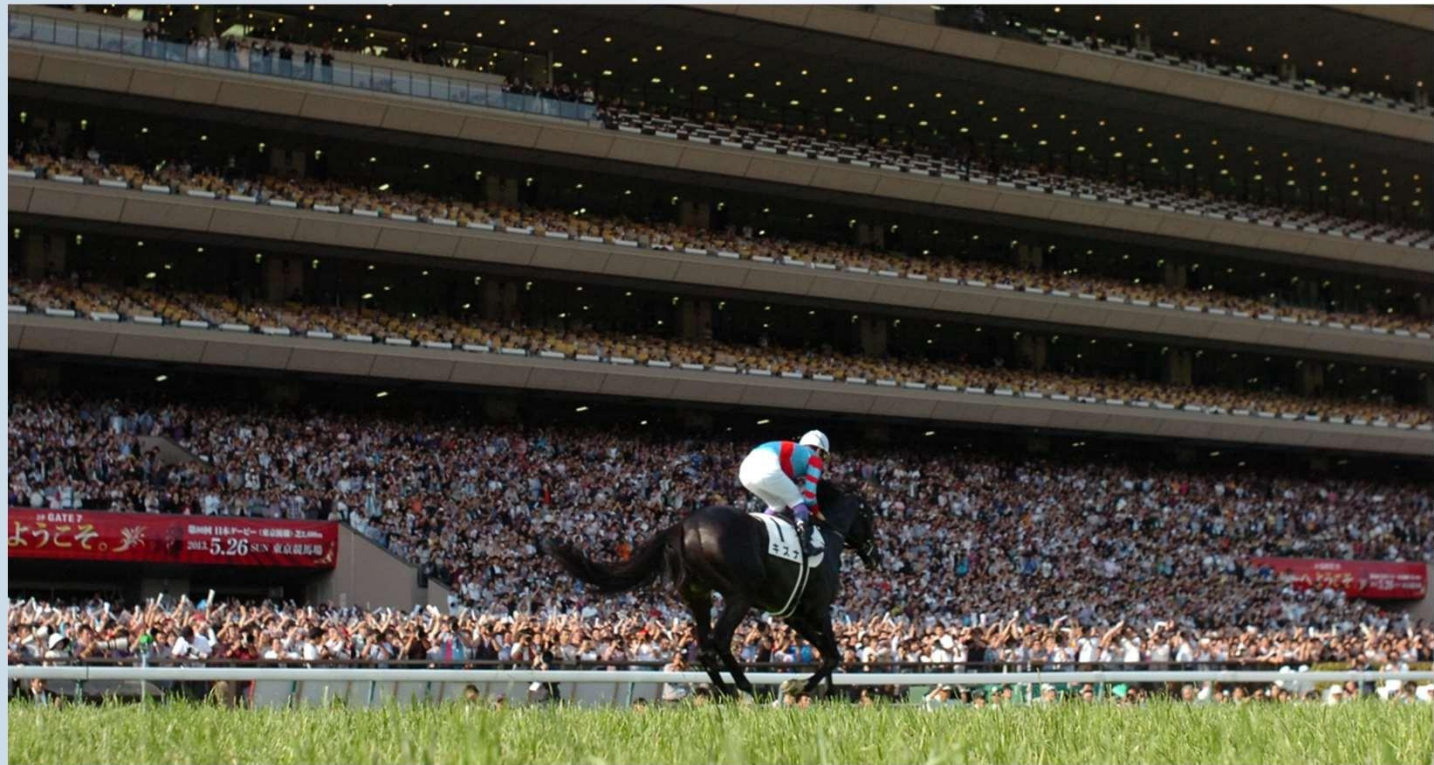


2012 Arc de Triomphe



Shared Assets of Racing Fans

- > Japan's 'never give up' spirit
- > Story beyond glory and purse



The Fundamental Policy of JRA Management



経営の基本方針

JRAは、毎週走り続けます。

“JRA keep running every week.”

- > 1. Together with our Customers
- > 2. With Dreams and Excitement
- > 3. With Trust
- > 4. With Societies
- > 5. And for the Future

The Thoroughbred Value Chain

- > Breeding → Pre-training → Training → Racing → Breeding
- > Stories accumulate through the cycle
- > Enhancing racing's emotional appeal



Japan Cup Bonus Reform (2026-)

- > New bonus system: up to \$5M
- > Total potential earnings exceed \$8M for the winner
- > Goal: attract top international runners



Call to North America

- > North American participation absent 10+ years
- > Invitation to U.S. and Canadian top horses



2025 Japan Cup

> Video created by America's Best Racing

