



J.LEAGUE CLUB MANAGEMENT GUIDE 2024

JAPAN PROFESSIONAL FOOTBALL LEAGUE
November 7, 2024

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Regarding the Creation of the J.LEAGUE Club Management Guide



Thank you for your great support of the operations of J.LEAGUE.

First, I would like to once again express my genuine gratitude to everyone involved in club management, staff members, and our various stakeholders, including shareholders, local governments, partner companies, and fans & supporters, for their passion and dedication in bringing the ‘artwork’ of football to society at large.

In an increasingly uncertain environment marked by increasingly complex international situations and disasters caused by climate change and earthquakes, it is absolutely essential that J.LEAGUE and J.Clubs undertake further challenges to continue providing captivating content as ‘artwork’ to the world. J.LEAGUE has decided to transition its season schedule from 2026–27, and enhancing the management capabilities of the clubs is essential to achieve our goals for the Next 10 Years: “J.LEAGUE that can win titles in Asia and take on the world,” “Japan National Team members from European League clubs and J.LEAGUE clubs,” and “Boost total J.LEAGUE sales by 1.5 to 2 times.”

J.LEAGUE will further strengthen support for the J.Clubs, which play the leading role in the league, using this “J.LEAGUE Club Management Guide” as a foundation. I hope each club will reference this guide, which serves as the bible for club management, and utilise it to practice the core principles, comprehensively structured management areas, and best practices from various clubs. I earnestly hope and firmly believe that each club will enhance its foundational management capabilities and achieve unique development according to regional characteristics and growth towards globalisation, achieving both our growth themes of “All 60 clubs shine as a beacon for their various regions/communities” and “Top tier clubs shine as providers of national content.”

Furthermore, J.LEAGUE aspires to be an open entity for all, including not just club affiliates but also those who endorse the J.LEAGUE’s philosophy and wish to enrich the regional and national sports culture through the development of the league and clubs. Although the “J.LEAGUE Club Management Guide” is primarily geared towards club managers, it will be made publicly available on the J.LEAGUE official website (corporate site) upon the issuance of the 2024 revised edition. I hope that by giving more people access to it, the guide will be further refined and become even more useful through everyone’s collective efforts.

We at J.LEAGUE are confident that, through quality on the pitch, stadium specifications, and the passion of fans & supporters, our polished ‘artwork’ will reach many, invigorating Japan. Let’s use this guide as a springboard to move forward together, towards a more prosperous nation through sports.

Yoshikazu NONOMURA
Chairman
Japan Professional Football League

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Revisions since 2022 the First Edition

◆ The main revisions since 2022 the first edition include:

Fundamental Knowledge of Club Management

- ◆ Revisions in line with the latest developments in J.LEAGUE's new strategies and systems, etc.
- ◆ Reflection of the latest data on club management information, etc.

Core Principles in Club Management

- ◆ Clarification of the five items to better reflect reality
- ◆ Update and addition of supplementary materials based on recent data

Guidelines by Management Area

- ◆ Changes and abolishment of management areas – major changes to sustainability areas, etc., increase in the number of areas from 32 to 33
- ◆ Addition and update of guidelines by management area
- ◆ Addition and update of supplementary materials – addition of numerous club case studies, etc.

Comparison with the World

- ◆ Added as a new section from the data set (World and Japan) in the appendix
- ◆ Update of comparative data with overseas clubs and leagues

Appendix

- ◆ Terminology: Necessary explanations incorporated into the main text rather than as a separate appendix file
- ◆ Management checklist: Update in accordance with the updates in the main text

Purpose

- ◆ To support the enhancement of each club's management by sharing principles and critical initiatives in club management, serving as a guide to strengthen the base of club management.

Target Audience

- ◆ Club managers of all J.Clubs

Ways to Utilise

- ◆ Clubs
 - Guide for management, current status assessment, and self-evaluation
 - Reference material for shareholders, etc., on the occasion of the selection of club officers
 - Material for explanations and presentations to stakeholders by the club
- ◆ J.LEAGUE
 - Tool for club management workshops and club support
 - Material to support the onboarding of new executive officers
 - Training text for new member clubs and Hundred YEAR VISION clubs
- ◆ Other
 - Educational material and supplementary reading for Sports Human Capital (SHC), a public interest incorporated foundation
 - Educational material for sports organisations and educational institutions
 - Reference material for designing external surveys

Introduction

- ◆ Matters that you should know for utilising this guide, including its purpose, target audience, and key points

Fundamental Knowledge of Club Management

- ◆ An overview of J.LEAGUE and basic matters regarding club management that should be deeply understood in club management

Core Principles in Club Management

- ◆ Basic and common principles that club managers should be aware of when managing a J.Club

Guidelines by Management Area

- ◆ Guidelines, vision, rationale and important initiatives for 33 detailed individual areas in line with the management area framework, along with supplementary explanations and club case studies

Comparison with the World

- ◆ Comparison of data between current J.LEAGUE and the world, focusing on Europe's top five leagues, to achieve the vision for the Next 10 Years

Appendix

- ◆ A management checklist which is designed to help clubs assess whether they are implementing the content of this guide and to link this to improvements

Point ①

◆ Focus on Core Principles

- In club management, where there are no one-size-fits-all answers, core principles serve as a basis for club managers to think and make decisions.
- This is not a detailed operation manual, but a guide to strengthen the base of club management.

Point ②

◆ Comprehensive systematisation of management areas club managers should be aware of

- Content is based not only on ideals but also on the actual conditions of the club.
- The guide reflects the latest changes in the environment surrounding J.LEAGUE as well.

Point ③

◆ Can be utilised without perusing the entire guide in sequence

- The guide is structured so that it is possible to check the parts that are of particular interest to you.
- By using the management checklist, the guide can be put into practice immediately.

Point ④

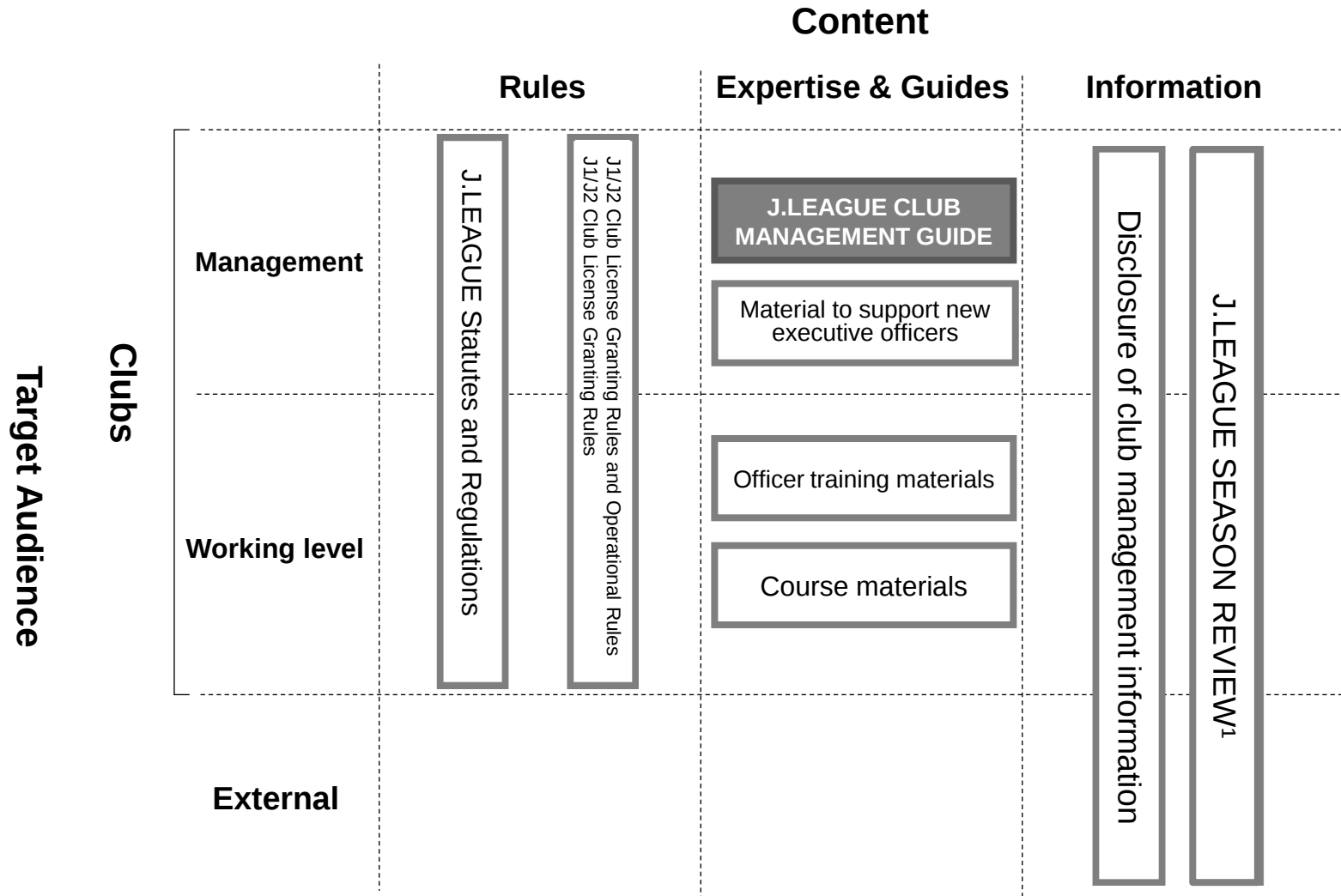
◆ Continuous update after publication according to the situation

- The guide is updated when there are changes in the large framework, policies, or basic rules.
- The guide is basically issued once a year, aiming for November.
- We will consider improvements to enable continuous use of the guide and checklist.

Positioning of This Guide



- ◆ The positioning of this guide in relation to the rules, expertise, guides, and information formulated by J.LEAGUE is as follows:



Note 1: J.LEAGUE SEASON REVIEW is a J.LEAGUE report published for the purpose of open and fair information disclosure with the aim of creating a league where “everyone involved with J.LEAGUE can participate, understand, and create together.”

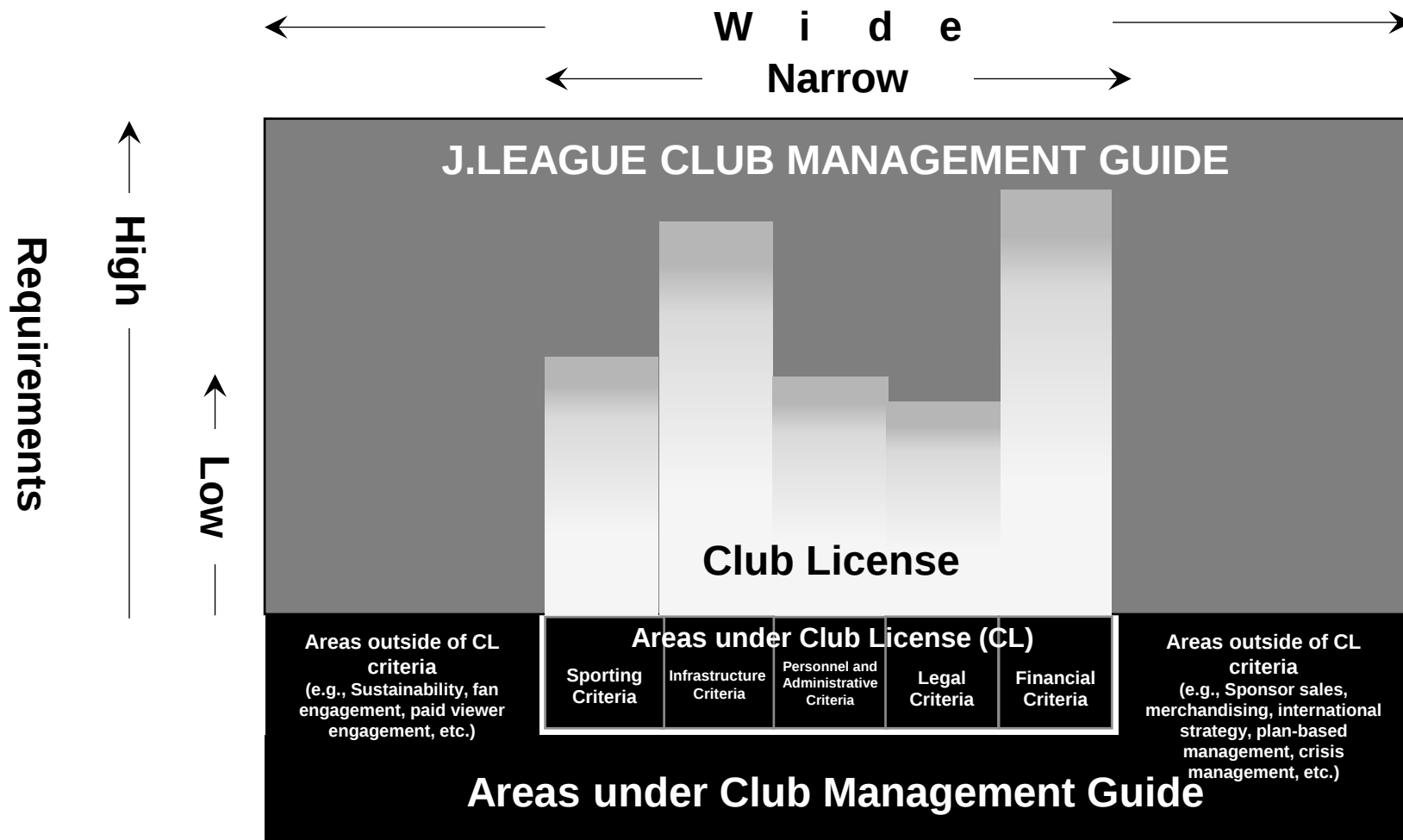
Complementary Relationship with Club License



- ◆ The Club License (CL) is a qualification to participate in the league (competition), granted by evaluating management based on five criteria. Although the J.LEAGUE Club Management Guide and Club License have different roles – the guide being a basic set of guidelines that club managers should understand – they are complementary in terms of content (areas covered and requirements).

[Conceptual Diagram of Relationship]

Areas Covered



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Rules for utilising the J.LEAGUE Club Management Guide within clubs and the league

◆ J.LEAGUE CLUB MANAGEMENT GUIDE

- Within clubs and the league, the guide can be freely distributed and shared.
 - When clubs and the league utilise the guide externally (for meetings, training, lectures, etc.), it can be distributed and shared after prior consultation and reporting to the Management Base Div.
- * Additionally, when clubs and the league wish to repurpose or modify parts of the material for the above uses, PPT data and other materials can be provided upon contacting the Management Base Div.

◆ Management Checklist (attachment)

- Everyone, both within clubs and the league and externally, is free to utilise these.

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Structure of Fundamental Knowledge on Club Management



Existence of J.LEAGUE	◆ Our Mission & J.LEAGUE 100 YEAR VISION ◆ J.LEAGUE Triple Missions ◆ Vision for the Next 10 years ◆ J.LEAGUE Growth Themes ◆ Strategies to Achieve Growth Themes ◆ J.LEAGUE Sustainability
Development of J.LEAGUE	◆ History of J.LEAGUE ◆ Transition of the Number of J.Clubs ◆ Transition of J.LEAGUE Business Scale ◆ Transition of J.LEAGUE Attendance ◆ Growth in Competitiveness
Positioning of J.LEAGUE	◆ Football Organisations in the World and J.LEAGUE ◆ Global Football Calendar ◆ J.LEAGUE and the Local Communities
Governance Structure of J.LEAGUE	◆ J.LEAGUE Governance Organisation ◆ Key Statutes, Regulations, and Rules ◆ J.LEAGUE Club Licensing System Overview ◆ Contract Rules for Players ◆ Contract Rules for Players from 2026 ◆ Systems and Rules regarding Youth Development
J.Club Activities	◆ J.Club Annual Activities (Main Schedule) ◆ Calendar after Season Transition
J.Club Economic Structure	◆ J.Club and J.LEAGUE Finance Structure ◆ J.Club Operating Revenue ◆ J.Club Operating Revenue Composition ◆ J.Club Operating Revenue Details ◆ J.Club Operating Expense ◆ J.Club Operating Expense Composition ◆ J.Club Operating Expense Details



- ◆ These are the most important and fundamental principles for all J.LEAGUE stakeholders, and they must always be kept in mind in club management.

Our Mission

- 、To raise the level of Japanese football and promote the diffusion of the game through the medium of professional football.
- 、To foster the development of Japan's sporting culture, to assist in the healthy mental and physical growth of Japanese people.
- 、To contribute to international friendship and exchange.

J.LEAGUE 100 YEAR VISION

～To more happiness country with sports.～

- Creating a square covered with green grass and sports facilities in your town.
- Establish a sports club where you can enjoy any sport you want to play.
- “Watch”, “Do” and “Participate”. To expand the circle of communication between people of all generations through sports.



- ◆ J.LEAGUE is pursuing triple missions – competitive, business and social – to achieve Our Mission and J.LEAGUE 100 YEAR VISION.
- ◆ Club management cannot succeed through good competitive results alone, business success alone, or social value alone. Our universal triple missions are interconnected, and since clubs differ in their local circumstances, competitive characteristics, shareholders, and business stages, there is no single absolute solution, and thus it is essential to maintain balanced management.



[Competitive → Business]

Team strength is the engine for business expansion

[Business → Competitive]

Business success strengthens the team

[Business → Social]

Clubs contribute to solving local issues

[Social → Business]

Regional diverse resources sustain the business

[Social → Competitive]

Team strength comes from supporter and community support

[Competitive → Social]

Football changes the daily life and landscape of the city



- ◆ Based on our first 30 years and our goal of reaching even greater heights in the next 20 years, we have outlined our vision for the Next 10 Years as our initial target state.

J.LEAGUE that can win titles in Asia and take on the world

- ACL Elite: Win the title twice every four years (=2 clubs participate in FIFA Club World Cup) / All three participating clubs get into the final eight every year
- FIFA Club World Cup: Final eight or better every year
- Sales scale of top clubs: 20 billion yen

Japan National Team players from European League clubs and J.LEAGUE clubs

- Create “world-class standard” in J.LEAGUE → Create an environment to demonstrate that “Playing in J.LEAGUE” = “Playing on the global stage”
- Boost proportion of J.LEAGUE players who are members of the Japan National Team to 30% (= 8/26 squad players)

Boost total J.LEAGUE sales by 1.5 to 2 times

- While raising the top line, ensure that each club can become a key presence among the local community and in its home region

J.LEAGUE Growth Themes

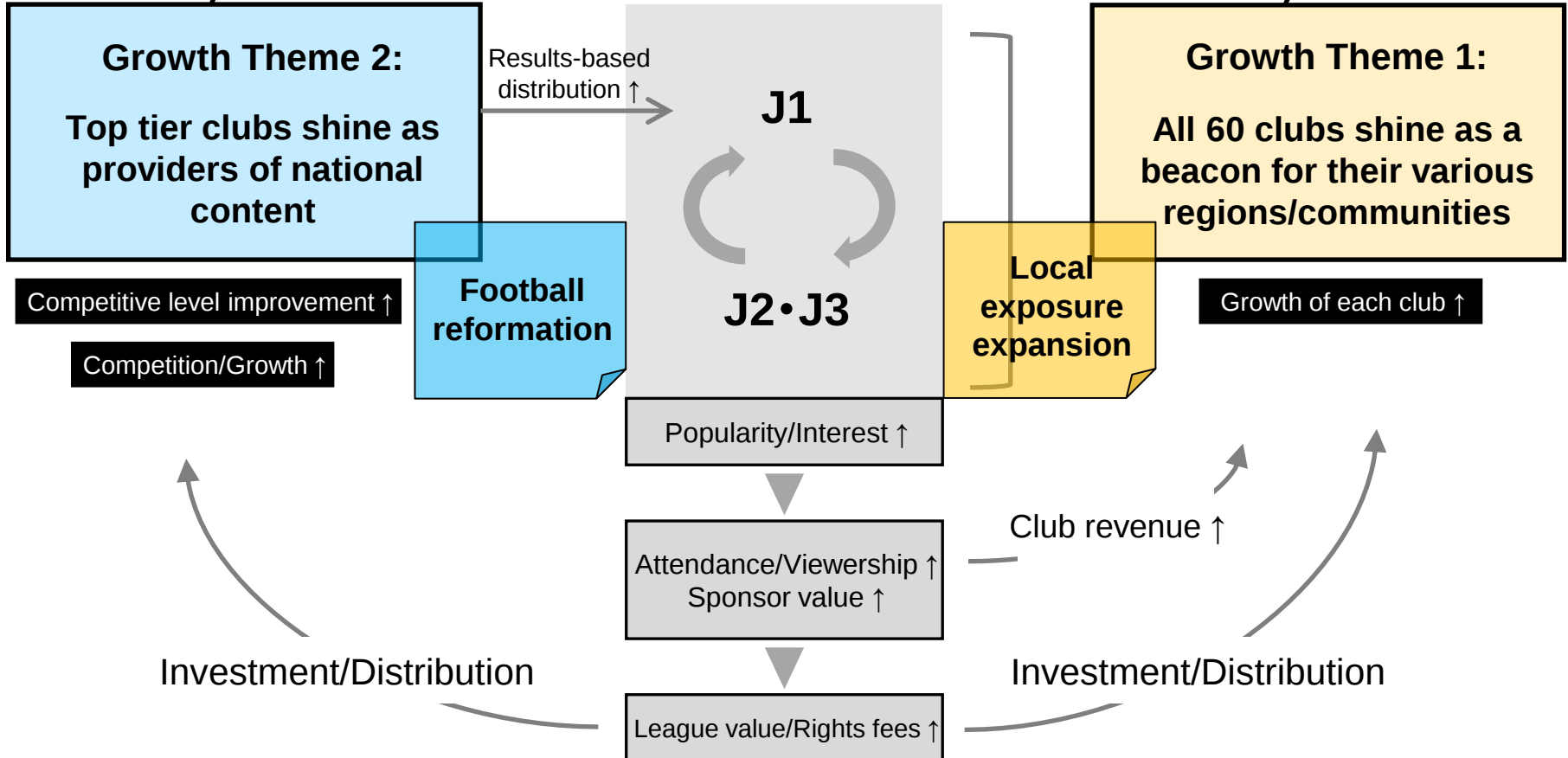
Existence of J.LEAGUE



- ◆ We have established two growth themes as the foundation for realising our vision for the Next 10 Years and continuing to evolve and develop.

- Enhance the value of J.LEAGUE as a whole through the growth of all clubs in their respective regions
- To achieve this, dramatically increase football exposure in each region to expand interest and fan base

- Drive J.LEAGUE's growth through the emergence of clubs that can compete globally
- To achieve this, advance investment in football reform and promote clear results-based distribution and competition





Strategies to Achieve Growth Themes

- ◆ We have established “Taking on the world in football,” “Acquire income from overseas,” “Build a competitive environment,” “Overwhelming exposure in all regions,” and “Creating an environment where everyone can enjoy sports appropriately” as strategies to achieve our growth themes.

Taking on the world in football

- Towards football that can win titles in Asia and take on the world.
- Create “world-class standard” within J.LEAGUE. Translate this into “more Japan National Team players from J.LEAGUE” and “higher transfer fees for overseas transfers.”
- Aim for clubs to reach final eight or better in the FIFA World Cup.

Acquire income from overseas

- Aim for discontinuous growth by breaking through current stagnation through overseas income.
 - Prize money from ACL (*prize money for winners will triple to approximately 1.7 billion yen from 2024–25 season) and FIFA Club World Cup
 - Increase in transfer fee revenue from overseas
 - Increase in broadcasting rights fees (overseas/domestic) through the emergence of clubs that become national (global) content

Build a competitive environment

- Due to our relatively short history compared to the world and the impact of COVID-19, we have not been able to shift decisively towards competition.
- Bring distribution ratios by category closer to European levels to raise J1 standards.
- Meanwhile, introduce changes to the number of clubs in each league and new mission enhancement distribution to enable all clubs, including in J2 and J3, to grow at appropriate steps.
- At the same time, top clubs will return value to lower categories through the new LEVAIN CUP and other means.

Overwhelming exposure in all regions

- All clubs aim for growth in their own way: 1.2 times → 1.5 times → ...
- As a hook for this, first, implement measures to dramatically increase exposure through television and other media.
- With this exposure as the axis, aim to increase fans and revenue in each club’s style while receiving support from the league.

Creating an environment where everyone can enjoy sports appropriately

- Our mission includes not only raising the level of football and promoting the diffusion of the game but also “to foster the development of Japan’s sporting culture” and “to assist in the healthy mental and physical growth of Japanese people.”
- J.LEAGUE wishes to take the initiative in “creating an environment where sports can be enjoyed even in snowy regions.”
- Furthermore, we aim to maintain and build environments where sports can be enjoyed in all regions nationwide, even under climate change conditions.

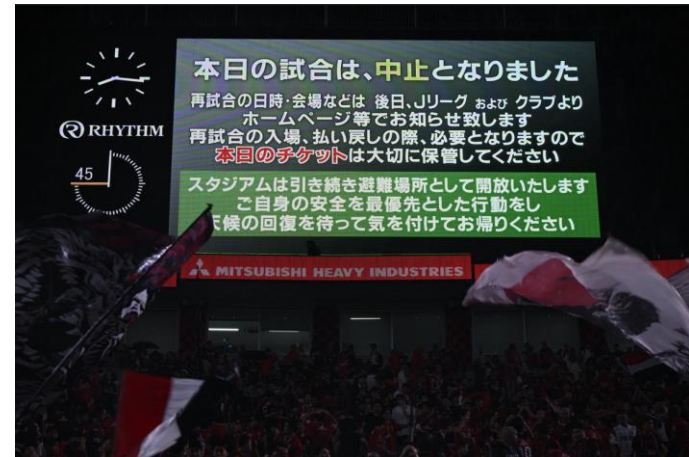


- ◆ For all 60 clubs to shine as a beacon for their various regions/communities, the local society and economy must be vibrant and sustainable. To this end, it is important to realise a society where all people are respected and can live as themselves. Additionally, in this era when global warming is becoming global boiling, we must also pursue environmental sustainability, as we cannot enjoy sports with peace of mind when climate change threatens the foundations of society and life.

[Regional Economic Decline]



[Impact of Heavy Rain, etc., on Match Operations]



COMMUNITY

Fostering Regional
Community

PLANET

Climate Action

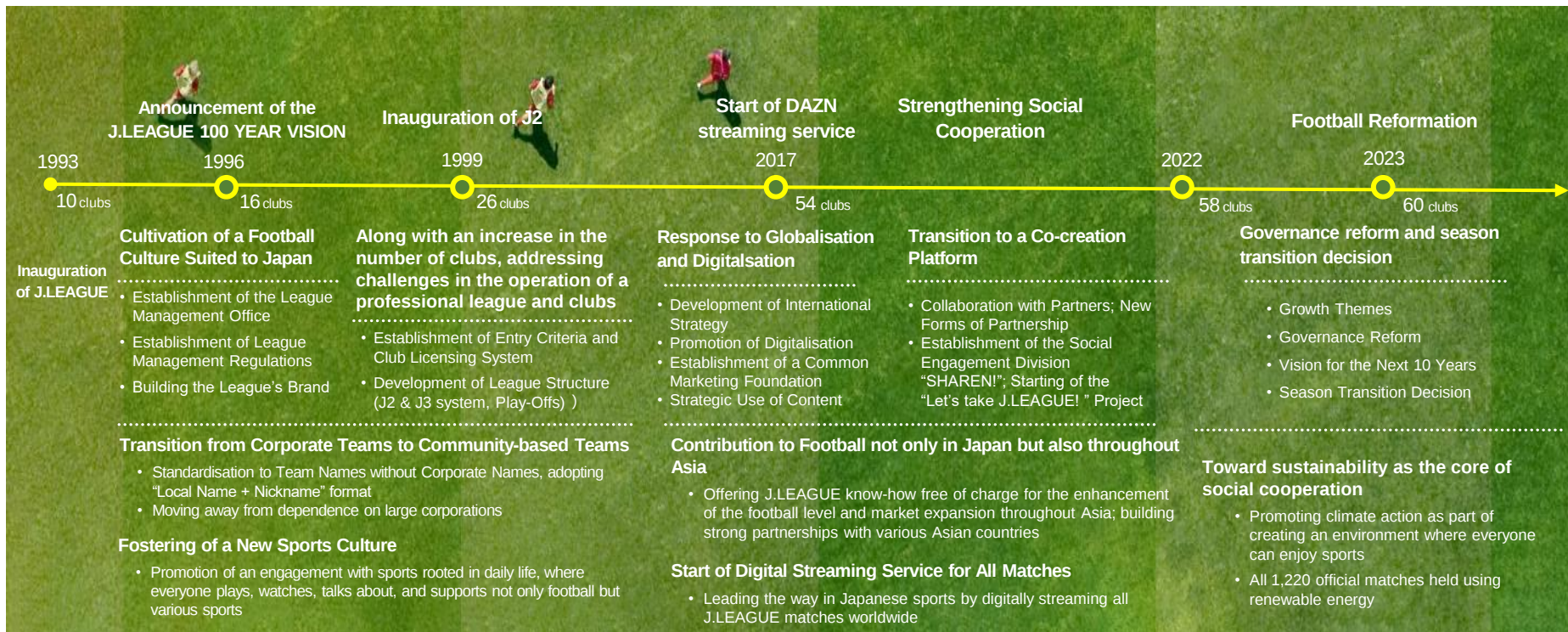
J.LEAGUE Sustainability

PEOPLE

Towards an Inclusive Society

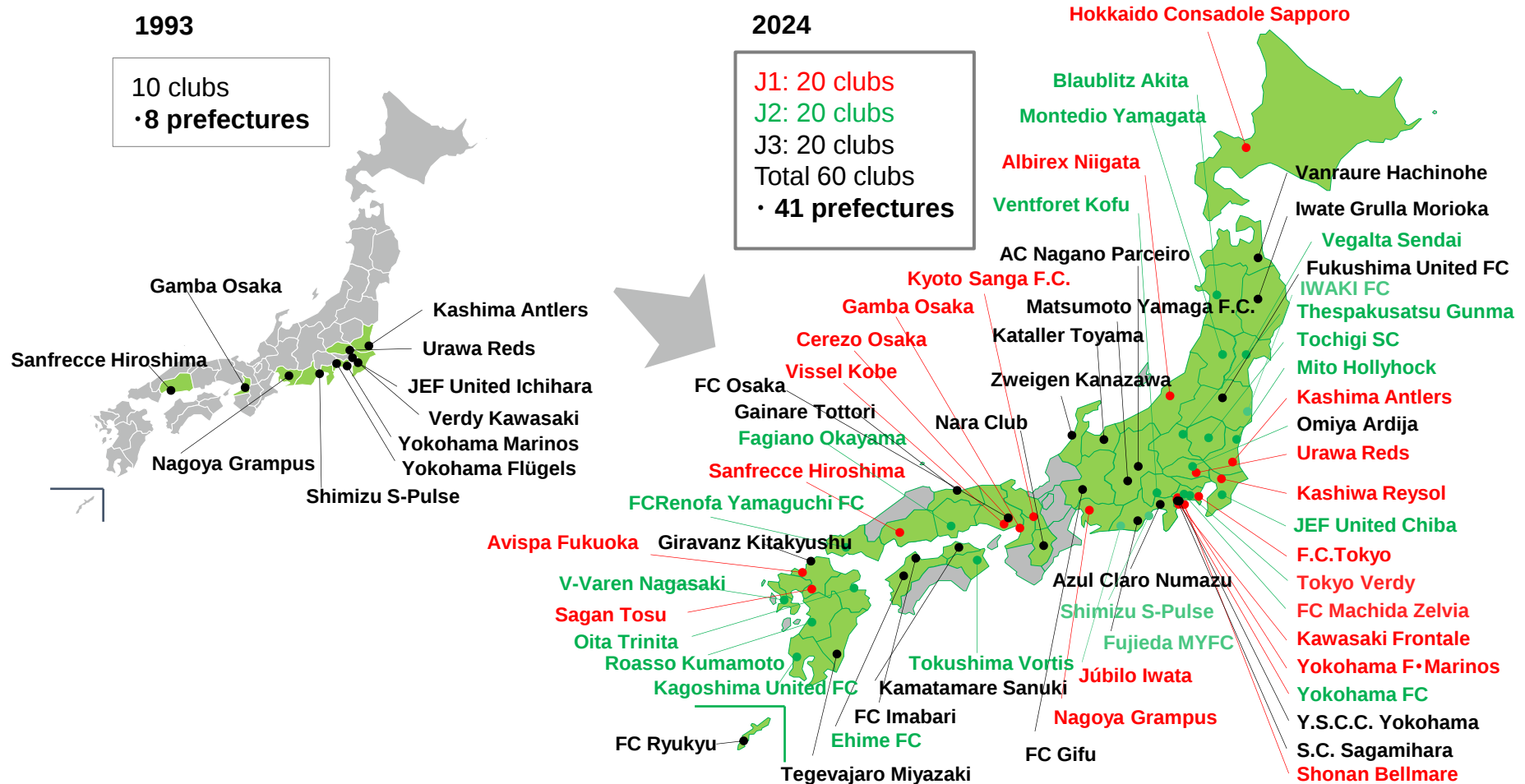


- ◆ Since its inauguration in 1993, J.LEAGUE has overcome various challenges and changes in the environment, achieving steady growth.



Transition of the Number of J.Clubs

- ◆ J.LEAGUE, which started with 10 clubs, has expanded its activities throughout Japan.
As of 2024, a total of 60 clubs from J1 to J3, are active, with 41 prefectures as their hometowns.



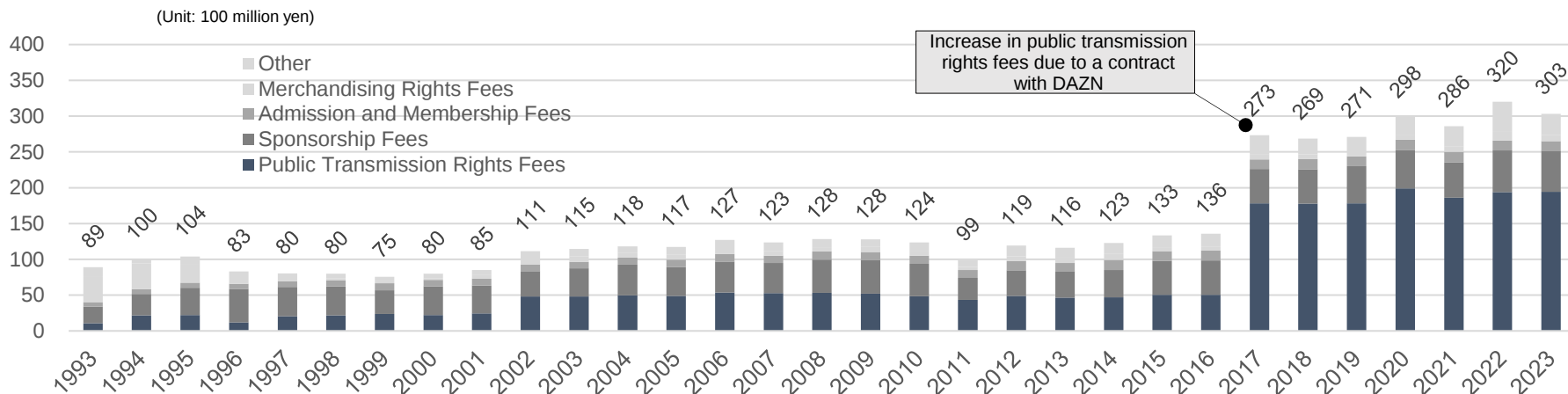
Transition of J.LEAGUE Business Scale



- ◆ Despite the impact of the recent COVID-19 pandemic, the league's revenue, which is also the source of distribution, has been growing significantly since 2017 due to an increase in public transmission rights¹ fees. Club revenue has also been increasing since 2013, backed by growth in sponsor revenue.

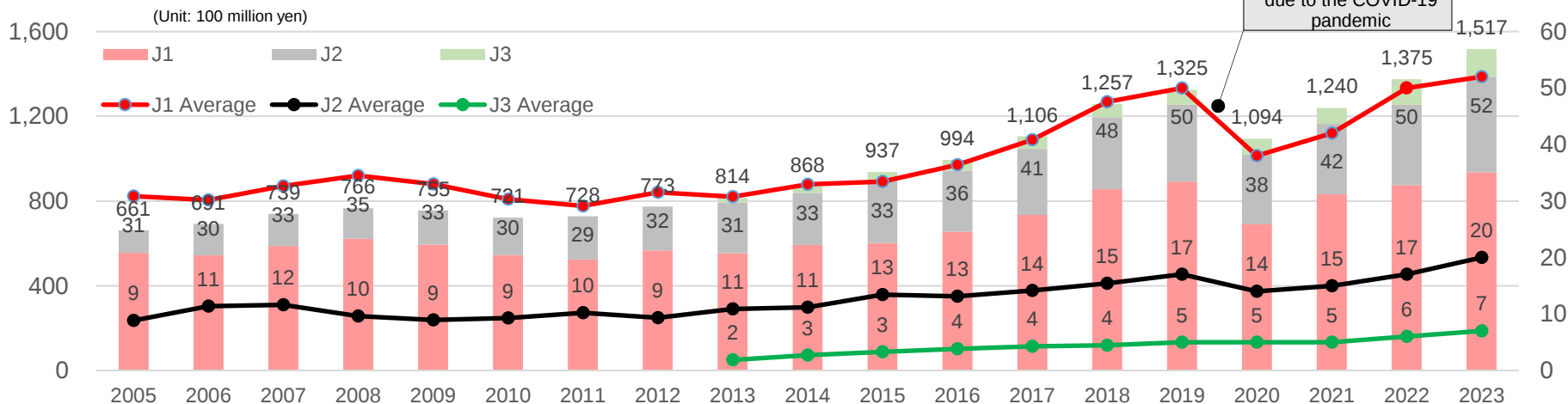
Transition of J.LEAGUE Revenue

*For 2011, data displayed is for nine months due to a change in the fiscal year end.



Transition of J.Clubs Revenue

(From 2005, when individual financial information of each club started to be disclosed)



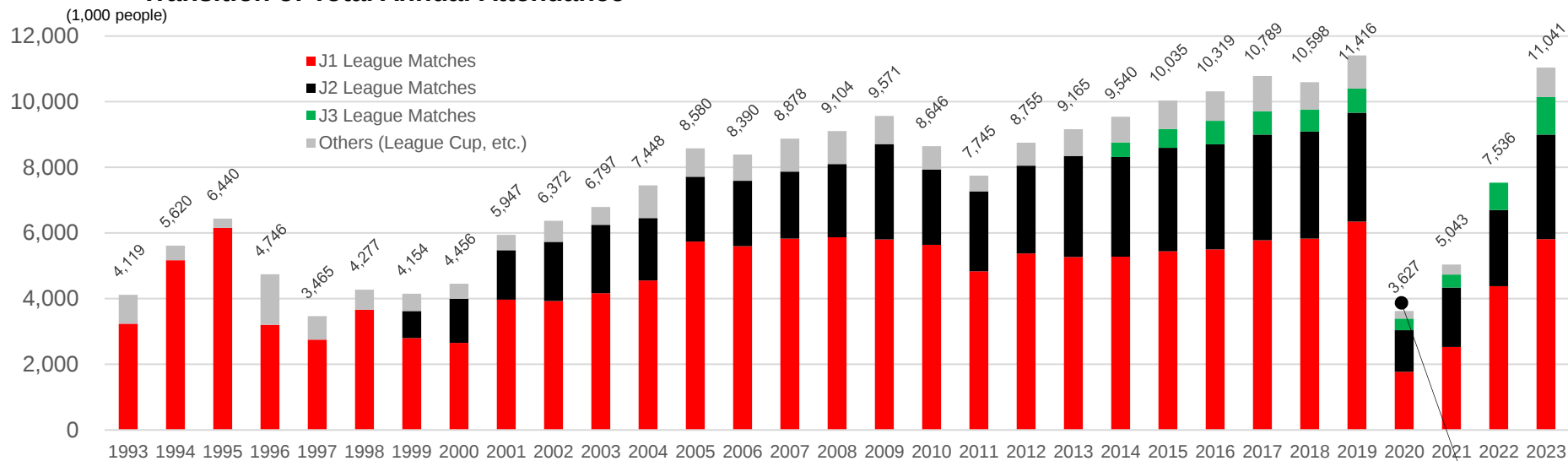
Note1: As part of copyright, the right to transmit works for direct reception by the public and the right to regulate public transmission acts by parties other than the copyright holder
Source: Produced by SHC based on J.LEAGUE disclosed documents

Transition of J.LEAGUE Attendance

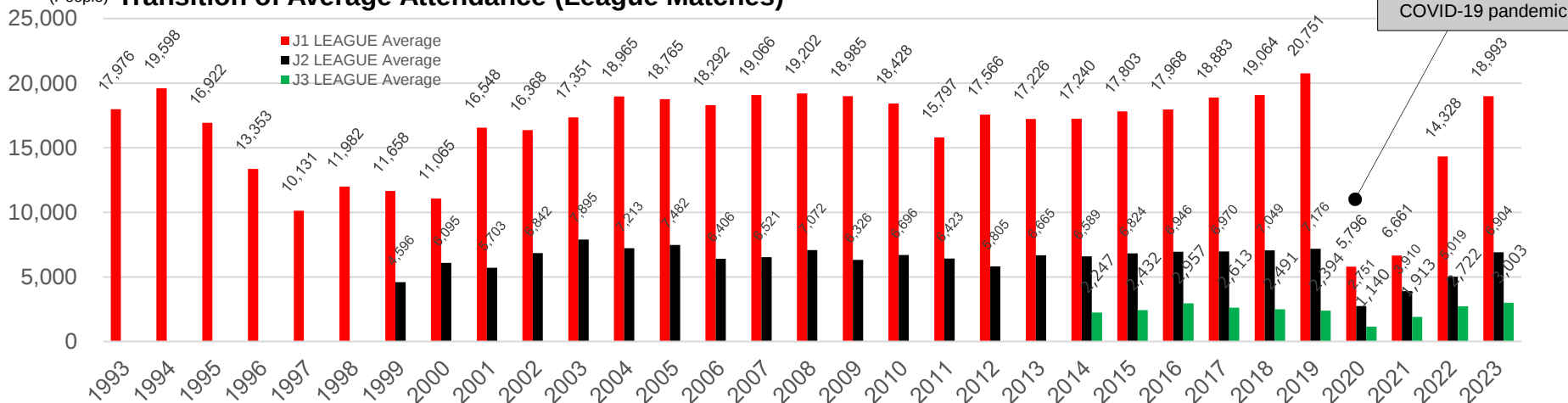


- ◆ In 2019, the J1 average reached 20,000 for the first time, and the league's long-standing goal of “Eleven Million” was achieved. Despite being significantly affected by the COVID-19 pandemic since 2020, total annual and average attendance showed considerable recovery in 2023.

Transition of Total Annual Attendance



Transition of Average Attendance (League Matches)



Growth in Competitiveness



- ◆ J.LEAGUE has significantly contributed to the improvement of Japanese football. However, in aiming for “J.LEAGUE that can win titles in Asia and take on the world,” initiatives to top team management and youth development at each club is crucial.

FIFA World Cup Results

Ed.	Year	Host(s)	Final Standing	Group Stage Result
14	1990	Italy	Did not qualify	—
15	1994	USA	Did not qualify	—
16	1998	France	Qualified → Group Stage	Finished 4th (0 points)
17	2002	Korea/Japan	Qualified → Round of 16	Qualified at 1st (7 points)
18	2006	Germany	Qualified → Group Stage	Finished 4th (1 point)
19	2010	South Africa	Qualified → Round of 16	Qualified at 2nd (6 points)
20	2014	Brazil	Qualified → Group Stage	Finished 4th (1 point)
21	2018	Russia	Qualified → Round of 16	Qualified at 2nd (4 points)
22	2022	Qatar	Qualified → Round of 16	Qualified at 1st (6 points)

Seven consecutive appearances
in the FIFA World Cup

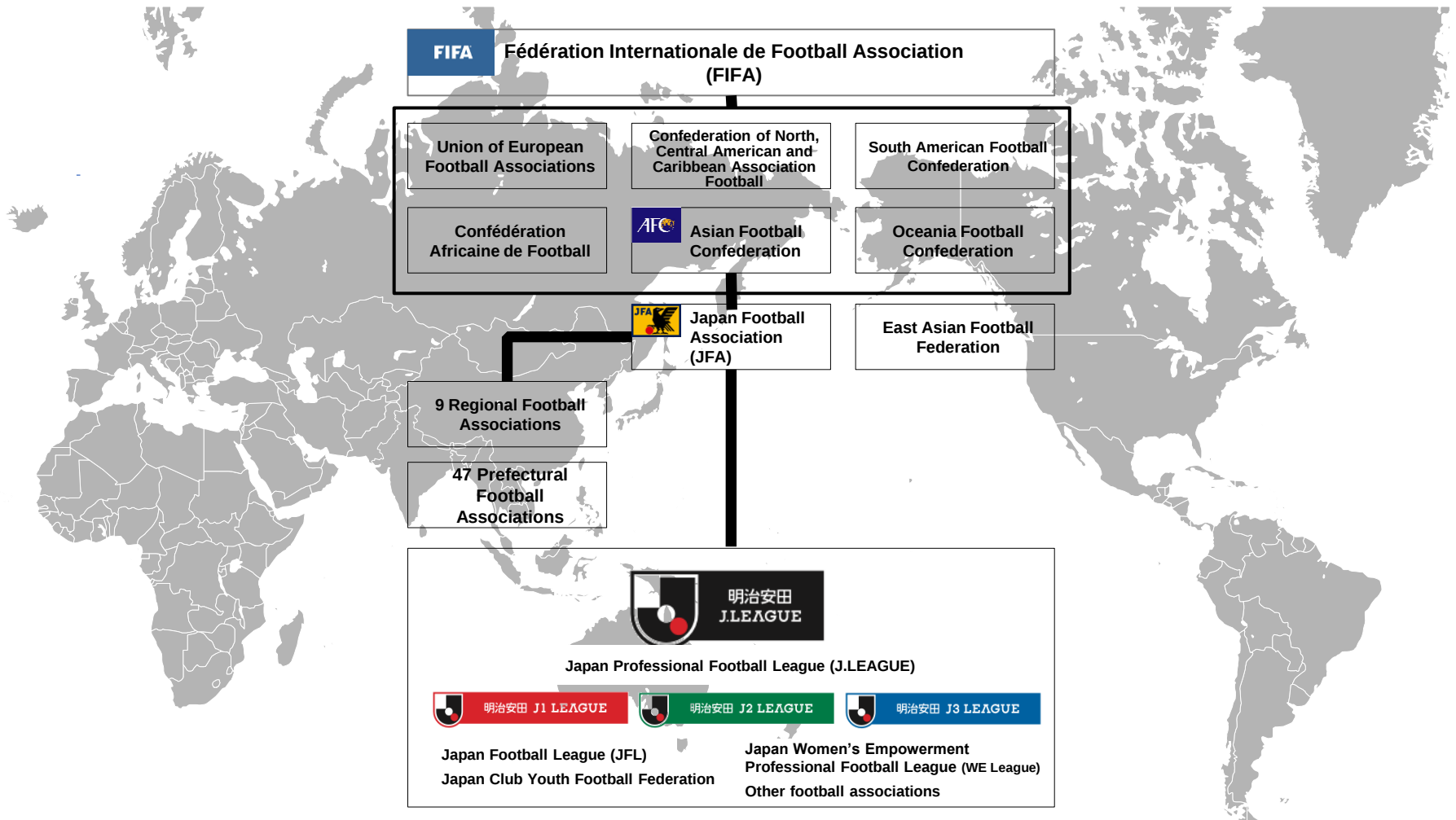
Year	2002-03	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023-24
Tournament Maximum No. of entrants	1st 2	2nd 2	3rd 2	4th 2	5th 2	6th 2+1	7th 4	8th 4	9th 4	10th 4	11th 4	12th 4	13th 3+1	14th 3+1	15th 3+1	16th 3+1	17th 2+2	18th 2+2	19th 2+2	20th 2+2	21st 2+2
FCWC Results	Not held	Not held	Did not participate	Did not participate	3rd Urawa	3rd G-Osaka	Did not participate	Did not participate	4th Kashiwa	5th Hiroshima	Did not participate	Did not participate	3rd Hiroshima	Runner-up Kashima	5th Urawa	4th Kashima	Did not participate	Did not participate	Did not participate	Did not participate	4th Urawa
ACL Results																					
Champions					Urawa	G-Osaka									Urawa	Kashima				Urawa	Yokohama FM
Runner-up																	Urawa				
Best 4							Nagoya				Kashiwa		G-Osaka					Kobe		Kobe	
Best 8				Kawasaki F		Kashima	Kawasaki F		C-Osaka				Kashiwa		Kawasaki F		Kashima		Nagoya	Yokohama FM	Kofu
Best 16							Kashima	Kashima	Kashima	G-Osaka	FC Tokyo	Kawasaki F	Hiroshima	Urawa	FC Tokyo	Kashima	Hiroshima	FC Tokyo	C-Osaka	Kawasaki F	Kawasaki F
Group Stage	Kashima	Yokohama FM	Yokohama FM	Tokyo V			G-Osaka	Kashima	Kashima	Kashiwa	Nagoya	Sendai	Hiroshima	Urawa	G-Osaka	Kashiwa	C-Osaka	Kawasaki F	G-Osaka	Kashima	Urawa
Play-off	Shimizu	Iwata	Iwata	G-Osaka			Hiroshima					Yokohama FM		Kashima	G-Osaka	Kashiwa	Kawasaki F				

Champions in two consecutive tournaments

Football Organisations in the World and J.LEAGUE



- ◆ The J.LEAGUE and J.Clubs are not only closely integrated with their local communities, but also have strong ties with global football organisations.



Global Football Calendar

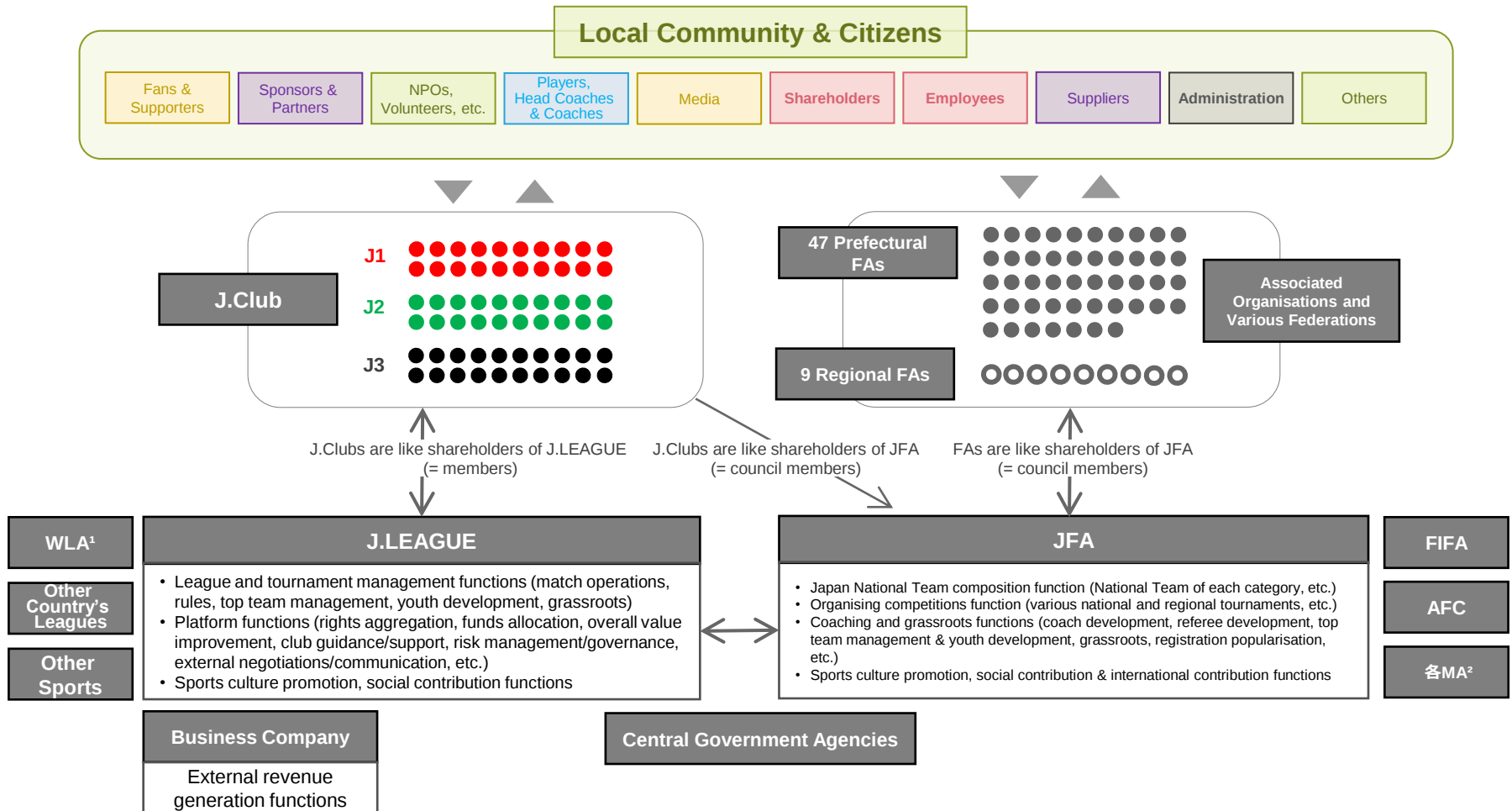


- ◆ The football calendar up to 2030 is as follows. The AFC Champions League (ACL) has switched to an autumn-spring schedule starting from the 2023 season, resulting in a mismatch with the spring-autumn J.LEAGUE season. J.LEAGUE has decided to transition its season schedule from 2026.

	2022	2023	2024	2025	2026	2027	2028	2029	2030
FIFA World Cup	 Qatar				 Co-hosted by Canada/Mexico/USA				 Co-hosted by Morocco/Spain/Portugal/ Argentina/Uruguay/Paraguay
FIFA Women's World Cup		 Co-hosted by Australia/New Zealand				 Brazil			
Olympic Games			 Paris				 Los Angeles		
AFC Asian Cup			 Qatar			 Saudi Arabia			
EAFF E-1 Football Championship	 Japan			 Republic of Korea					
FIFA Club World Cup				 USA				 Host country not yet decided	
FIFA Intercontinental Cup (held every December)			 Qatar		 Host country not yet decided	 Host country not yet decided	 Host country not yet decided		 Host country not yet decided
AFC Champions League (ACL Elite, ACL2)		 2022 Final	 Season transition to autumn-spring schedule						
J.LEAGUE					 Season transition				



- ◆ The J.LEAGUE is composed of J.Clubs and forms the Japanese football world together with the JFA and Regional/Prefectural FAs. These J.Clubs and Regional/Prefectural FAs are supported by and exist because of local communities and citizens, including fans & supporters.



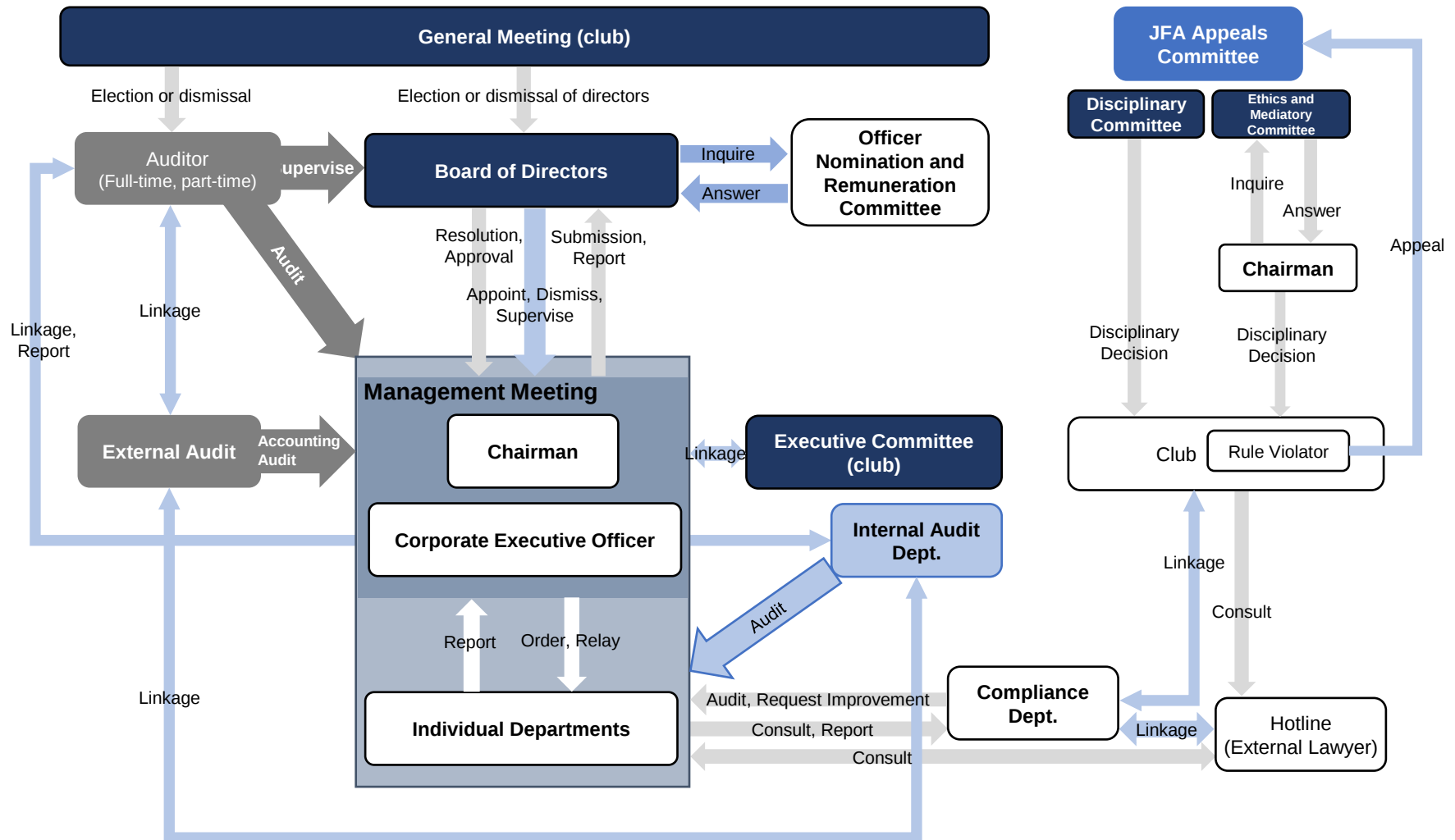
Note1: WLA stands for World Leagues Association, an organisation created with the mission to represent professional football leagues at the global level, and build cooperative relationships with political and sports entities

Note2: MA stands for Member Association, each country's football association that is a member of upper organisations (FIFA, AFC, etc.)

J.LEAGUE Governance Organisation



- ◆ The J.LEAGUE governance organisation consists of the general meeting, board of directors and management meeting. Control function is maintained through clubs, external directors and external auditors.





Key Statutes, Regulations, and Rules

- ◆ J.LEAGUE has key statutes, regulations, and rules that must be adhered to, and clubs need to be fully aware of these, including matters to be careful of in management.

Key Statutes, Regulations, and Rules	Matters to be Careful of in Management	
◆ Articles of Incorporation – Equivalent to a “constitution” that was required to be prepared at the time of J.LEAGUE’s establishment – Items included: Name, location, objectives, members, general meetings, officers and specially appointed directors, board of directors, executive committee, fiscal year, methods of public notice, etc. ◆ J.LEAGUE Statutes – Establishes the basic principles regarding the organisation and operation of J.LEAGUE in accordance with the Articles of Incorporation – Items included: Organisation, J.Clubs, competitions, players, registration and transfers, Head Coaches / coaches and academy directors, referees, ancillary businesses, dispute resolution, penalties ◆ Various Regulations, Guidelines, and Rules – Establishes rules related to various matters in accordance the J.LEAGUE Statutes – Major regulations: Board of Directors Regulations, Executive Committee Regulations, J.LEAGUE Distribution Regulations, League Match Stabilisation Financing Regulations, Large-scale Disaster Compensation Regulations, J1, J2, and J3 League Match Operation Guidelines, Travel Expenses Regulations, Uniform Guidelines, J.LEAGUE Stadium Standards, J3 Club License Granting Rules, Disciplinary Regulations ◆ J1/J2 Club License Granting Rules J1/J2 Club License Granting Rules and Operational Rules	◆ Organisational Matters – Appearance of new major shareholders – Changes in “affiliated companies, etc.” – Changes in executive officers – Changes in qualified personnel – Changes in officers	◆ Operational Matters – Match operation guidelines – Attendance counts – Trademark/name changes – Hometown changes – Entry restrictions
	◆ Crises – Player incidents – Staff incidents – Labour issues – Compliance incidents – Supporter-related incidents – Shareholder incidents – Scandals – Disasters/accidents	◆ Financial Matters – Insolvency or deficits (financial standards) – Unpaid wages – Financing systems – Information disclosure – Industry taxation (compensation, foreign players)



J.LEAGUE Club Licensing System Overview

- ◆ The licensing system has the goals detailed below. There are three types of club licenses: J1 and J2 Club Licensing, which are determined by a third-party organisation, and J3 Club Licensing, which is determined by the Board of Directors. Club license applicants are judged according to five criteria, and there are three grades for J1 and J2 Club Licensing.

System Goals	
◆ Increase the level of Japan football ◆ Stabilise club management and enhance the managerial organisation ◆ Strict adherence to JFA and J.LEAGUE regulations and other applicable laws and regulations ◆ Provide safe, world-class facilities, and well serviced spectator and training environment ◆ Improve the sustainability of full-season domestic and international competitions ◆ Monitor competitions from a financial perspective for fair play	

Club License Type	Contents	Selection Authority
J1 Club Licensing	Participate in J1 - J3 League	FIB (Club Licensing First Instance Body) and AB (Appeals Body) * Independent third-party organisations to J.LEAGUE
J2 Club Licensing	Participate in J2, J3 League	FIB (Club Licensing First Instance Body) and AB (Appeals Body) * Independent third-party organisations to J.LEAGUE
J3 Club Licensing	Participate in J3 League	J.LEAGUE Board of Directors

Criteria	Rank (J1 and J2 Club License)
Sporting Criteria	Grade A: Achievement compulsory for license Grade B: Achievement compulsory for license (Sanctions may be imposed if not achieved.) Grade C: Achievement recommended (No sanctions if not achieved.)
Infrastructure Criteria	
Personnel and Administrative Criteria	
Legal Criteria	
Financial Criteria	

Note: Regarding the AFC license, a review will be conducted separately for clubs that meet the ACL qualifications in terms of competition.

Contract Rules for Players



- ◆ Registration Window:
Player registration (transfer) to J.Clubs is, in principle, only possible during two annual registration windows
(1) 66 days from January to the fourth Wednesday of March
(2) 45 days from July to the third Wednesday of August
- ◆ Contracts: Professional contracts are possible for players aged 16 and older
Maximum contract duration is 5 years (3 years for those under 18)
- ◆ Season period: One year from February 1 to January 31 of the following year

Category	Player Type		Number Limit	Contract Terms	Remuneration	Training Compensation
Professional	Unified contract players	Pro A players	Up to 25	Either having played in the stipulated matches or having completed 3 years of a Pro C contract	Basic remuneration At least ¥4.6 million/year However, for a first-time A contract, no more than ¥6.7 million/year Variable remuneration No limit	Upon offer of Pro A contract: As per calculation standards Upon offer of Pro B contract or Pro A contract with less than 50% of current compensation: ¥300,000 × years of with the club If the club does not intend to renew the contract: None
		Pro B players	No limit	Ditto	Basic remuneration Up to ¥4.6 million/year Variable remuneration No limit However, if a match appearance bonus is set, it should be no more than ¥47,620/match.	If the club does not intend to renew the contract: None
		Pro C players	No limit	None	Basic remuneration Up to ¥4.6 million/year Variable remuneration Only match appearance bonus (up to ¥47,620/match) and victory bonus are allowed.	Upon offer of Pro C contract that doesn't decrease current basic compensation or upon offer of Pro A contract: As per calculation standards Upon offer of Pro C contract that decreases current basic compensation or upon offer of Pro B contract: ¥300,000 × years with the club If the club does not intend to renew the contract: None
	Others	Foreign players who have signed contracts other than the Unified Contract	Treated as Pro A players	None	—	—
		Players who have only signed employment contracts with corporations (employee players)	No limit	—	—	¥300,000 × years of with the club
Amateur	Amateur player	Players who play without the purpose of compensation or profit	No limit	—	—	*Training costs

Contract Rules for Players from 2026



◆ Overview of Revisions

(1) Abolition of ABC categorisation in professional contracts *From 2026 season

(2) Relaxation of remuneration ceiling regulations for first-year professional contracts *From 2026 season

- Basic remuneration 12 million yen (excluding consumption tax) + signing bonus 5 million yen (excluding consumption tax)

(3) Introduction of minimum basic remuneration for professional contracts *From 2026/27 season

- J1 League: 4.8 million yen / J2 League: 3.6 million yen / J3 League: 2.4 million yen (all excluding consumption tax)
- Minimum number of professional players set at 20 or more per club
- Professional contract players aged 18 and younger may be exempt from the minimum annual salary requirement

■ Season Periods

Season	Period
2026	Feb. 1 – Jun. 30, 2026
2026/27	Jul.1, 2026 – Jun. 30, 2027

* Registration windows also scheduled to change with the season transition

Item	Before Revision	After Revision
Category	Pro A, Pro B, Pro C, and Amateur	Professional and Amateur
First-year Professional Contract Basic Remuneration Ceiling	Pro C: 4.6 million yen annually * Pro A first year: 6.7 million yen annually	12 million yen annually
First-year Professional Contract Variable Remuneration Ceiling	• Pro A: Set within range that doesn't deviate from the system's intent • Pro B: Match premium of 47,620 yen per match (not limited to the first year) • Pro C: Match premium of 47,620 yen per match (not limited to the first year) * Additional ceiling rules for victory bonuses	Set with the ceiling at the same level as players with equivalent basic remuneration within the same club
Signing Bonus	Ceiling amounts are set based on "single/married" and "dependent status" distinctions. Ceiling amounts: 3.8–5 million yen	Uniform ceiling amount of 5 million yen for all players
Professional Contract Basic Remuneration Minimum	No minimum	J1: 4.8 million yen annually J2: 3.6 million yen annually J3: 2.4 million yen annually
Minimum Number of Professional Players	J1: 20 or more, including 15 Pro A J2: 5 Pro A J3: 3	20 per club



- ◆ The compensation system for youth development, as well as rules regarding domestic and international transfers, are as follows:
- ◆ Purpose
 - To return and distribute profits to clubs that have developed exceptional players
 - To motivate and encourage clubs to invest in the development of young players

Domestic Transfer (JFA Regulations)

Training Compensation (Amateur to Professional)

- For professional contracts up until the end of the fiscal year in which the player turns 25 years old, the contracting club pays to clubs the player was affiliated with between ages 12–22

Training Compensation (Professional to Professional)

- Incurred for transfers from professional to professional until the end of the season when the player turns 23
- Paid by the receiving club to the transferring club (for the development period between ages 12–21 at the transferring club)
- The amount is set according to the receiving club's category

International Transfer (FIFA Regulations)

Training Compensation

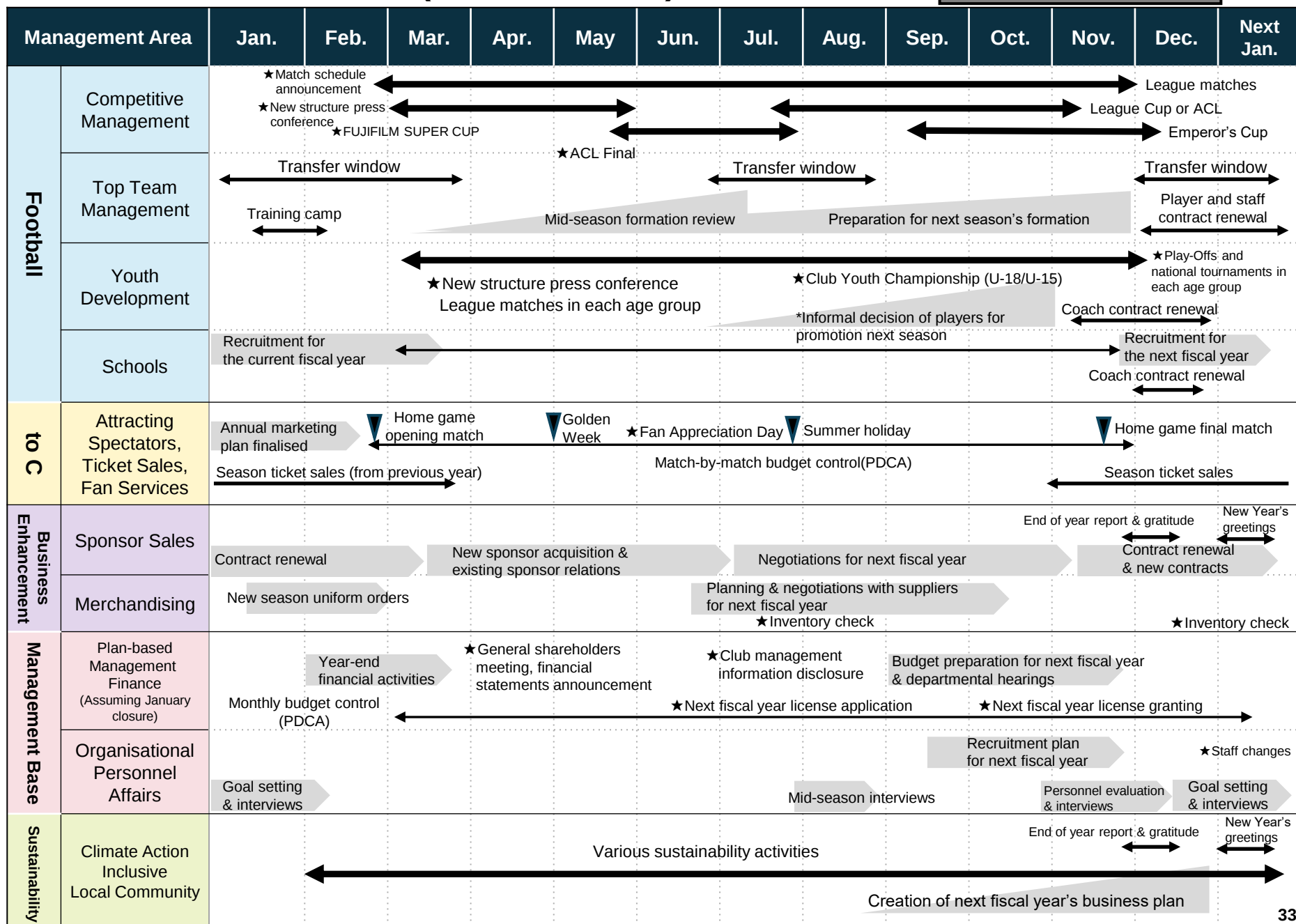
- Upon a player's first international transfer as a professional, paid to the clubs the player was affiliated with between the ages of 12 and 21
- For international transfers from the second time as a professional (under 23 years old), paid only to the player's last club

Solidarity Contribution

- Applicable to international transfers, and domestic transfers of players developed by clubs affiliated with different associations.
- A sum equal to 5% of the transfer fee is deducted and distributed among the clubs with which the player was affiliated between the ages of 12 and 23, according to a prescribed proportion.
- The player's age at the time of transfer is not considered.

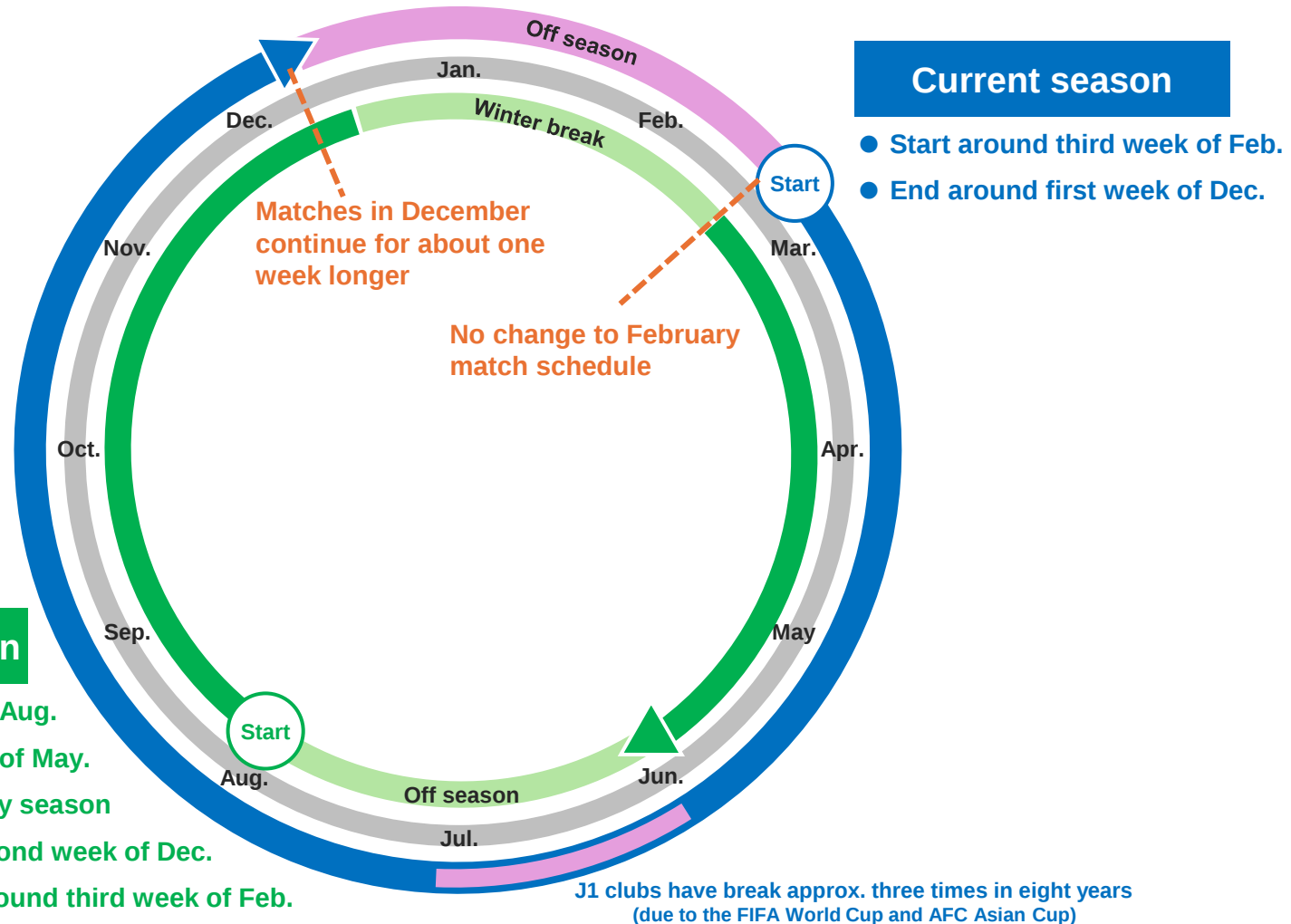
J.Club Annual Activities (Main Schedule)

J.Club Activities



Calendar after Season Transition

- ◆ It has been decided that 2026 will be a transition year, and from 2026, as shown in the pie chart, the season will transition to begin around the first week of August, include a winter break, and end around the end of May the following year.

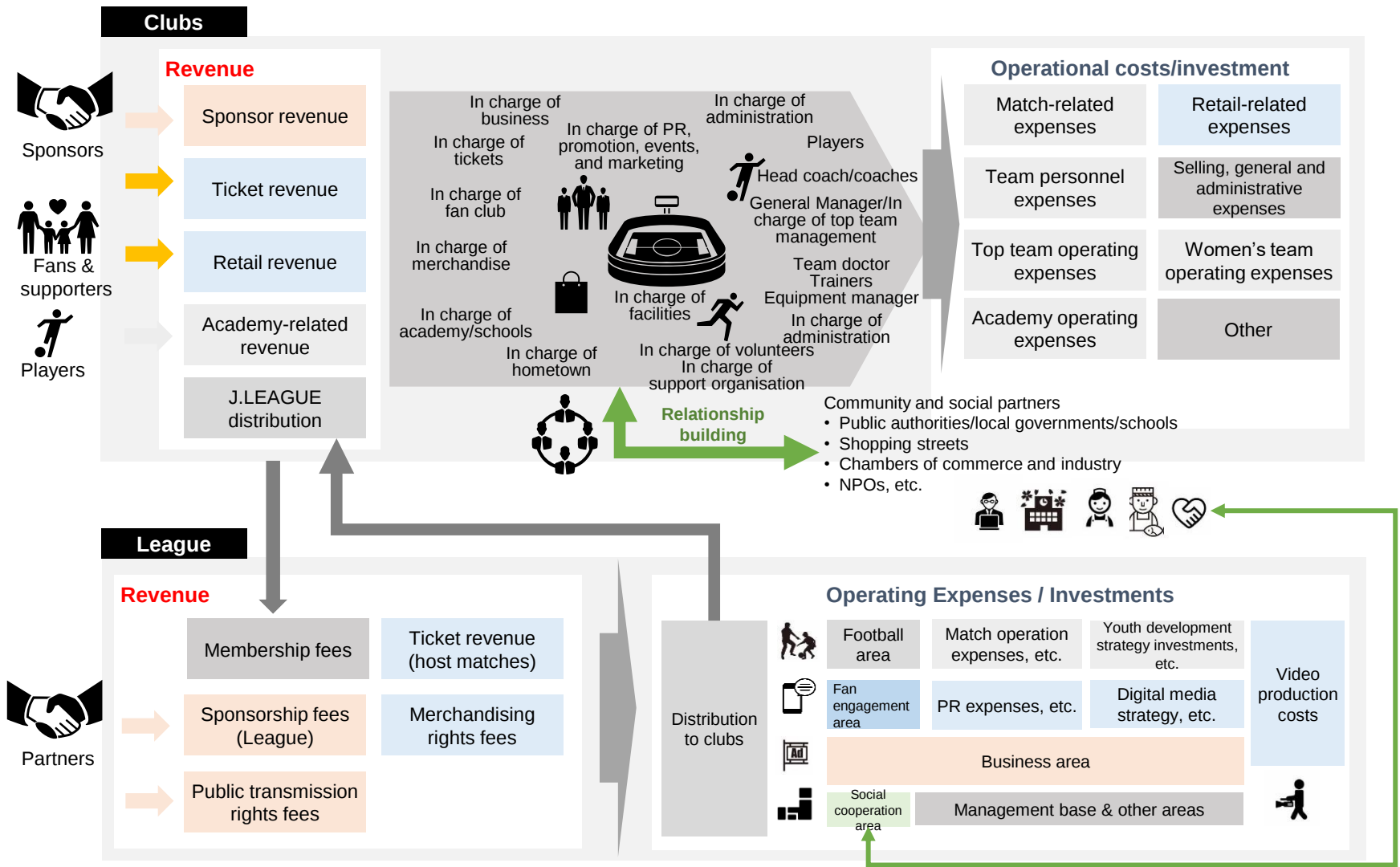


J.Clubs and J.LEAGUE Finance Structure

J.Club Economic Structure



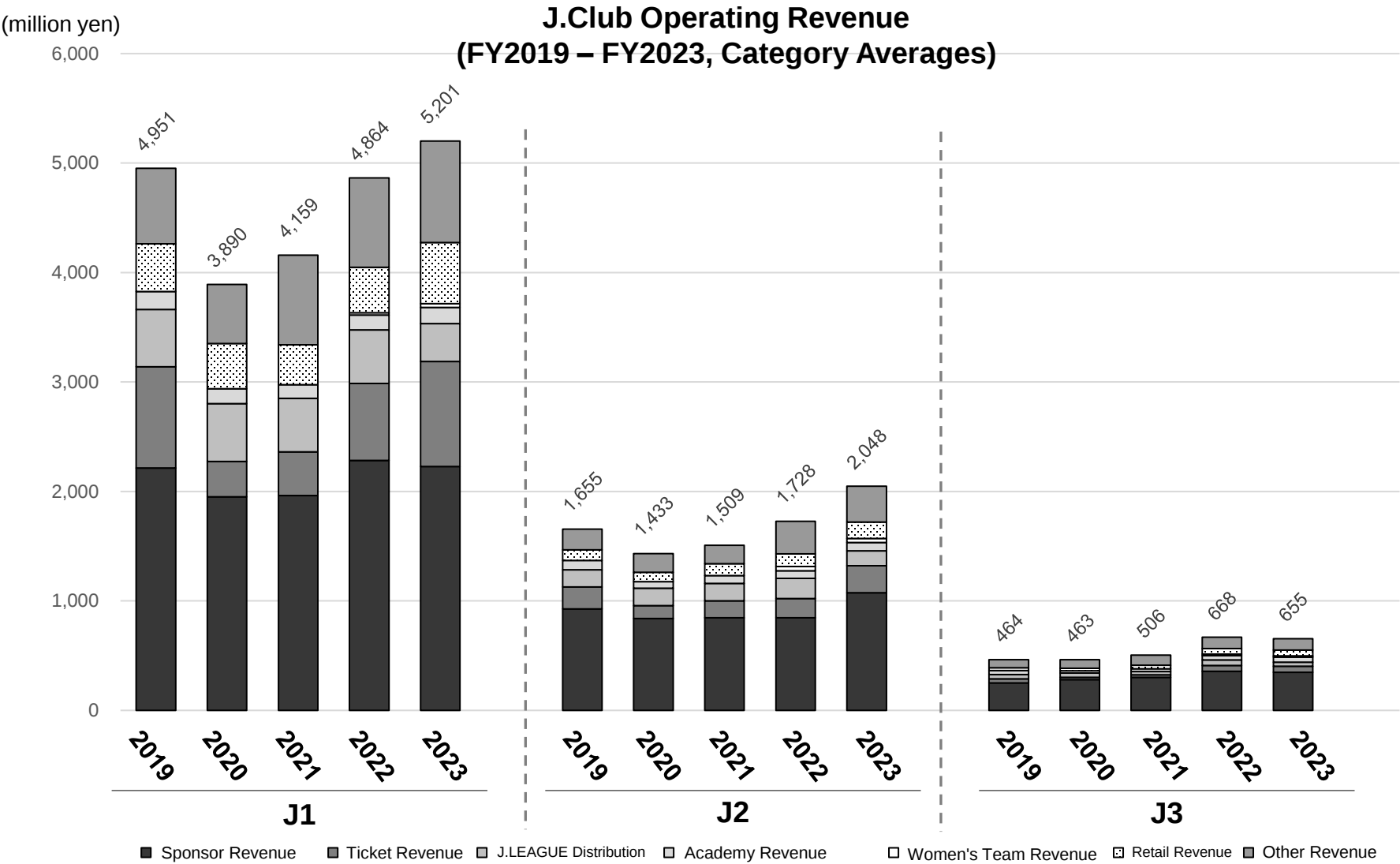
- ◆ J.Clubs obtain revenue from league distribution, sponsor revenue, ticket revenue, retail revenue, and revenues from schools and academies, etc., and use these funds for match operation, top team management, academy operation, administration, and other activities.
- ◆ J.LEAGUE collects admission and annual membership fees from each club, and also earns public transmission rights fees and sponsorship fees, among others.



J.Club Operating Revenue



◆ Business revenue in FY2023 is on a recovery trend thanks to increased ticket revenue and has exceeded pre-COVID levels.



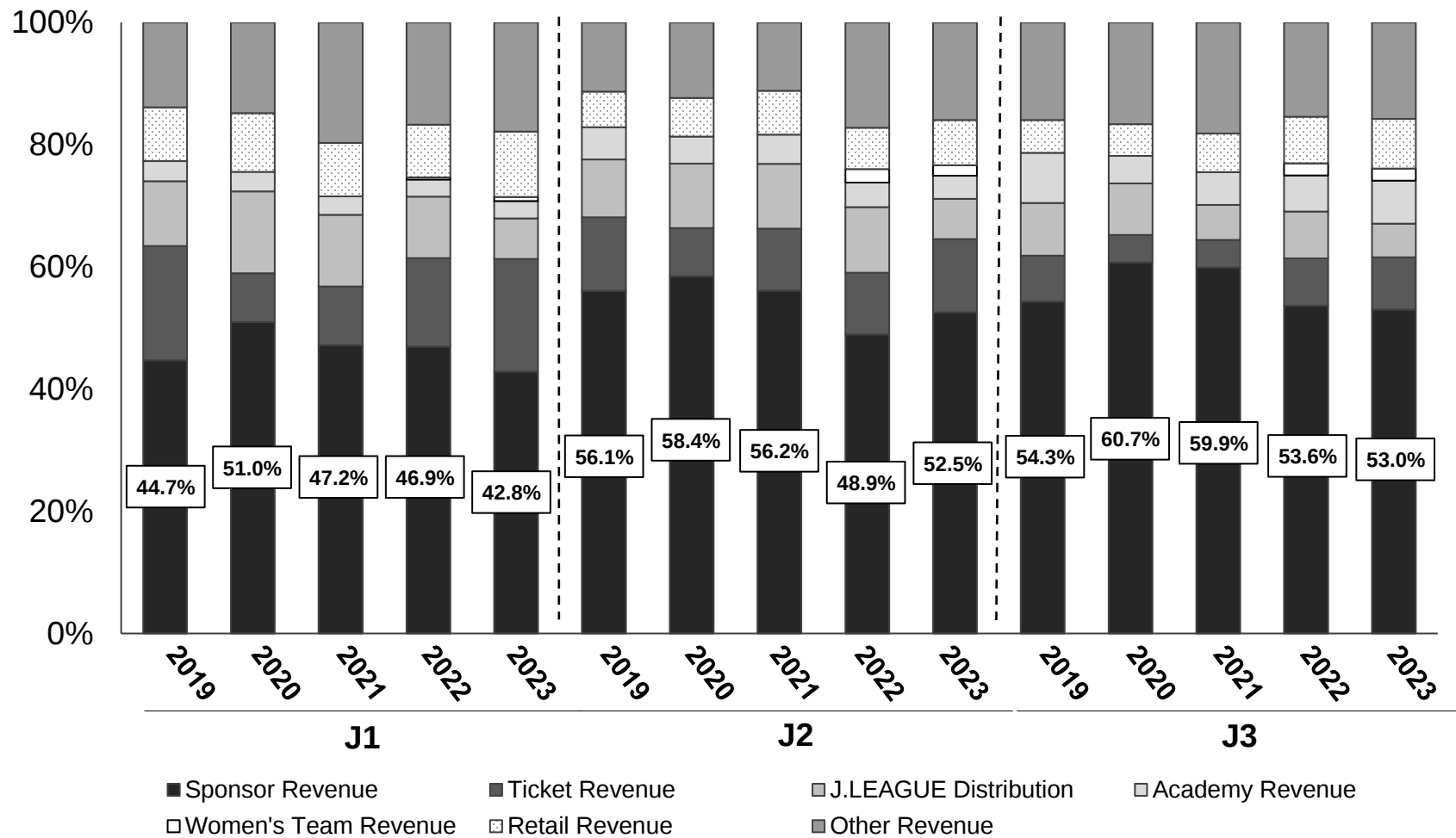
Source: Produced by SHC based on club management information disclosure (FY2019 – FY2023)

J.Club Operating Revenue Composition



- ◆ Dependency on Sponsor Revenue is high both before and after COVID-19, accounting for around 50% of the total. Additionally, particularly in J1, the proportion of ticket and retail revenue has also increased.

J.Club Revenue Composition
(FY2019 – FY2023, Per-category average composition)



J.Club Operating Revenue Details



- ◆ In understanding the economic structure of a club, it is necessary to have a good understanding of the contents of each item.

(million yen)

Major Item	Content	J1 Average					J2 Average					J3 Average				
		2019	2020	2021	2022	2023	2019	2020	2021	2022	2023	2019	2020	2021	2022	2023
Sponsor Revenue	(1) Sponsorship fee for advertisements on top team uniforms (2) Other sponsorship fees (training wear, billboards, other promotional materials, mission statement)	2,213	1,950	1,962	2,283	2,228	928	839	846	846	1,076	252	281	303	358	347
Ticket Revenue	(1) Season tickets (2) Others (single tickets, complimentary tickets, etc.)	926	324	399	704	961	199	117	153	175	246	35	21	23	52	56
J.LEAGUE Distribution	(1) Club support funds (academy support, business cooperation, ACL participation subsidy, relegation relief, etc.) (2) Public transmission rights fees (3) Merchandising rights fees	524	529	489	489	344	157	159	160	185	135	40	39	29	51	36
Academy Revenue	(1) School revenue (2) Other academy-related revenue (one-off clinics, tournament-related, etc.)	163	135	126	136	148	87	60	72	69	77	38	21	27	40	46
Women's Team Revenue	(1) Sponsor revenue, ticket revenue, etc.	—	—	—	19	36	—	—	—	38	36	—	—	—	13	13
Retail Revenue	(1) Revenue from merchandise sales, consignment fees, royalties ¹ , etc.	436	412	364	417	556	97	86	108	117	151	25	24	32	51	53
Other Revenue	(1) Prize money (2) Transfer fee revenue (3) Supplier contract revenue (4) Fan club/support organisation revenue (5) Event appearance fees (6) Other	688	540	819	815	928	187	172	169	298	327	74	77	92	103	104
Total revenue		4,951	3,890	4,159	4,864	5,201	1,655	1,433	1,509	1,728	2,048	464	463	506	668	655

Note 1: Usage fees for patent rights, trademark rights, copyrights, and other rights

Source: Produced by SHC based on club management information disclosure (FY2019 – FY2023)

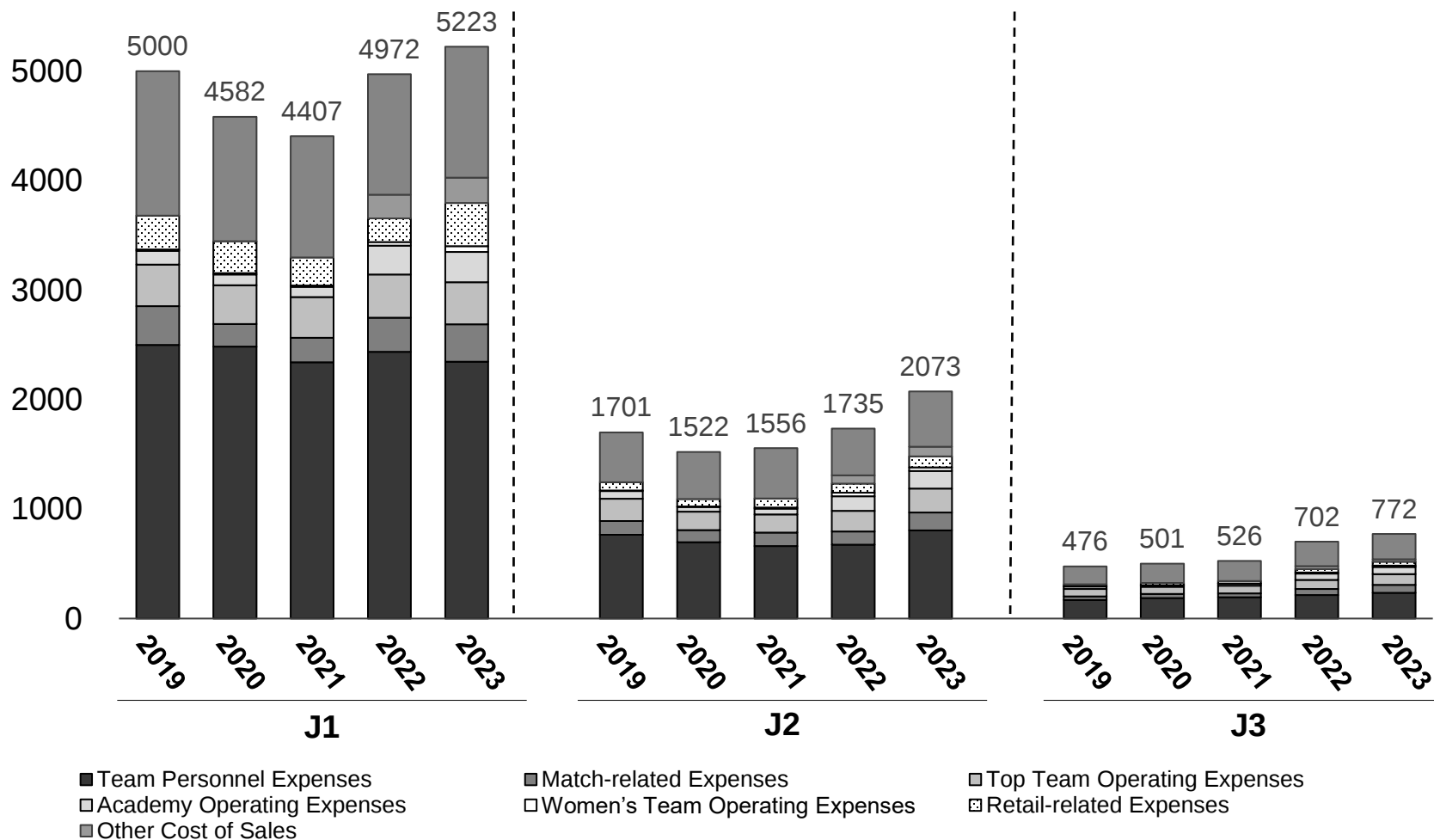
J.Club Operating Expense



- ◆ In FY2023, while revenue has recovered to pre-COVID-19 levels and operating expenses show an increasing trend, J1 and J2 have kept expense increases within the range of revenue increases, demonstrating that financial controls are functioning.

**J.Club Operating Expense
(FY2019 – FY2023, Per-category averages)**

(million yen)

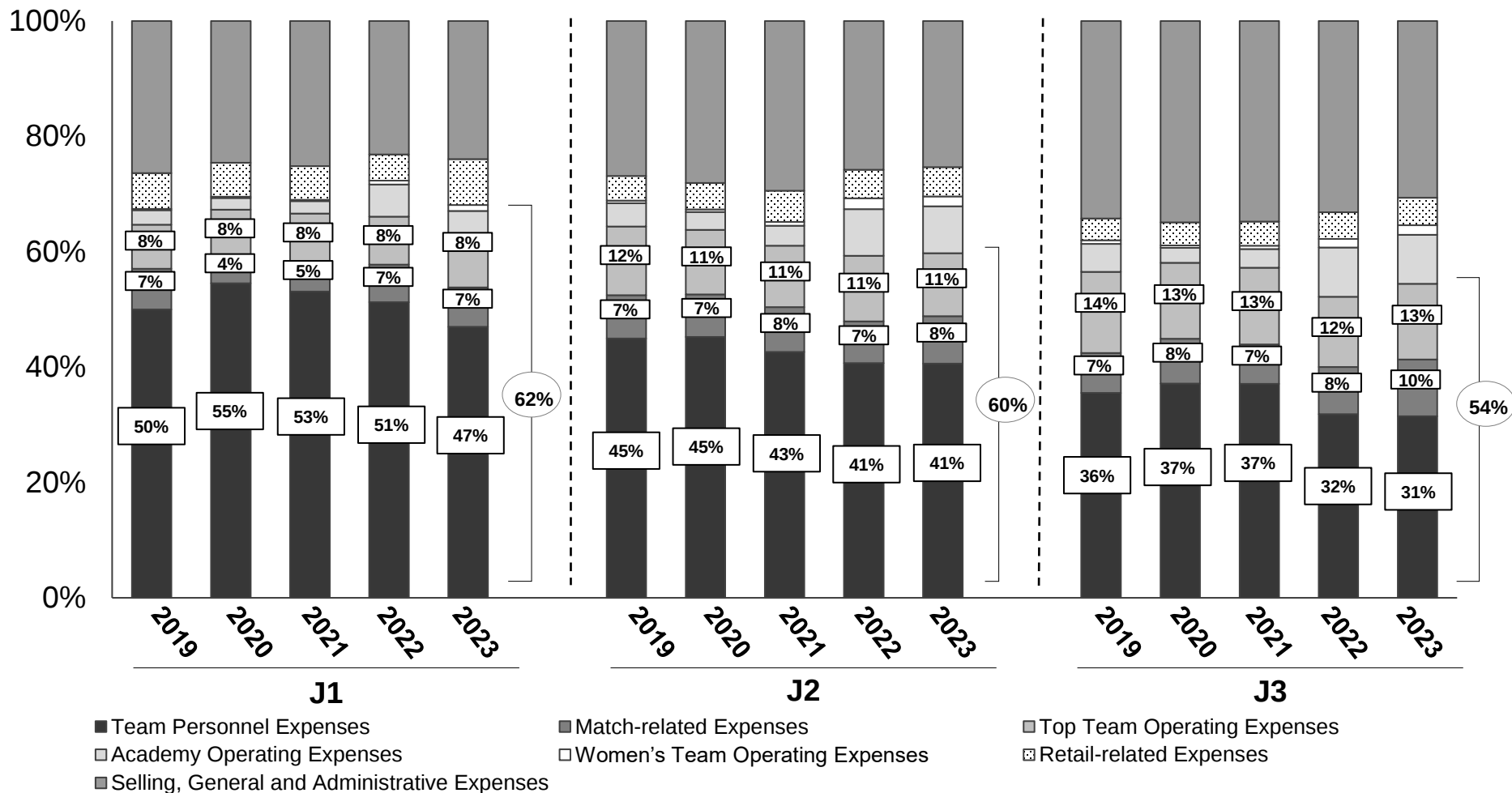


J.Club Operating Expense Composition



- While the breakdown varies by category, overall, team personnel expenses and top team-related expenses make up the greatest portion. Since COVID-19, the proportion of academy operating expenses has also shown an increasing trend.

J.Club Expense Composition
(FY2019 – FY2023, Per-category average composition)



J.Club Operating Expense Details



- ◆ In understanding the economic structure of a club, it is necessary to have a good understanding of the contents of each item.

(million yen)

Major Item	Content	J1 Average					J2 Average					J3 Average				
		2019	2020	2021	2022	2023	2019	2020	2021	2022	2023	2019	2020	2021	2022	2023
Team Personnel Expenses	(1) Head coaches, coaches and other team staff remuneration, player remuneration (basic salary) (2) Incentive payments (appearance fees, victory bonuses, etc.) (3) Amortisation of transfer-related fees (4) Other	2,500	2,484	2,340	2,436	2,347	765	698	663	675	806	169	186	195	215	235
Match-related Expenses	(1) Stadium usage fees (2) Security and operation consignment fees for home games (3) Other home game operation costs	353	207	224	311	341	127	110	121	121	163	33	39	36	55	73
Top Team Operating Expenses	(1) Travel expenses (2) Training camp expenses (3) Rent and related expenses for training centre and clubhouse (4) Other top team operation expenses	381	354	372	396	385	203	167	166	189	218	67	66	70	82	98
Academy Operating Expenses	(1) Match-related expenses (2) Rent and related expenses for training centre and clubhouse (3) Other expenses	126	98	94	263	278	69	45	54	134	161	23	13	17	57	64
Women's Team Operating Expenses	(1) Match-related expenses (2) Rent and related expenses for training centre and clubhouse (3) Other expenses	12	11	11	33	51	7	4	10	32	34	3	2	3	10	12
Retail-related Expenses	(1) Cost of merchandise, sales commissions, and consignment fees	309	293	257	291	396	73	68	84	82	101	18	20	22	31	35
Other Cost of Sales	(1) Designated management project expenditure (2) Other	—	—	—	216	229	—	—	—	75	88	—	—	—	27	24
Selling, General and Administrative Expenses	(1) Personnel expenses (executive compensation, employee salaries, miscellaneous wages, etc.) (2) Advertising expenses (including website and web-related costs) (3) Depreciation expenses (4) Other	1,319	1,135	1,109	1,101	1,197	457	430	458	428	503	163	175	183	224	229
Total expenses		5,000	4,582	4,409	5,048	5,222	1,701	1,522	1,555	1,735	2,074	475	501	526	702	771

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Content of Core Principles in Club Management

In an environment of increasing uncertainty due to complex international situations, climate change, and disasters from earthquakes, to embody J.LEAGUE's mission and achieve our vision for the Next 10 Years, it is essential to promote our two growth themes while advancing initiatives for a sustainable society. To advance towards "Creating a Happier Nation through Sports" by enhancing the value of football and making sports both a part of the culture and a national industry, we must approach club management with determination. Each club is required to implement its unique approach while anchoring itself to the Core Principles in Club Management.

- ◆ **Formulate medium-term and short-term plans consistent with the philosophy establishment and implement the PDCA cycle.**
 - ◆ **Enhance the competitiveness of football, our greatest content, and deliver it to society as an attractive artwork.**
 - ◆ **Thoroughly maintain awareness and conduct as a "public good" and promote activities that serve as a source of vitality for local communities.**
 - ◆ **Establish financial foundations and make continuous investments with an awareness of the relationship between competitiveness and financial scale.**
 - ◆ **See the organisation and human resources as the foundation of management and work on organisational design, human resource development, and the establishment of governance.**
-

Core principles and adaptation to change

Core Principles in Club Management 1/2

◆ Formulate medium-term and short-term plans consistent with the philosophy establishment and implement the PDCA cycle.

- It's essential to clarify a club philosophy, composed of philosophy, mission, vision, values, etc. that as a general rule are unchanging, as the axis of management to prevent inconsistency in management, and to disseminate it inside and outside the club.
- Establish a football philosophy for the top team and academy that aligns with club growth. Create a system according to the desired football style, including head coaches and squad composition. Encourage sharing and understanding with fans & supporters.
- To manage from a medium- to long-term perspective without getting caught up in immediate situations, it is essential to formulate medium-term and annual plans consistent with the philosophy and thoroughly implement the PDCA cycle based on implementation status checks at all club levels.

◆ Enhance the competitiveness of football, our greatest content, and deliver it to society as an attractive artwork.

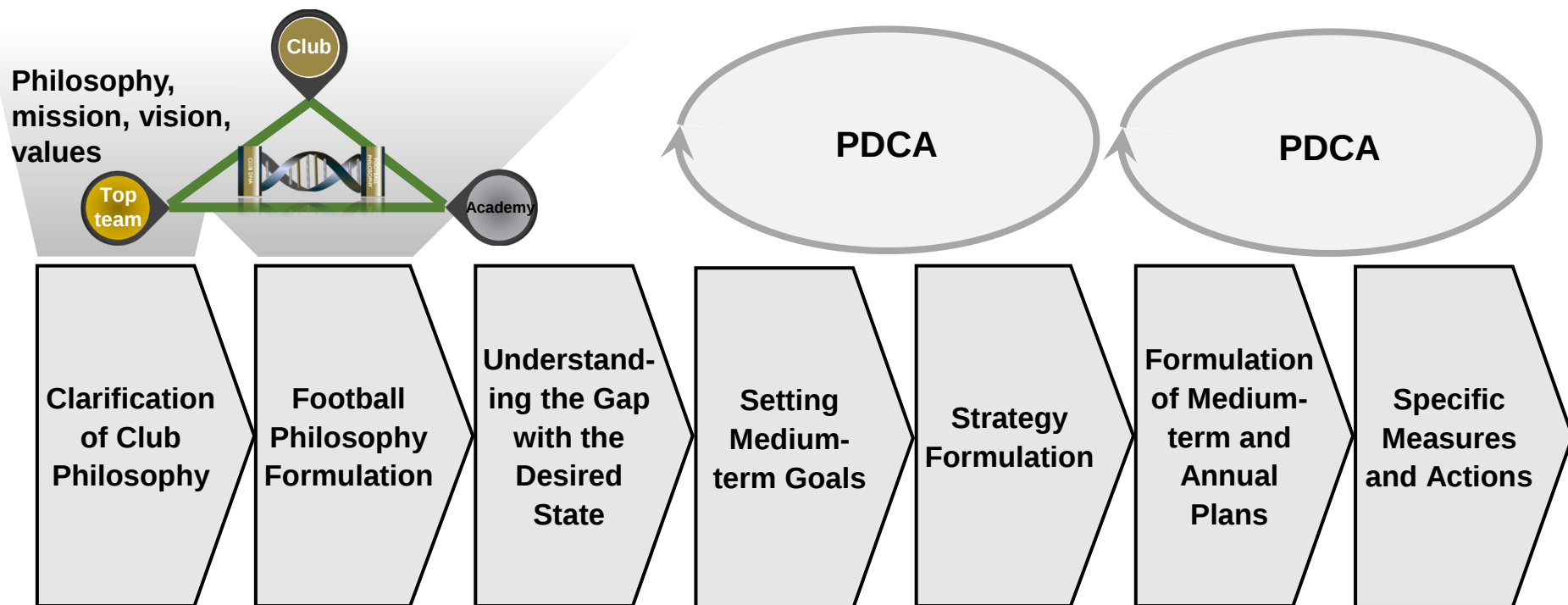
- A club's foundation and greatest content is football competitiveness; raising a top team's competitiveness to international levels and improving competitive results leads to increased sales and enhanced club management capabilities.
- While competitive enhancement is an essential factor, expansion based on dependence on highly uncertain team investment carries high management risk, so top team management, youth development, and grassroots must be approached from a medium to long-term perspective.
- It is important to view football as an “artwork” and deliver a refined, attractive ‘artwork’ to society broadly through quality on the pitch, stadium specifications, the passion of fans & supporters, and stakeholder efforts.

◆ Ensure awareness and behaviour as a “public good.”

- J.Clubs are essentially “public goods” that cannot grow without the broad understanding and cooperation of fans & supporters, and other stakeholders in the local community.
- Additionally, high integrity and accountability are required, and compliance issues and scandals are extremely damaging, so the utmost commitment is required from club managers, and it is crucial to maintain thorough awareness and conduct.
- Activities rooted in the community, contributions to solving social issues, and activities to enhance environmental health are fundamental to existence, and it is important for clubs to provide dreams and hope to local people and serve as a source of vitality for local communities.

Flow from Philosophy to Planning to PDCA

- ◆ Establish a football philosophy based on the club philosophy and apply it to goals, strategies, plans, measures, and actions, understanding the gap between the club's current and desired state. Continuously implement the PDCA cycle in the medium and short term.



- ◆ Clarify the club's unique philosophy, ideal state and desire state, and the guiding principles on which it bases its actions and thinking.
- ◆ Formulate a football philosophy for the top team and academy based on the club philosophy
- ◆ Understand the gap between the desired state (vision), long-term goals (approximately 10 years), and the club's current state.
- ◆ Based on the gap, set specific goals for about 3-5 years that are consistent with club philosophy and vision.
- ◆ Establish issues to fill the gap and formulate strategies as policies to solve these issues to achieve goals.
- ◆ Formulation of plans including measures, personnel, organisation, figures, etc., based on the strategy.
- ◆ Apply to specific measures and actions based on the formulated plans.



Core Principles in Club Management 1/2

◆ Formulate medium-term and short-term plans consistent with the philosophy establishment and implement the PDCA cycle.

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Enhancement of Football Competitiveness

- ◆ To achieve our vision for the Next 10 Years, enhance football competitiveness by building systems that contribute to youth development and top team management from the perspectives of players, club management, football's future, and fans & supporters.

Youth
Development

Top Team
Management

Vision for the Next 10 years (to 2033)

- ◆ J.LEAGUE that can win titles in Asia and take on the world
- ◆ Japan National Team members from European League clubs and J.LEAGUE clubs
- ◆ Boost total J.LEAGUE sales by 1.5 to 2 times

“Player” Perspective

- An environment where players can grow to compete globally
- Many opportunities to play
- A living environment that enables challenges

“Football’s Future” Perspective

- State where children want to become J.LEAGUE players

“Club Management” Perspective

- Competitive environment where the top tier can aim for 20 billion
- Expansion of ROI from youth development → top team management/transfers
- Concentrated investment by avoiding excessive player holdings

“Fans & Supporters” Perspective

- Attractive football and spectator environment

Contract System/Transfers



Core Principles in Club Management 1/2

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Presence of J.Clubs in the Community: “Response as a Public Good”



- ◆ J.Clubs engage with the community in various ways beyond match days. While fulfilling responsibilities to each stakeholder, they are expected to thoroughly maintain awareness and conduct as a “public good” and serve as a source of vitality for local communities.



- ① School business
- ② Academy (youth development) business / school collaboration
- ③ Top team operation (management)
- ④ Running matches

- ⑤ Attracting customers, promotion, public relations, marketing, etc.
- ⑥ Video production and distribution
- ⑦ Events
- ⑧ Merchandise

- ⑨ Sponsorship & partner sales rights / activity management
- ⑩ Overseas business
- ⑪ Sustainability-related activities
- ⑫ Hometown activities, SHAREN!

- ⑬ Support organisation management, volunteer management
- ⑭ Facilities management



◆ **Establish financial foundations and make continuous investments with awareness of the relationship between competitiveness and financial scale.**

- There is a correlation between competitive performance and team personnel expenses. Expansion of financial scale is essential for improving competitiveness, and it is important to focus on business activities such as acquiring new fans and sponsor sales and obtaining transfer fees through youth development.
- While J.Clubs are entities premised on long-term survival, they generally have a profit-and-loss structure vulnerable to risks. In many cases, it is difficult to raise funds flexibly. Therefore, establishing a financial base that can withstand risks is a necessary condition for management.
- Shareholders, sponsors, and fans & supporters do not necessarily prioritise club profits above all else. Therefore, it is important to enable continuous investment in top team management and to C initiatives without being solely bound to the pursuit of profits.

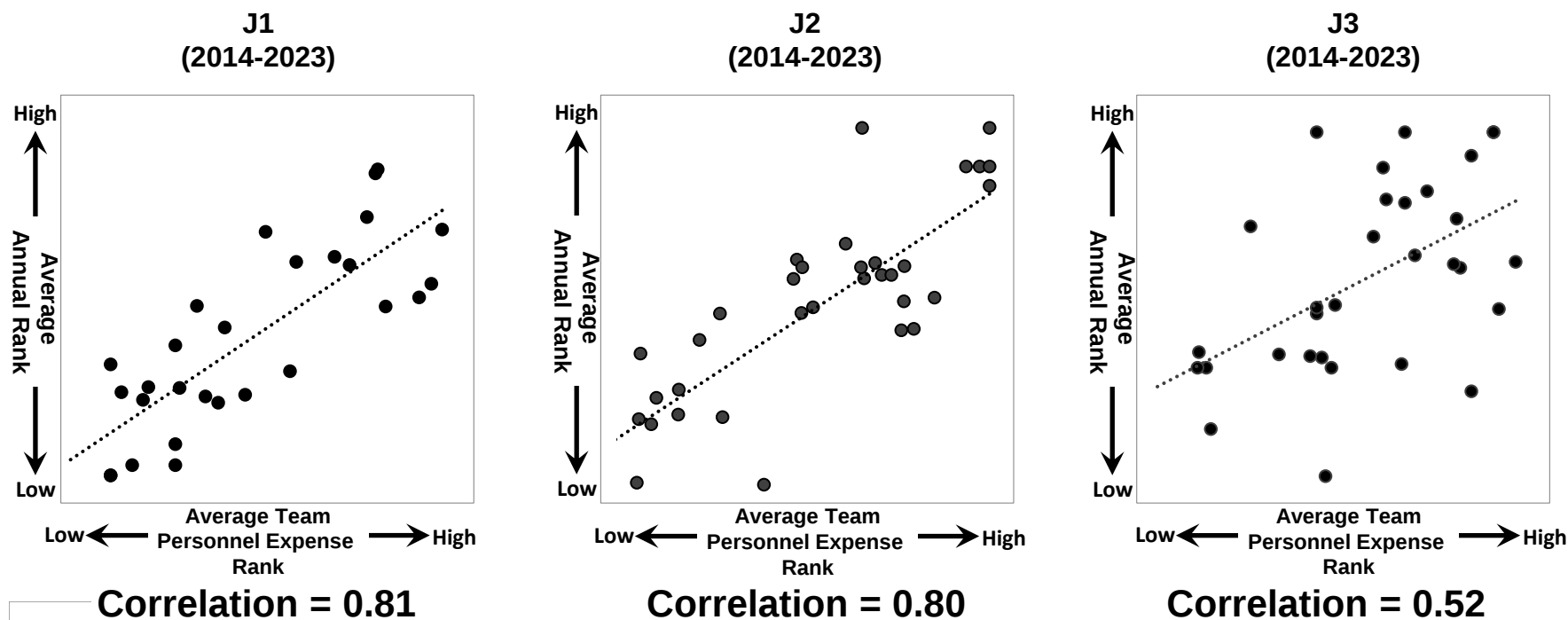
◆ **See the organisation and human resources as the foundation of management and work on organisational design, human resource development, and the establishment of governance.**

- Organisational design significantly impacts management; therefore, shareholder composition, corporate scheme, and other elements of organisational design, as well as the placement of the right people in the right places, are essential, all consistent with goals and policies.
- Human resources are the foundation of management in J.Clubs, and club managers should focus on strengthening personnel in key positions that are directly linked to results, such as SD (Sporting Director), GM (General Manager) and business managers, and developing club staff capabilities, as their top priority.
- In terms of the organisational scale of J.Clubs, ultimately, the capabilities of club managers are greatly reflected in the results, so it is essential to appoint managers with the right mindset and skills and to establish autonomous governance, including an appropriate supervisory system.

Relationship Between Competitiveness and Financial Scale (J.Club Competitive Results & Team Personnel Expenses)

- ◆ Based on data from the past 10 years (2014–2023), there is a clear correlation between competitive results and team personnel expenses. This trend is most clear in the J1 and J2 leagues.

Correlation Analysis of Competitive Results and Team Personnel Expenses (Average annual rank vs Average personnel expense rank¹)



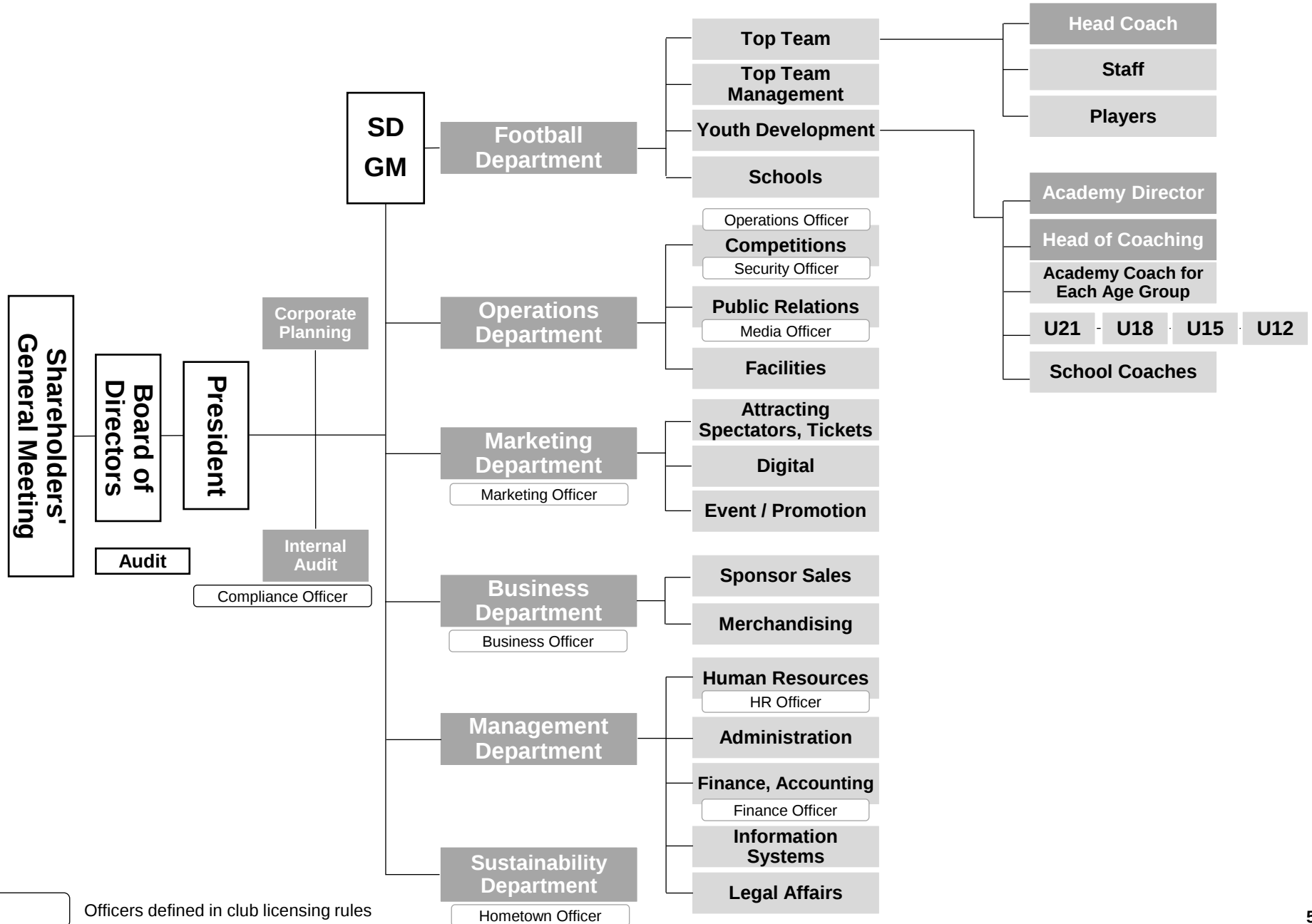
The correlation number represents the strength of the relationship between the two sets of data, and a number closer to 1 indicates a higher relationship.

Note 1: The average for the analysis period regarding the ranking of team personnel expenses in the same category and the same fiscal year
Source: Produced by SHC based on internal J.LEAGUE data



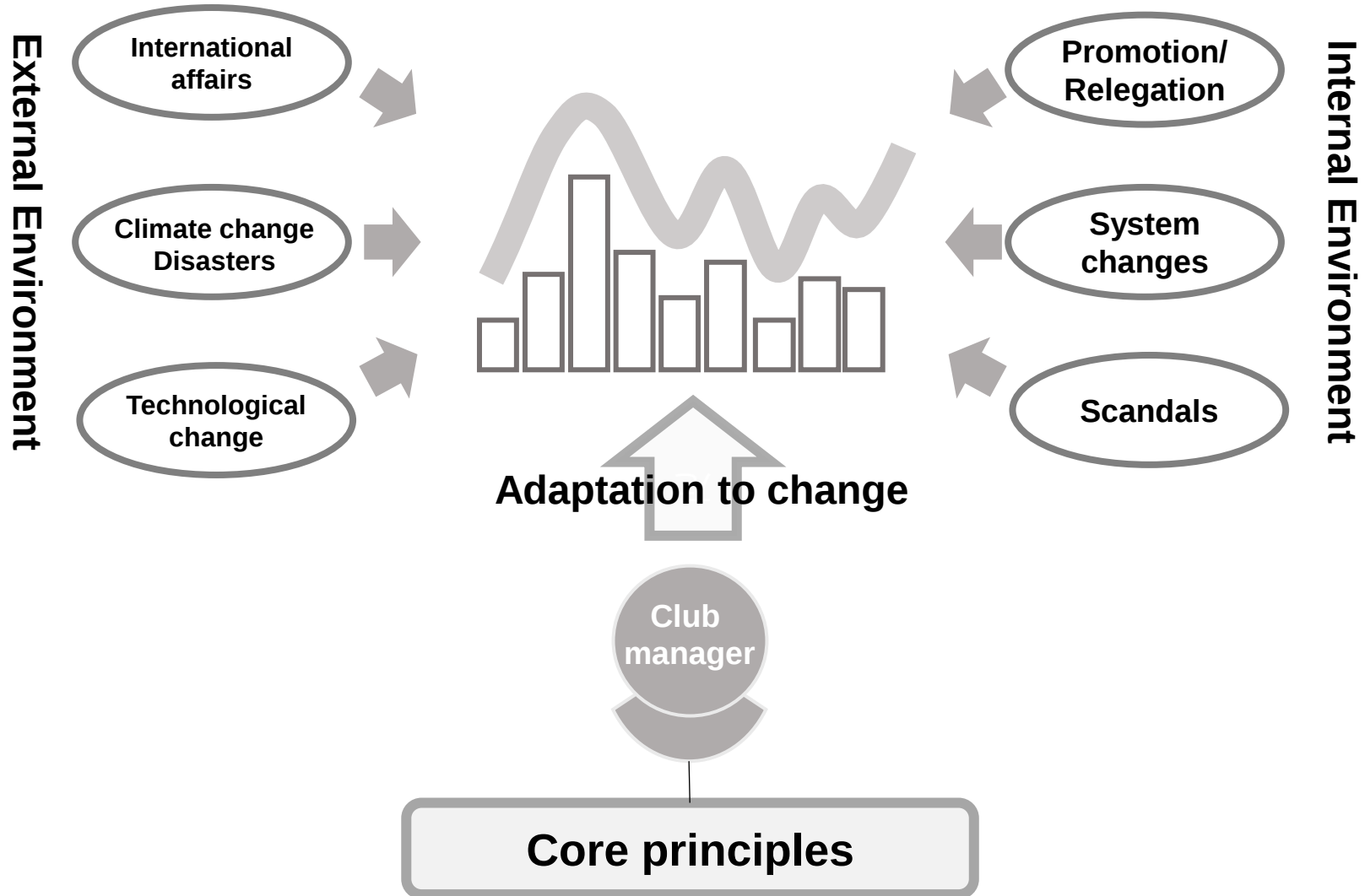
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Organisation Design, Human Resource Development (Example of Functional Club Management Organisation)



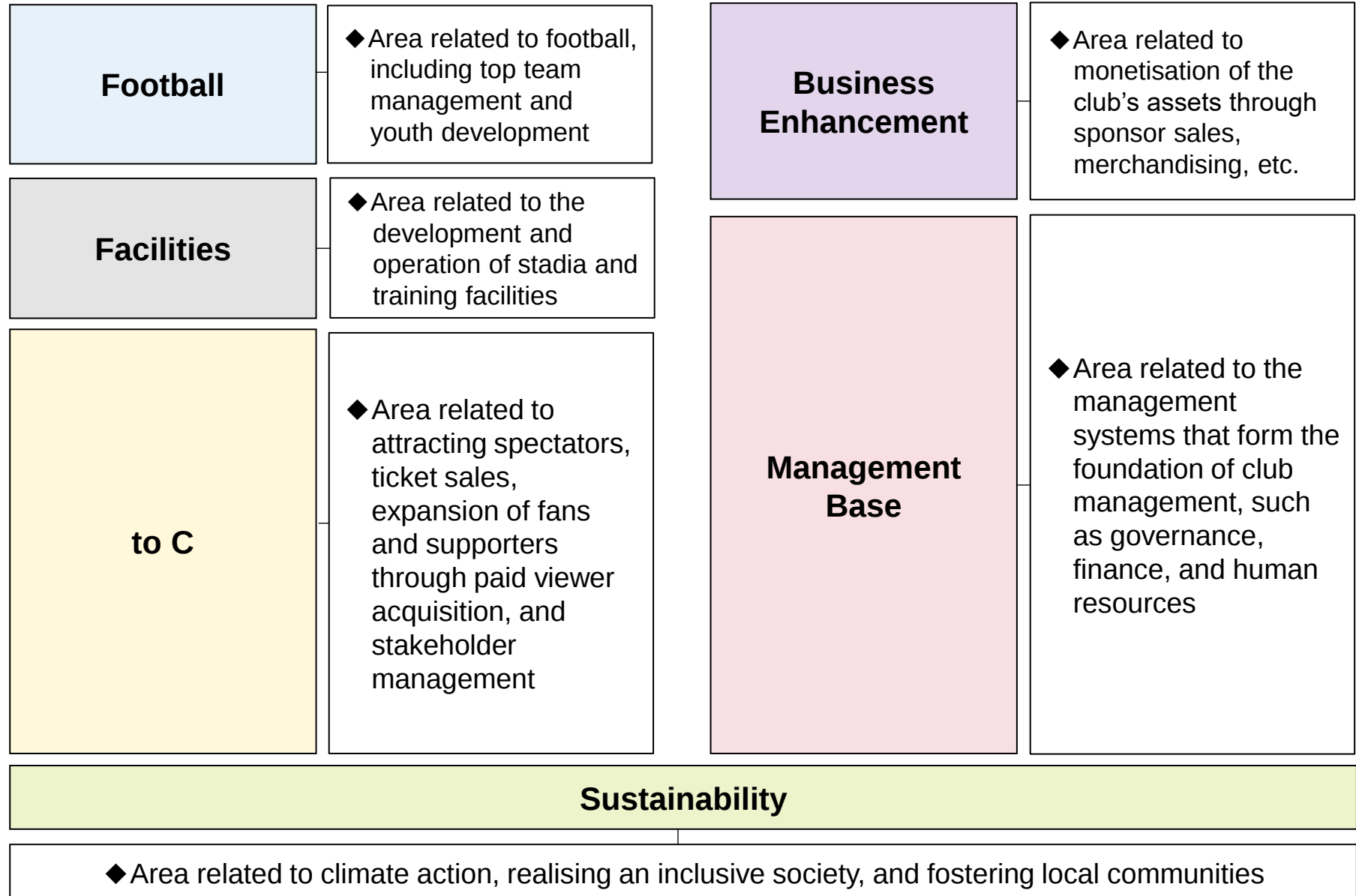
Core Principles and Adaptation to Change

- ◆ These principles are important, but it is also important for club managers to be able to adapt flexibly to changes in trends and the environment.

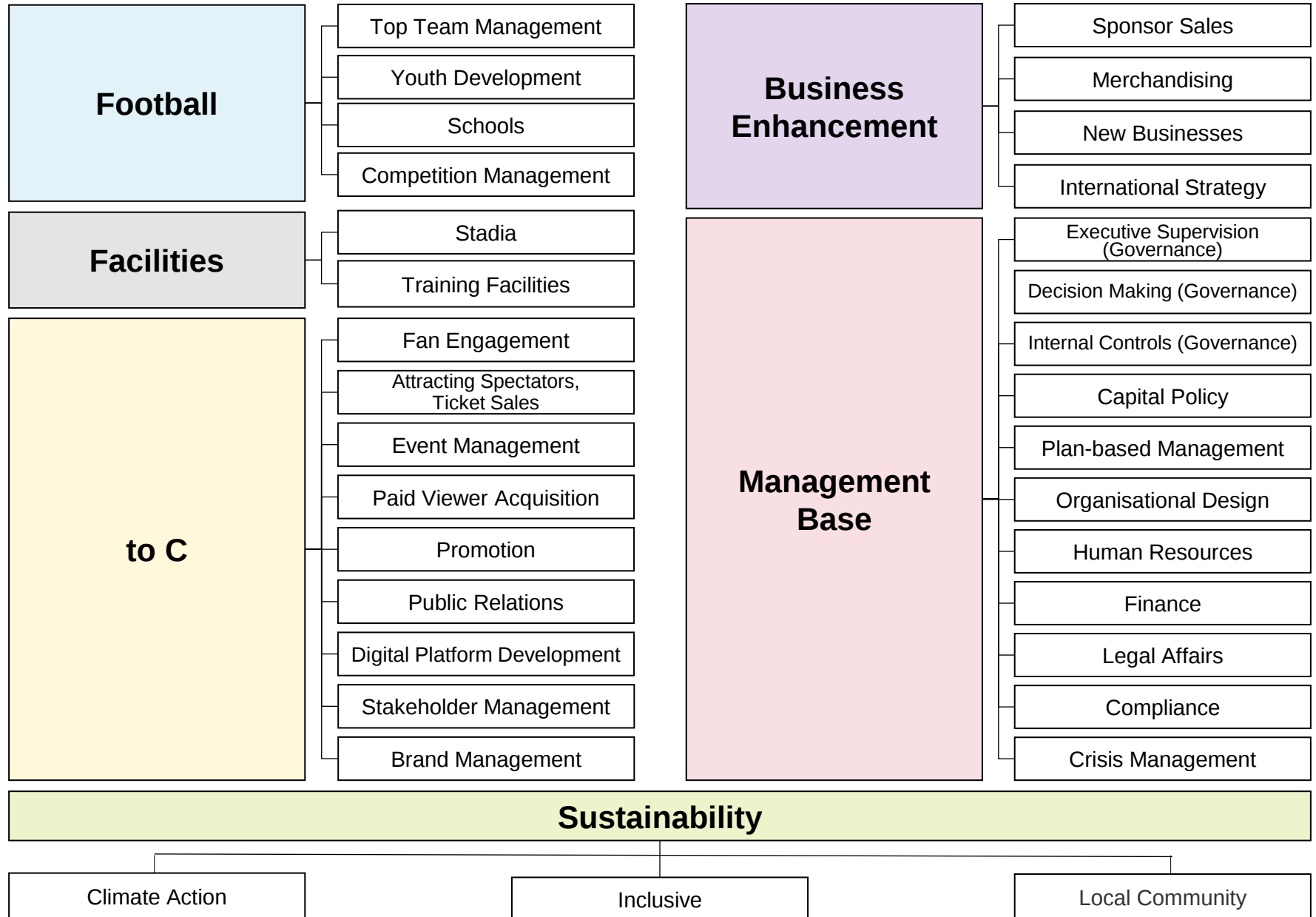


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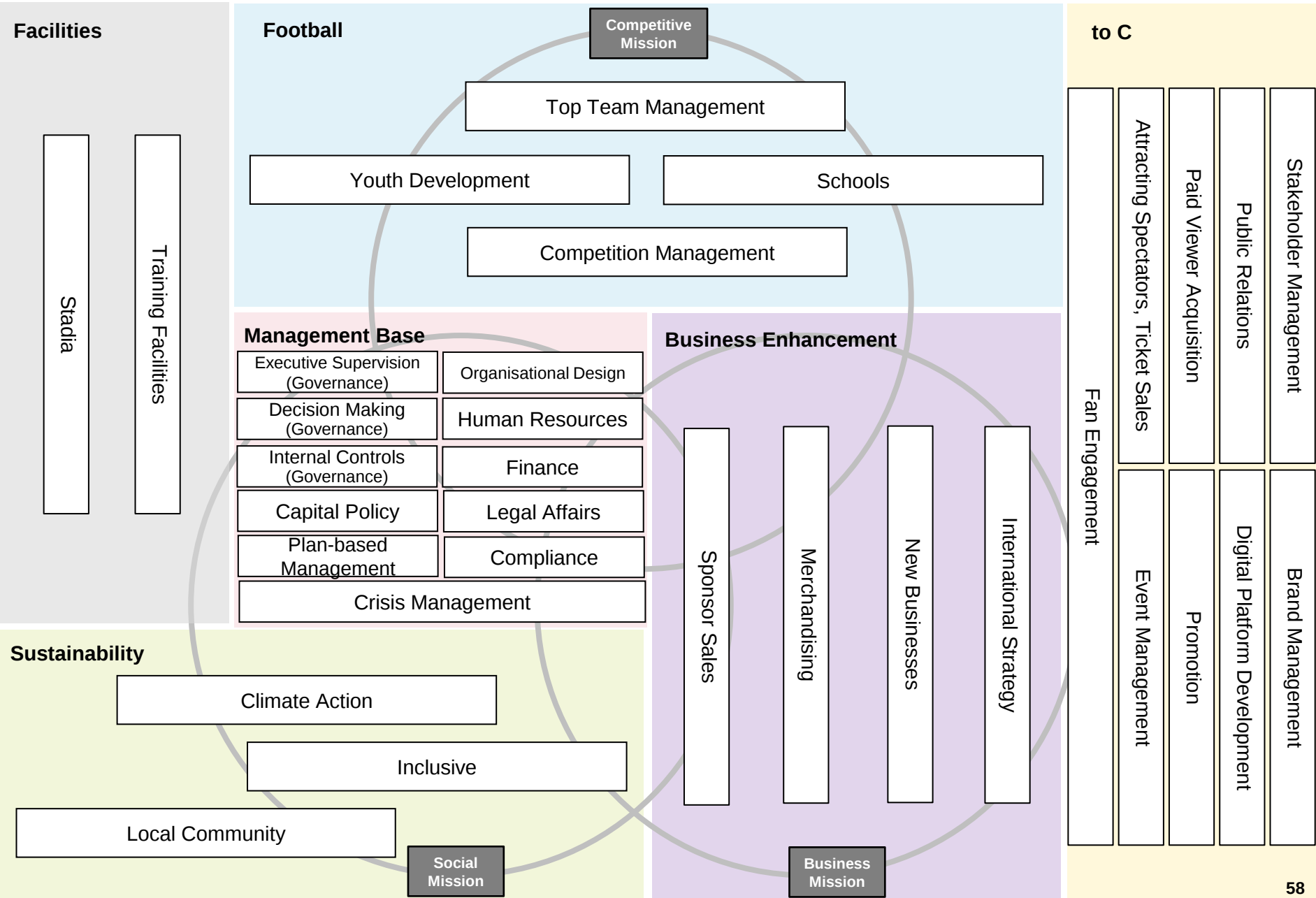
Overview of Management Areas



Details of Management Areas



J.LEAGUE Triple Missions and Club Management

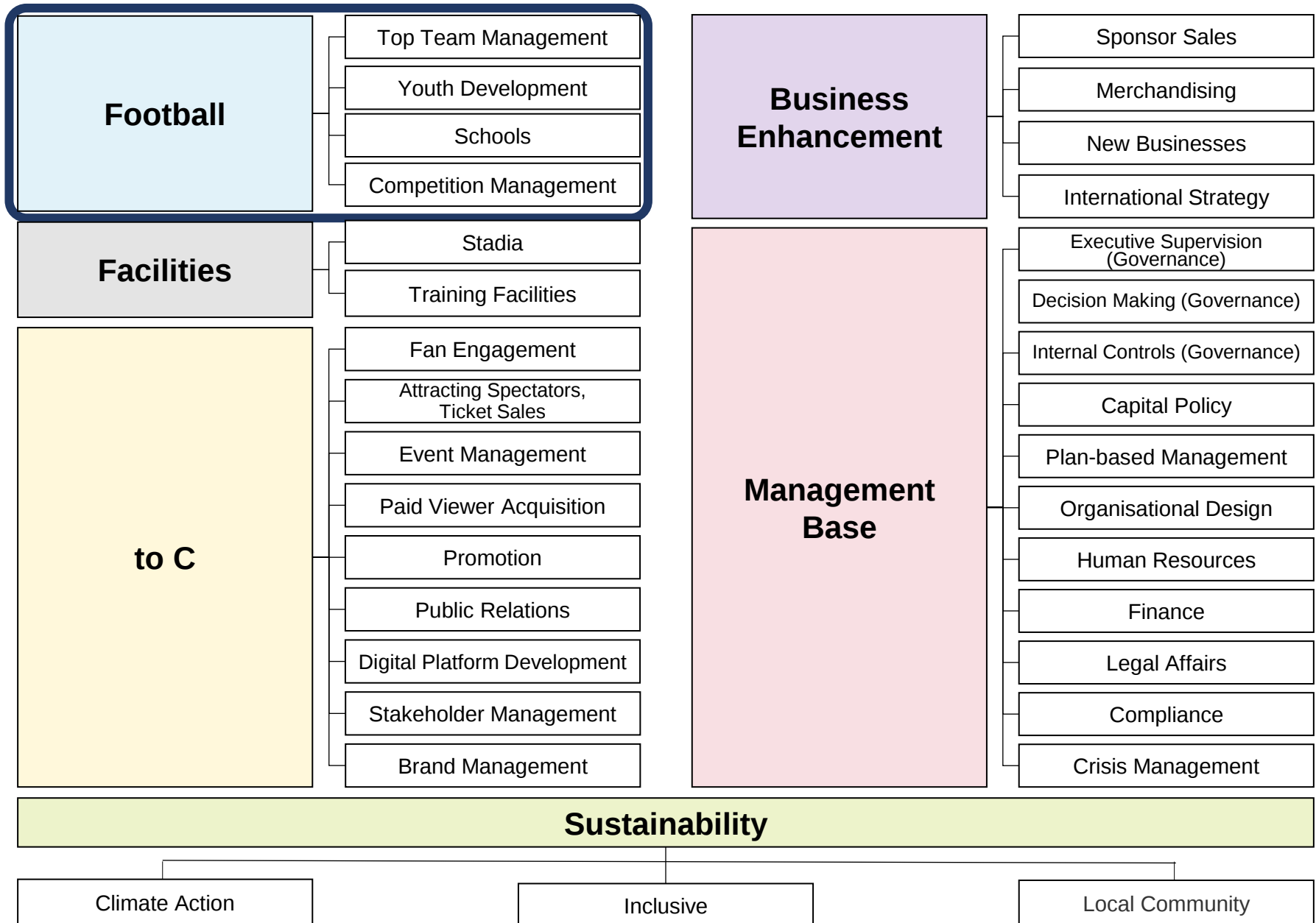


Structure of Guidelines by Management Area



Guidelines	Guidelines (guiding principles) that club managers should be aware of for this management area
Target State	The state to be achieved through the implementation of the guidelines in this management area
Rationale	The basis for the guidelines and the target state
Key Initiatives	Specific initiatives that are important from the perspective of club managers in implementing the guidelines

Details of Management Areas



Guidelines	◆ Clarify the club's football philosophy, apply it to a medium-term top team management plan and various standards, and build the team around these, with the aim of ensuring top team management over the medium to long term.
Target State	◆ Football that aligns with the club's football philosophy has been realised, and there is sharing and understanding of activity policies in management and top team management, and the top team's competitiveness and performance are in line with (or better than) the budget level. – Depending on the club's policy, players from the academy might be registered and playing in the top team, or generating revenue through transfer fees.
Rationale	◆ Top team management requires medium- to long-term efforts, and ad-hoc team management driven only by short-term results should be avoided. ◆ For this, it is important that the top team's philosophy be clear, and align with the club's football philosophy which acts as a "basis." ◆ Activities such as team composition tend to rely on intuition and experience, but it is important to clarify the top team management plans and criteria for player recruitment and evaluation in order to ensure consistency with the club's football philosophy and top team management policies.
Key Initiatives	◆ Establishment of the "Golden Consistency" = Sharing and understanding of the activity policy among all those involved in the club (especially management, top team management, and youth development) ◆ Establishing an optimal top team management department (especially SD/GM) and setting up a technical committee (where management, top team management, and youth development personnel regularly discuss) ◆ Clarification of the club's football philosophy and the top team's philosophy, as well as the formulation, progress management, and review of medium- to long-term top team management plans based thereon ◆ Concretisation of evaluation and recruitment criteria for players and staff based on medium- to long-term top team management plans and phases of team growth, as well as nurturing and recruitment of personnel who can do so ◆ Elimination of reliance on intuition, experience, and randomness in team composition, setting of guidelines for dealing with intermediaries, transparency of processes, and sharing of risks with club managers



- ◆ The key is to build “Golden Consistency”, i.e., a shared understanding of the activity policy among everyone involved in a J.Club (especially management, top team management, and youth development). It is important that the club’s football philosophy, priorities, and objectives are established and shared among leaders, which in turn unites the club’s players and staff and allows for aligning the direction of activities.

01 Leaders in the football community

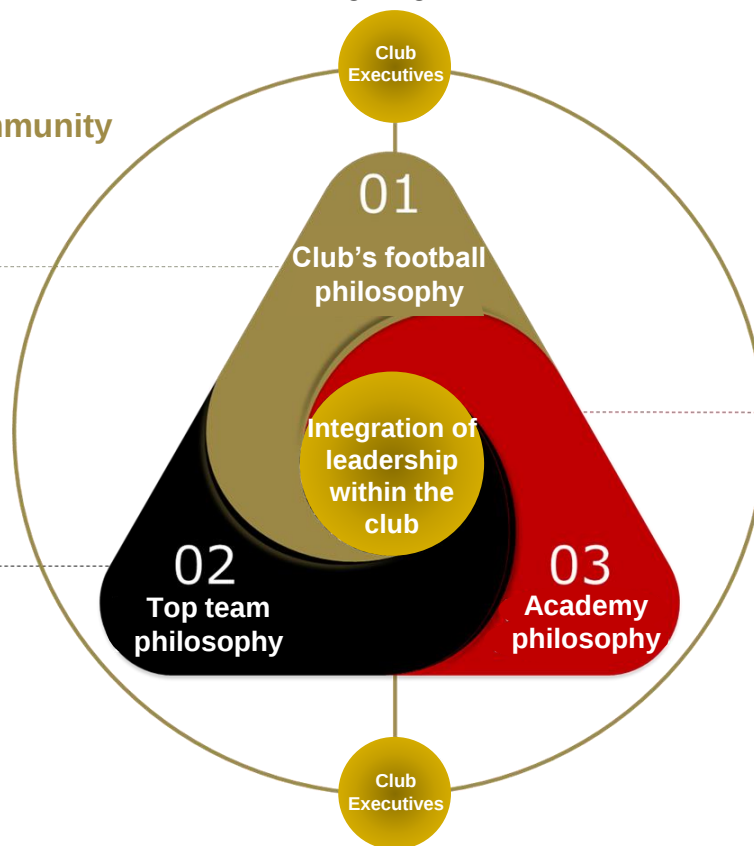
President
Head of Top Team Management /
Sporting Director
General Manager

02 Leaders of the top team

Head Coach
Coach
Staff

03 Leaders in youth development age groups

Academy Director
Head of Operations
Head of Coaching



[Each person's mission]

Club Manager (President)

- ◆ Establishment of the club's raison d'être
- ◆ Giving back to stakeholders
- ◆ Management stability and growth
- ◆ Review of football philosophy
- ◆ Setting goals for the Sporting Director and appointment/dismissal



Sporting Director

- ◆ Growth in overall club competitiveness
- ◆ Improvement of ROI (Return on Investment)
- ◆ Creation, preservation, and permeation of the football philosophy
- ◆ Recruitment and development of top team management staff

Top Team Head Coach

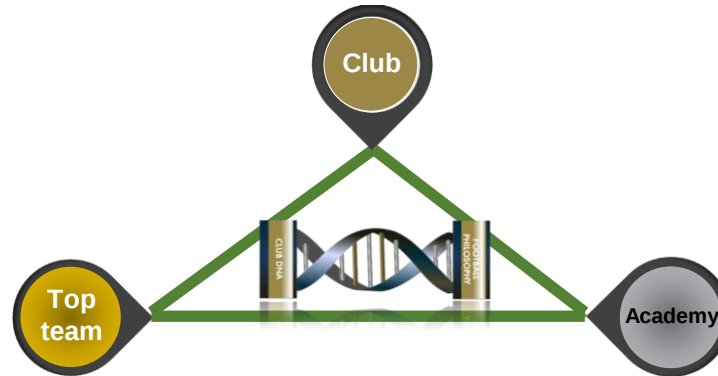
- ◆ Team performance
- ◆ Demonstration of competitiveness
- ◆ Embodiment of the football philosophy

Academy Director

- ◆ Discovery, growth, and production
- ◆ Education in football philosophy



- ◆ Under the J.LEAGUE's philosophy, in Japan, a club's raison d'être, principles, philosophy, etc., encompass not just football but also the overall scope of activities and interactions with the community. It is important to formulate a Club Football Philosophy (CFP), which is based on particular ideas, and define the direction of the club, centred on football as the club's main focus.



Football philosophy becomes the 'manual' on how to operate and manage the club.

Club Identity DNA

This is composed of the unique values and activity culture that have embedded themselves alongside the club's history.

The CFP is determined by the club's senior leaders and embraced by the fans.

The CFP articulates the club's football vision, sets common goals that all stakeholders work towards, and provides all members of the club with a clear and meaningful purpose.

Club's Playing/Coaching Philosophy

This indicates what playing style the club strongly desires for its teams, e.g.: aggressive, technical, exciting, possession-based, high-intensity, pressing, counter-centric.

It presents a strong image, both on and off the pitch, of how the team is expected to play and represent the club.

Youth Development/Recruitment Policy for the Club's Players and Staff

In order to be able to assign the right staff in the right positions, the characteristics required of them must be clear. Recruitment based on clearly defined characteristics will enable the club to sign staff and players that fit the club's DNA and promote the CFP. The CFP makes these elements clear.

The CFP emphasises the importance of homegrown players and influences the club's recruitment and squad management¹ strategies.

The extent to which the CFP is established and fixed varies greatly from club to club.

Some clubs have a clear vision regarding the team's way of being, player acquisition strategies, player development, and promotion of academy players, while others leave a lot to the manager and staff they have hired to establish and lead these aspects.

The situations in which a club finds itself—such as facing relegation, having a new owner, finances, and the club's progress — can sometimes be factors for a change in direction.



- ◆ Many clubs in Japan have established club philosophies consisting of principles, vision, mission, values, etc. Several clubs have also developed football philosophies, which focus on football itself, including playing style, staff and player development, and scouting. They share these with fans & supporters to promote understanding.

VISION

We aim to become one of Japan's top community clubs, competing in the ACL, at the 10-billion-yen scale in the future, with "youth development" and "top team management" as our two foundational pillars, striving to give dreams and inspiration to children and bring pride and vitality to the region through sports.

Club Name Origin

AVIS means "bird" or "that which takes flight," embodying the wish for sports culture to take root in the community while "advancing towards the world." AVISPA means bee, and from the behavioural characteristics of bees—collective action and agility—the team features nimbleness, control, and diverse group attacks.

Slogan

感動と勝ちに
こだわら

Committed to inspiration and victory

Football Philosophy

"Play aggressively and speedily, with strong unity, always aiming for victory"

In both attack and defence, continuously take the initiative, overflow with dynamism, move in coordination, and execute attack and defence with intent. Additionally, exert all one's strength for the team and teammates and always fight to the end, believing in victory.

Playing Philosophy

An aggressive style with constant awareness of attack and defence priorities and quick transitions

Keywords

Aggressive, Speedy, Unity, Winning mindset
Hard work in both attack and defence,
Strong focus on the ball, Quick transitions

Staff Development

"Good players are developed by good coaches"

Create individual development plans (IDP) for each coach, intentionally creating learning opportunities through continuous professional development (CPD) programmes throughout the year.

Player Development & Scouting

- Fusion of homegrown players and world-class talent -

For junior youth, consider membership mainly from Fukuoka Prefecture, and for youth, mainly from the Kyushu region, scouting excellent players and integrating internal and external players, and creating an IDP-centred culture under a consistent coaching system specialising in individual development based on team activities.

"From Fukuoka to the World!"

This is the rallying cry for producing Japanese national team players and players active overseas, under Avispa Fukuoka × STVV Dream Vision.

Guidelines	◆ Position youth development as one of the club's primary activities, and develop players with not only technical skills but also good character, based on a development policy (academy philosophy) that is consistent with the top team.
Target State	◆ The club has a consistent policy and continuously produces a certain number of professional players from the academy, securing income commensurate with investment through training compensation systems and domestic and international transfers, contributing to the club's financial base as a profit centre.
Rationale	◆ Youth development is a core activity of the J.LEAGUE and, from the perspective of embracing the homegrown player system, building teams loved by the community, and acquisition of transfer fee income, it is an activity that all clubs should prioritise. ◆ As with top team management, medium- to long-term efforts, including environment preparation, are essential. It is therefore necessary to clarify the philosophy and strategies/plans of the academy, a place to come back to in the long-term, and to work on them while going through the PDCA (Plan, Do, Check, Act) cycle. ◆ Players belonging to the academy need to grow into people who can fulfil their social responsibilities, equipped with life skills as well as football skills, and contribute to society in the future.
Key Initiatives	◆ Establishment of the "Golden Consistency" = Sharing and understanding of the activity policy among all those involved in the club (especially management, top team management and youth development) ◆ Establishing an optimal youth development department (especially academy organisation) and setting up a technical committee (where management, top team management, and youth development personnel regularly discuss) ◆ Clarifying the academy's philosophy, creating job descriptions and competency frameworks for academy management personnel, and securing and educating coaching staff who can promote not only competitive aspects but also human character development ◆ Theoretical decision-making in scouting for youth development ◆ Promotion of safeguarding (ensuring the safety of all those involved in the activity)

Transfer Fee Business



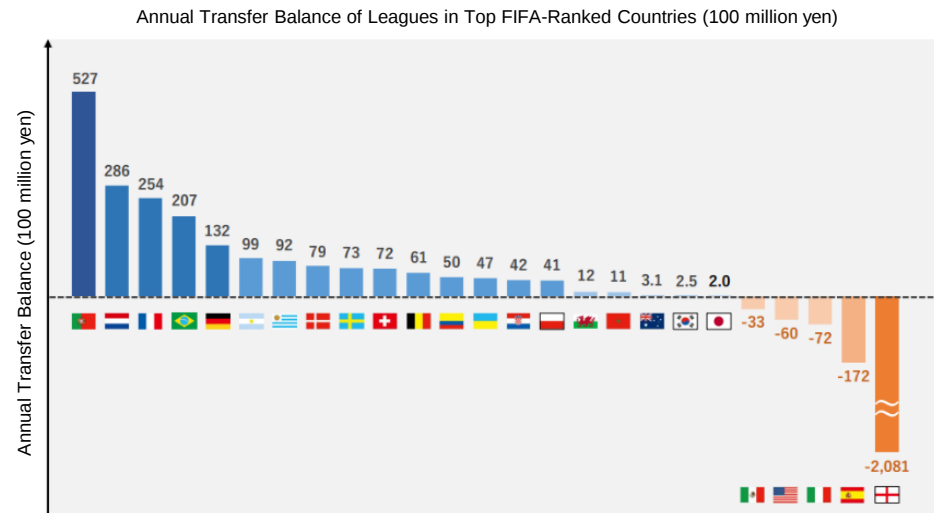
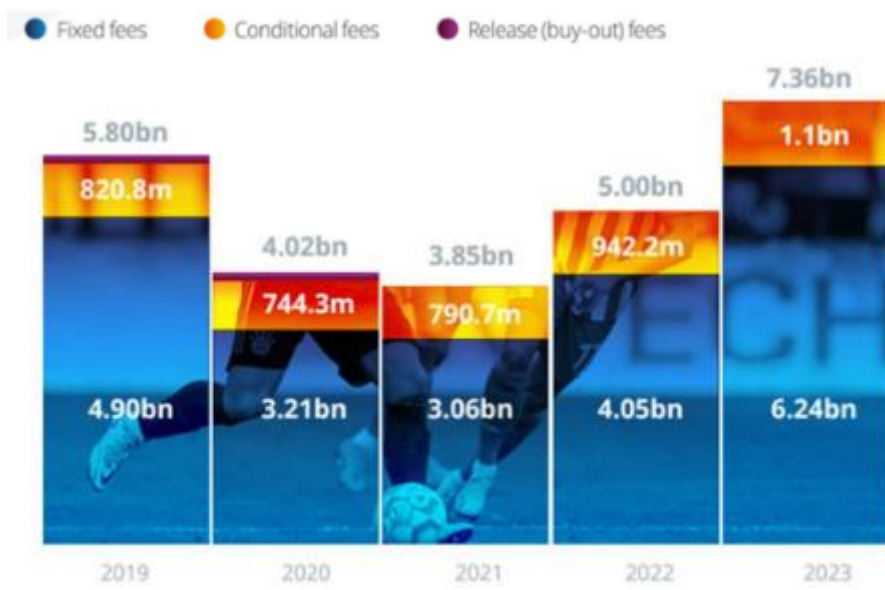
- ◆ Transfer compensation, which occurs when releasing contracted players or acquiring them from other clubs, is calculated by multiplying factors such as the number of matches played. Many transactions occur annually in both domestic and international markets, and they significantly impact club management. In the transfer fee business, it is necessary to strategically invest in and recover investments from players as “products,” creating an essential cycle for club perpetuity, including enhancement of the academy and youth development.

“Develop and sell players” Transfer Fee Business



The global transfer market exceeds 1 trillion yen just in the 6/1–9/1 window. The market, which declined during the COVID-19 pandemic, has recovered and recorded an all-time high in 2023.

In FIFA’s annual transfer balance rankings of top countries, Japan’s balance shows a significant gap compared to the world’s top levels.





Guidelines	◆ Clarify the position of the school and provide programmes based on the academy's philosophy while building strong connections with the local community, town clubs, and schools.
Target State	◆ The schools realised high retention rates and continuous acquisition and development of promising players in line with the positioning of the school, as well as establishment of connections with the local community.
Rationale	◆ Schools can take on various roles, so it is necessary to first clarify their positioning in management (balancing grassroots and profitability), corporate scheme, form, size, etc. ◆ It is also important to build good relationships with local registered teams, which can become competitors or partners depending on the situation, and to engage in activities as grassroots projects that lead to an increase in the football population and the number of spectators. ◆ It is essential to provide programmes based on the academy's philosophy with a view to promoting the popularisation of football and producing homegrown players.
Key Initiatives	◆ Clarification of positioning in management and business, and thoughts, such as corporate scheme, form, and size ◆ Improvement of the quality of coaching (creation of a manual of coaching practices, elimination of person-dependent coaching, etc.) and promotion of safeguarding (ensuring the safety of all those involved in the activity) ◆ Building relationships with local town clubs and schools (teams registered in Class 2, 3, and 4) ◆ Establishment of operational systems, including administrative staff ◆ Appropriate business evaluations according to positioning and management of profitability by location

School Operation Types



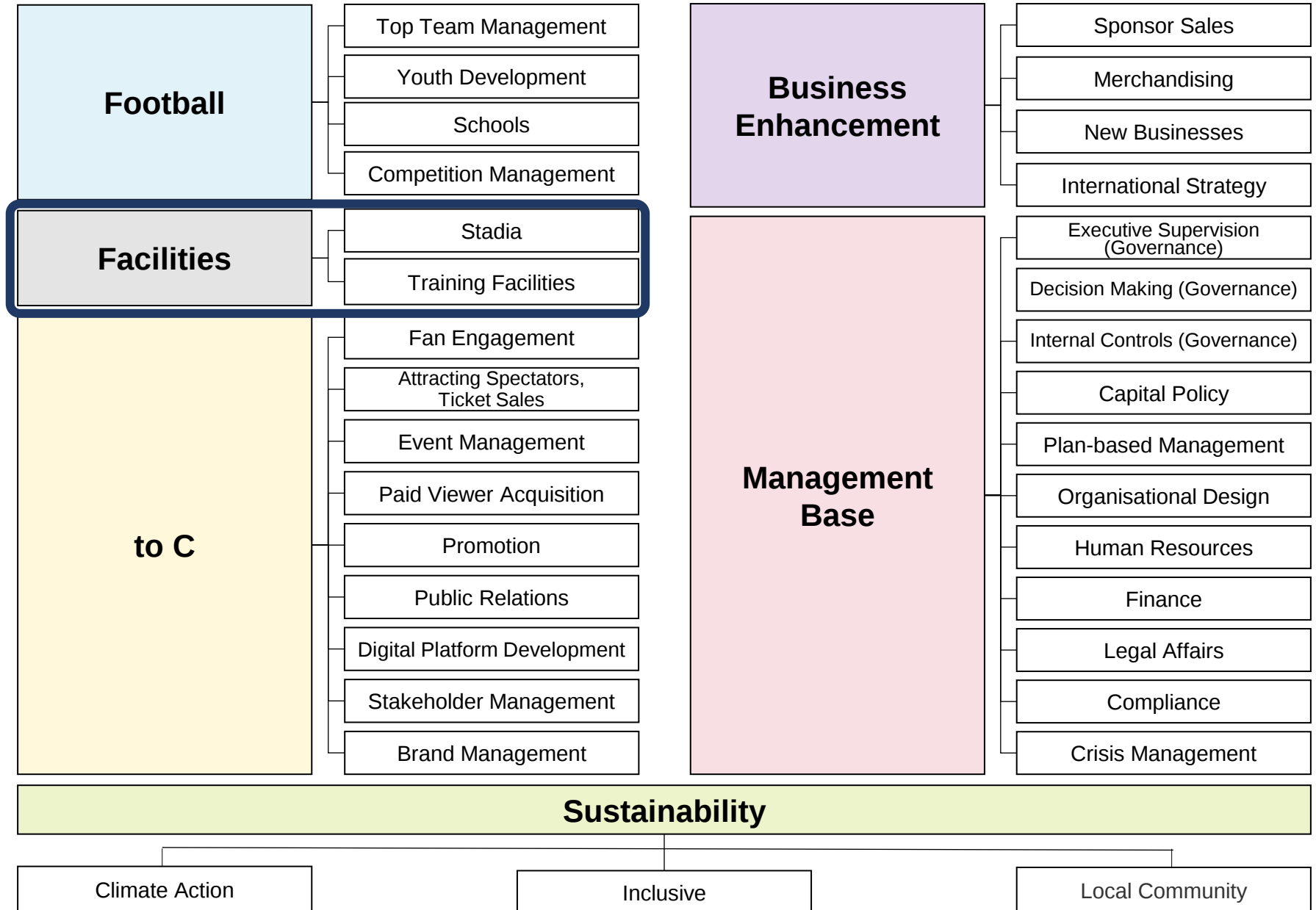
- ◆ There are 30 clubs that have established an NPO and the like, separate from the J.Club operating company to run their school and sports instruction businesses. NPOs have the advantage of making it easier to rent public facilities but have the disadvantage of incurring management and operational costs for the separate entity.

List of Companies (Corporations) affiliated with J.Clubs

Club name		Affiliated company, etc.	Main business	Club name		Affiliated company, etc.	Main business
J1	Hokkaido Consadole Sapporo	Consadole Hokkaido Sports Club	Operation of school and women's team	J2	Fagiano Okayama	Okayama Human Sports Club	Sports event planning
		Machi no Mirai	Event planning and management, regional connected business, startup support, personnel dispatch, etc.			F.H SPORTS CLUB, K.K.	Designated management of Miyayama Ground, etc.
	Kashima Antlers	Antlers HomeTown DMO	Sports-based tourism promotion			Fagiano Okayama Sports Club	Business related to sports and health classes
	Urawa Reds	RedsLand	Sports facility management and school operation		Renofa Yamaguchi FC	Renofa Yamaguchi Sports Club	Academy and school operation
	Yokohama F・Marinos	General Incorporated Association F.Marinos Sports Club	Academy, school, and community engagement		Tokushima Vortis	Tokushima Sports Village	Sports facility (training centre) management
	Shonan Bellmare	Shonan Bellmare Sports Club	Academy and other sports team operation		Roasso Kumamoto	Roasso Kumamoto Sports Club	Academy operation
	Albirex Niigata	Albirex Niigata Ladies	Women's team operation		Kagoshima United FC	Kagoshima Pro Sports Project	Academy operation
	Cerezo Osaka	Cerezo Osaka Sports Club	Academy and school operation			KMP Co., Ltd.	Maintenance and operation of a club-only training centre
	Vissel Kobe	Vissel Kobe Sports Club	Sports classes		Vanraure Hachinohe	Clovers Net	Academy and school operation
					Fukushima United FC	Fukushima United Sports Club	School activities and event activities
J2	Blaublitz Akita	Blaublitz Akita Sports Network	School operation	J3	Y.S.C.C. Yokohama	Yokohama Sports & Culture Club	Academy and school operation
	Montedio Yamagata	Yamagata Prefecture Sports Promotion 21st Century Association	Academy and school operation		Matsumoto Yamaga F.C.	Matsumoto Yamaga Sports Club	Academy and school operation
	Mito Hollyhock	Mito Hollyhock IBARAKI Club	Sports club operation, etc.			Matsumoto Yamaga SC Nanshin	School activities, community contribution activities
		MFA-B&S	Sports ground operation and management		Zweigen Kanazawa	Ishikawa Zweigen Sports Club	School operation
	Thespakusatsu Gunma	Thespakusatsu Sports Club	Academy and school operation		Azul Claro Numazu	Azul Claro Sports Club	Academy and school operation, sports classes
	Tokyo Verdy	Tokyo Verdy Club	Sports and culture promotion		Kamatamare Sanuki	NPO Kamatamare sports club	Sports classes
	FC Machida Zelvia	Athletic Club Machida	Academy and school operation		FC Imabari	Imabari. Yume Village Inc.	Stadium construction
	Yokohama FC	Yokohama FC Sports Club	School, women's team operation, facilities management		FC Ryukyu	RYUKYU DANCE DREAM K.K.	Dance school operation
	Ventforet Kofu	Ventforet Sports Club	School, other sports event operation				

Guidelines	◆ Deliver competition, which is the most important element in the artwork of football, to spectators and viewers by creating a match together with respect for the opposing team and referees, and by conducting fair, safe, and secure games.
Target State	◆ With the “J.LEAGUE Safety Philosophy during Match Implementation” in mind, provide the best possible stage for players and the best possible experience for spectators and viewers.
Rationale	◆ Competition management is the source of value in the football business and is indispensable for realising the J.LEAGUE’s philosophy. ◆ Matches in stadia are a unique stage for teams and players. ◆ For spectators and viewers, the match is the most important content, and to enhance loyalty to the club, it is essential to prioritise safety and provide the best possible experience through smooth competition management.
Key Initiatives	◆ Understanding of critical issues related to match management (prevention of match-fixing, securing stadia, schedule & kick-off time decisions, measuring the number of spectators, procedures in the event of game cancellation or interruption, entry qualifications, etc.) and various regulations and rules ◆ Understanding of security issues (anticipated number of spectators, supporter’s movements and misconduct, supporter control including cooperation with opposing teams, defamation on social media, weather, etc.) and the establishment of security arrangements based on these risks ◆ Creation of operation manuals, thorough preparation through information sharing and cooperation with stakeholders ◆ Establishment of processes for reflection and improvement after each match ◆ Representing the club in dealings with fans, supporters, government officials, VIPs, sponsors, etc.

Details of Management Areas



Guidelines	◆ Consider the desired stadium requirements and construction/renovation policy, and carry out the required initiatives while advocating the necessity of maintenance to stakeholders.
Target State	◆ There is a stadium that meets the safety and the “Ideal Stadium” requirements set forth by the J.LEAGUE, and it is being effectively utilised as a club’s management resource, with sustainable stadium operations in mind.
Rationale	◆ As a symbol of local culture, a stadium is a business site that needs to enhance the appeal of football and improve spectator comfort. It is important to consider diversity according to the region, as well as the environment and sustainability in light of the demands of the times. ◆ Given the scale of investment, stadia are often constructed and maintained as public facility investments by local governments. In realising this, it is crucial how to shape public opinion towards stadium construction/renovation, while giving full consideration to the relevant entities. ◆ A stadium is not simply finished once it is built. It is necessary to select the most appropriate operational scheme, including designated administration, with a view to maintenance and utilisation, and to establish a profit-making stadium business and arrange systems inside and outside the club accordingly.
Key Initiatives	◆ Organising the issues in the current stadium and considering medium- and long-term requirements (such as “The Ideal Stadium” and “The Future of The Stadium”) ◆ Formulation of a construction/renovation policy that takes into account the above and regional situations, as well as the demands of the times (diversity, sustainability, etc.) ◆ Appealing the necessity of construction/renovation to citizens and key stakeholders towards shaping public opinion ◆ Regular external engagement activities with the entity responsible for facility maintenance and various stakeholders (administration, shareholders, sponsors) ◆ Selection of the most appropriate operational scheme (including designated administration) for maintenance and utilisation, and establishment of systems both inside and outside the club

“The Ideal Stadium” and “The Future of the Stadium”



- ◆ In the J.LEAGUE Statutes, the league lists four requirements for the “The Ideal Stadium” (with a subsidy system for promoting the ideal stadium), and in the pamphlet “The Future of the Stadium,” the league organises eight philosophies required of stadia. In addition, the J.LEAGUE is considering the future of stadia based on the demands of the times, including the environment and sustainability.

The four requirements of the “The Ideal Stadium”

1. It is easily accessible.*
2. All spectator seating is covered by a roof.
3. It is equipped with multiple business lounges, skyboxes, and large-capacity high-speed communication facilities (e.g., high-density Wi-Fi).
4. It is a football-specific stadium.

* “Easily accessible” means satisfying one of the following:

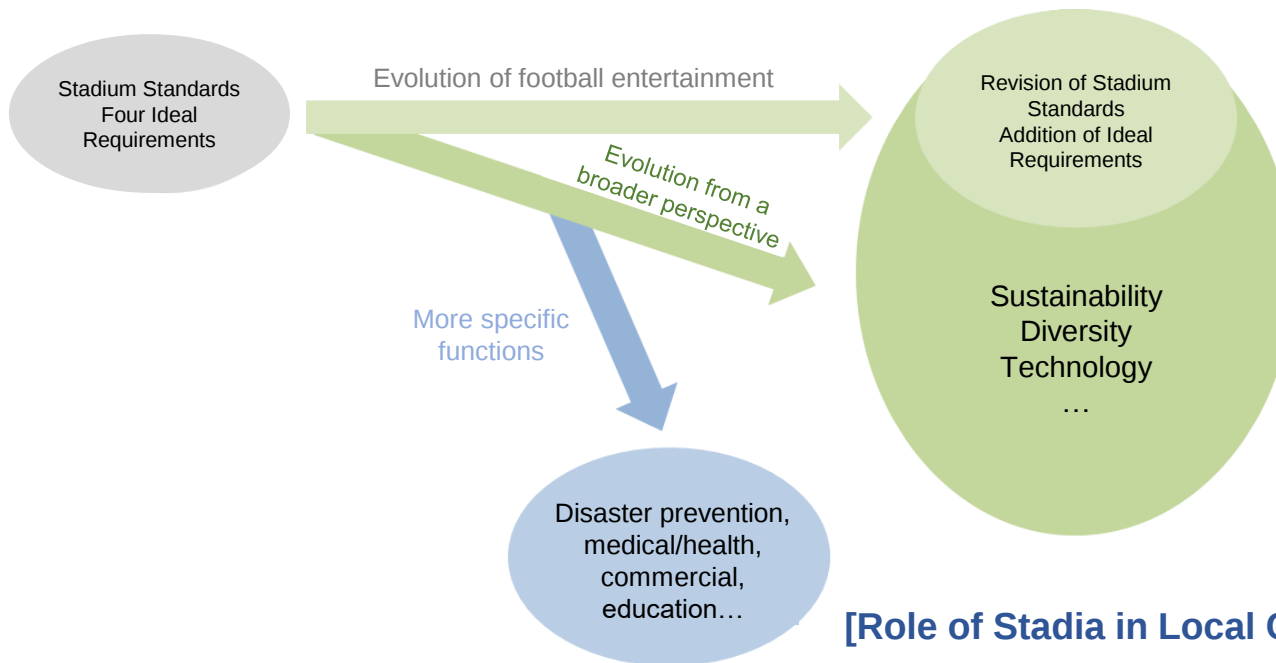
- ① The stadium is in a location that is within walking distance from a train station, or a bus stop (excluding temporary services), or a large parking lot that is within approximately 20 minutes from the city centre of the hometown. Or there is a concrete plan to make it possible to reach one of these in the near future.
- ② The stadium is adjacent to facilities with a large non-resident population (large commercial facilities, etc.).
- ③ Other than the above, it is recognised as easily accessible from the viewpoint of spectators.

Eight philosophies of “The Future of the Stadium”

1. As culture [football stadium]
Closer to the pitch! No more athletics track
2. As a symbol [home stadium]
The stadium is the pride of the city.
The design philosophy is consistently “for the home.”
3. A space for creating a community [family stadium]
A space where everyone can enjoy themselves comfortably, regardless of gender, age, or disability
Transportation access, seating with a roof, night lighting, barrier-free
4. Hospitality [social stadium]
A social venue where people can share the emotions of “home” and connect with others
5. City visitor-attracting device [town centre stadium]
New centripetal force for revitalising the city centre
6. Environmentally friendly [green stadium]
Realising a balance between economic growth and environmental policy
7. Multi-functional complex [stadium business]
A space that attracts people even on non-match days, every day of the year
8. Disaster prevention base [life stadium]
The “town centre stadium” serves as a large-scale base camp and evacuation site for residents in the event of a disaster.



- ◆ The league and clubs are reviewing future stadium standards, including the four requirements for the “Ideal Stadium,” in two directions: “Future Vision for Stadia” and “Role of Stadia in Local Communities.”



[Future Vision for Stadia]

- Consider themes that should be kept in mind for the future as general stadium theory, regardless of regional characteristics.
- Also consider adding new items to stadium standards and ideal requirements as needed.

[Role of Stadia in Local Communities]

- The key to making a stadium a public asset in the community is adding functions that are truly needed by the community.
- Based on analysis of regional characteristics, consider specific mixed-use possibilities, including functions that enhance added value, such as disaster prevention and medical care.

Club Case Studies: Stadium Development and Utilisation by Kyoto, G-Osaka, and Kashima

Stadium



- ◆ The following are case studies of clubs that have a home stadium that meets the four requirements of the “Ideal Stadium” and are working on the development and utilisation of facilities compatible with the stadium as the designated administrators.



Kyoto Sanga F.C. Sanga Stadium by KYOCERA

- ◆ This is a state-of-the-art stadium completed in January 2020, and it meets the four requirements of the ideal stadium, including having excellent access by being directly connected to JR Kameoka Station and having all spectator seats covered by a roof.
- ◆ The stadium is equipped with solar power generation equipment on the roof, full-colour LED street lighting around the perimeter, and lithium-ion energy storage equipment on the south wall of the stadium.
- ◆ The stadium includes climbing facilities and nursery facilities.
- ◆ Examples of non-football use:
17th Kameoka City Rugby Festival, Escape × Night Tour
Made in Kyoto Festa IN KAMEOKA II
Para-sports experience event (2021)
(eSports Zone) RoboMaster Programming Class
3×3 WEST 2022 KYOTO ROUND
1st Kids Chase Tag Japan Championship (2022)
(Sports Climbing) National Sports Festival Kinki Block Competition



Gamba Osaka Panasonic Stadium Suita

- ◆ The club established a stadium construction fund-raising organisation, and donated the completed stadium, built with donations from local residents, private companies, and other entities, to Suita City. The club was entrusted with the role of designated administrator.
- ◆ The stadium meets the four requirements of an “Ideal Stadium,” including being within walking distance of Osaka Monorail’s Bampaku-kinen-koen Station, having multiple business lounges, and being a football-specific stadium.
- ◆ The stadium has a clubhouse and attached training facilities.
- ◆ Examples of non-football use:
Coming of Age Day ceremony, use of the stadium facilities for telework (Panasta Work)
Gamba Osaka Disaster Prevention Camp in Panasta Suita Stadium Pitch Experience Project (2021)
Opening of biima Sports Panasonic Stadium Suita School JUNIOR SPORTS FESTIVAL
Stadium Festa 2022
Fujii Kaze “LOVE ALLSERVE ALL STADIUM LIVE” (2022)



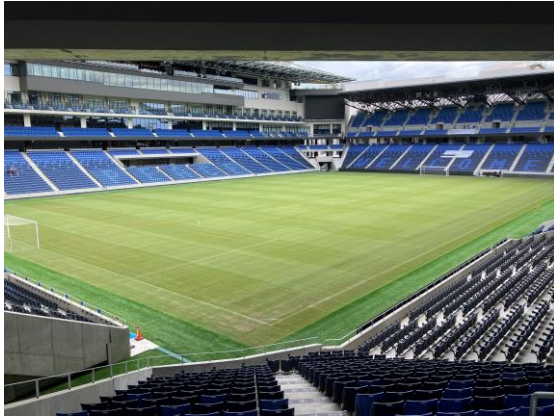
Kashima Antlers Ibaraki Kashima Soccer Stadium

- ◆ The club has been operating and managing the stadium as the designated administrator since 2006, and opened the Kashima Wellness Plaza sports club, which has an affinity with the stadium, in the same year.
In 2015, it attracted the Antlers Sports Clinic. The club receives a name fee and rent for the plot from the clinic.
- ◆ Since having its contract as the designated administrator extended for a longer period in 2011, the club has actively promoted the utilisation of the stadium and is working to increase revenues in the stadium business and reduce maintenance and management costs.
- ◆ Examples of non-football use:
Stadium Beer Garden (2009-2019)
Kashima Treasure Cup (2017)
Kashima Zombie Stadium (2017-2018)
Antlers Stadium Camp (2018-2019)
SÓCIO FESTA(2021)
IBARAKI SAUNA FES Vol.1 (2022)

Club Case Studies: New Stadium Development in Kanazawa, Hiroshima, and Nagasaki



◆ Below are case studies of clubs that have recently developed new stadia





Zweigen Kanazawa

Kanazawa Go Go Curry Stadium

- ◆ Completed in February 2024, this is the first football stadium in Hokuriku to meet J.LEAGUE standards.
- ◆ The current capacity is 10,728, but the north side stand is designed for possible expansion, allowing future capacity to exceed 15,000.
- ◆ It is located in Kanazawa Johoku Citizen Sports Park, approximately 10 minutes by car from JR Kanazawa Station, 15 minutes on foot from JR Higashi-Kanazawa Station, and 5 minutes by car from Kanazawa-Higashi IC.
- ◆ The stadium is managed by a joint venture comprising Zweigen Kanazawa, KCS, and Kanazawa Sports Association.
- ◆ It features distinctive hospitality facilities, including a tunnel lounge where visitors can view behind-the-scenes activities like player entry and interviews through glass, field seats in the front row of the main stand offering the same viewpoint as players, and a premium lounge available for general purchase in addition to VIP and business lounges.



Sanfrecce Hiroshima

EDION PEACE WING HIROSHIMA

- ◆ This football stadium opened in February 2024.
- ◆ It has a capacity of 28,347 and features 42 different seat types, including table seats and party terraces, the largest variety in the J.LEAGUE.
- ◆ Located in Hiroshima Central Park on the extension of the line connecting Peace Memorial Park and Atomic Bomb Dome (Hiroshima Peace Line), near the Chugoku-Shikoku region's largest commercial area (Kamiyacho-Hatchobori district), it is a "downtown stadium" in central Hiroshima.
- ◆ The stadium is managed and operated by Sanfrecce Hiroshima as designated administrator.
- ◆ It features permanent facilities, including a kids' space with suspended net play equipment in the second to third-floor atrium and a sensory room for people with auditory/visual sensitivities and their families. It also has a museum with hands-on content and a stadium shop selling local products.
- ◆ It aims to be an urban interaction-type stadium park creating year-round vitality. The adjacent plaza features commercial tenants around a lawn area and is operated through Park-PFI (Park-Private Finance Initiative).



V-Varen Nagasaki

PEACE STADIUM Connected by SoftBank

- ◆ This football stadium was completed in October 2024 in Nagasaki Stadium City, built by Japanet Group.
- ◆ The site includes an arena with approximately 6,000 seats, a stadium-view hotel, various commercial facilities, and the prefecture's largest office building.
- ◆ The stadium, which has a capacity of approximately 20,000, features a structure emphasising the spectator experience, including "Japan's shortest distance to the pitch, at approximately 5 meters."
- ◆ Its excellent location is about 8 minutes on foot from JR Urakami Station (about 10 minutes from Nagasaki Station) and about 3 minutes from the tram station.
- ◆ One feature is the back stand integrated with the hotel building, which has many lounges.
- ◆ A players' suite (with meals) is located in the front central section of the main stand near the bench. A dedicated lounge allows views of player entry and manager interviews through the glass.

Facility Ownership Status and Designated Administration 1/4

Stadium



- ◆ Most stadia and training facilities are owned by local governments. Also, some clubs are entrusted with designated administration of the stadium.

[Ownership Status of Stadia and Training Facilities]

	Stadium Clubs/Private Sector		Stadium Local Government	
Site: Club/private sector	3 clubs	5%	0 clubs	0%
Site: Local government	1 club	2%	56 clubs	93%

	Training Facilities Clubs/Private Sector		Training Facilities Local Government	
Site: Club/private sector	20 clubs	33%	0 clubs	0%
Site: Local government	7 clubs	12%	33 clubs	55%

[Clubs Designated as Administrators of the Stadium]

Facility	Owner	Designated Administrator	Representative Corporation/Members
Hachinohe City Taga Playground	Hachinohe City	Hachinohe Sports and Community Development Group	Representative corporation: Vanraure Hachinohe Co., Ltd. Member: Hachinohe Football Association Member: TelWel East Japan Corporation
Yamagata Prefectural General Sports Park	Yamagata Préfecture	Montedio Yamagata Ltd.	Montedio Yamagata Ltd.
Ibaraki Kashima Soccer Stadium	Ibaraki Préfecture	Kashima Antlers F.C. Co., Ltd.	Kashima Antlers F.C. Co., Ltd.
Saitama Stadium 2002 Park	Saitama Préfecture	Saitama Stadium 2002 Park Management Network	Representative corporation: Saitama Parks & Greenery Association Member: Urawa Red Diamonds Co., Ltd. Member: Saitama Building Maintenance Association Member: Saitama Prefecture Landscape Gardeners Association
Omiya Park Soccer Stadium	Saitama City	NTT Group/Oriental Consultants Omiya Park Football Stadium Management Consortium	Representative corporation: NTT FACILITIES, INC. Member: NIPPON TELEGRAPH AND TELEPHONE EAST CORPORATION, Saitama Division Member: NTT EAST-KANSHINETSU CORPORATION Member: TelWel East Japan Corporation Member: RB Omiya Co., Ltd. Member: Oriental Consultants Co., LTD.

Facility Ownership Status and Designated Administration 2/4

Stadium



[Clubs Designated as Administrators of the Stadium]

Facility	Owner	Designated Administrator	Representative Corporation/Members
Chiba City Soga Sports Park	Chiba City	SSP UNITED	Representative corporation: Chiba Marine Stadium Inc. Member: JEFUNITED CORPORATION Member: Nihon Meccs Co., Ltd. Member: Nippon Taiiku Shisetu Co., Ltd.
Nozuta Park, etc. (including Machida City Athletic Stadium)	Machida City	NTS Sports Co., Ltd. Machida Sports Park Partners Joint Venture <Sports Park Partners Machida>	Representative corporation: NTS Sports Co., Ltd. Member: Machida Sport Association Member: GION Co., Ltd. Member: Zelvía Co., Ltd.
Kawasaki Todoroki Ryokuchi (stadium for ball games, etc.)	Kawasaki City	Kawasaki Todoroki Park Co., Ltd.	Representative corporation: TOKYU CORPORATION Member: Fujitsu Limited Member: Marubeni Corporation Member: ORIX Corporation Member: Kawasaki Frontale Co., Ltd. Member: Global Infrastructure Management Co.,Ltd Member: TAISEI CORPORATION Member: Fujita Corporation Member: TOKYU CONSTRUCTION CO., LTD.
Shin-Yokohama Park (International Stadium Yokohama, etc.)	Yokohama City	Yokohama Sport Association F.Marinos Sports Club Management JV Consortium	Representative corporation: Yokohama Sport Association Member: General Incorporated Association F.Marinos Sports Club Member: HARIMA B.STEM CORPORATION Member: TOKYO BUSINESS SERVICE CO.,LTD. Member: Shintei Security Service Co. Member: Nishida Soubi Co.,Ltd. Member: KYOEI Corporation
Minami-Nagano Sports Park (athletic field, public pool)	Nagano City	Minami-nagano Sports Management Entity	Representative corporation: Shinko Sports Co., Ltd. Member: Nagano Kenmin Kyudan Co., Ltd. Member: Nagano Parceiro Athletic Club Co., Ltd. Member: NTT Facilities, Inc.
Niigata Prefectural Toyonogata Park (Niigata Prefectural Sports Park) and Seigoro World Cup Square	Niigata Prefecture	ALBIREX NIIGATA Niigata Urban Flowering and Greenery Foundation Group	Representative corporation: Niigata Urban Flowering and Greenery Foundation Members: Albirex Niigata Inc.



[Clubs Designated as Administrators of the Stadium]

Facility	Owner	Designated Administrator	Representative Corporation/Members
Kanazawa Stadium	Kanazawa City	Kanazawa Stadium Joint Venture	Representative corporation: Ishikawa Zweigen co., ltd. Member: KCS, Inc. Member: Kanazawa Sports Project Corporation
IAI Stadium Nihondaira and Tennis Courts (Shizuoka City National Training Centre Shimizu, Shimizu Nihondaira Sports Park (Stadium & Tennis Courts)), etc.	Shizuoka City	Shizuoka Sports Square Consortium	Representative corporation: Shizuoka City Urban Development Public Corporation Member: S-PULSE Co., Ltd.
Kyoto Prefectural Kyoto Stadium (Sanga Stadium by Kyocera)	Kyoto City	Viva & Sanga, LLC	Representative corporation: Viva Co., Ltd. Member: KYOTO PURPLE SANGA Co., Ltd.
Suita City Football Stadium (Panasonic Stadium Suita)	Suita City	GAMBA OSAKA Co., Ltd.	GAMBA OSAKA Co., Ltd.
Nagai Ballgame Field (Yodoko Sakura Stadium)	Osaka City	Cerezo Osaka Sports Club	Cerezo Osaka Sports Club
Higashiosaka Hanazono Rugby Stadium Higashiosaka Art Museum Children's Culture and Sports Center (Dream 21)	Higashiosaka City	Higashiosaka Hanazono Revitalization Management Community HOS Co., Ltd.	Representative corporation: HOS., Ltd Member: F.C.OSAKA Co., Ltd.
Kobe Misaki Stadium (NOEVIR Stadium Kobe)	Kobe City	Rakuten Vissel Kobe, Inc.	Rakuten Vissel Kobe, Inc.
Hiroshima Football Stadium	Hiroshima City	Sanfrecce Hiroshima Co., Ltd	Sanfrecce Hiroshima Co., Ltd
Shintomi Tegeva Football Stadium	Shintomi Town	Lychee Park Co., Ltd.	Lychee Park Co., Ltd.



[Clubs that Own their Stadiums (including Ownership by Group Company)]

Facility	Owner (J.Club)
Yamaha Stadium ¹	Yamaha Motor Co., Ltd. (Júbilo Iwata)
ASICS SATOYAMA STADIUM ¹	Imabari. Yume Village Inc. (FC Imabari)
PEACE STADIUM Connected by SoftBank ¹	Regional Creation NAGASAKI CO., LTD. (V-Varen Nagasaki)
SANKYO FRONTIER Kashiwa Stadium ²	Hitachi Kashiwa Reysol Co., Ltd.
All Gainare Yajin Stadium ²	SC TOTTORI Co., Ltd.

Note 1: Stadiums under private ownership and managed by clubs

Note 2: Stadiums owned by clubs

Guidelines	◆ Considering not only top team management and youth development, but also fan service and media response, negotiate in the medium and long term with the entity responsible for construction/renovation, and achieve a sufficient facility development and construction/renovation management system.
Target State	◆ A training facility (including clubhouse) that not only the top team but also the academy can use at all times throughout the year is secured, appropriately maintained and managed, while also functioning as a place for communication with local fans and media.
Rationale	◆ These facilities are important infrastructure from the point of views of player development by high-quality training and attracting talented players. Facilities that can also be used for football school activities, etc., can be said to be one of the key elements in club management, serving as a base for the club and hometown activities. ◆ Given the scale of investment, these facilities are often newly constructed and maintained as public facility investments by local governments. In realising this, it is necessary to negotiate from a medium- to long-term perspective, while giving full consideration to the entity responsible for facility maintenance and relevant parties. ◆ It is necessary to select the best operation scheme, including designated administration, with a view to maintenance management and utilisation (including private sector use), and to set up systems inside and outside the club accordingly.
Key Initiatives	◆ Organising current issues with the training facilities and considering requirements in the medium to long term ◆ Formulation of a construction/renovation policy that takes into account the above and regional situations, as well as the demands of the times (diversity, sustainability, etc.) ◆ Appeal the necessity of construction/renovation to citizens and key stakeholders towards shaping public opinion ◆ Engagement in regular public relations activities with the entity responsible for facility construction/renovation and various stakeholders (administration, shareholders, sponsors) ◆ Selection of the most appropriate operational scheme (including designated administration) for maintenance and utilisation, and establishment of systems both inside and outside the club

Club Case Studies: Well-Equipped Training Facilities in Mito, Omiya, and Niigata

Training Facilities



- ◆ The following are examples of clubs that have built good relationships with local governments and communities, and clubs that have well-equipped training facilities for all categories, from the top team to the academy.



Mito Hollyhock

The J.LEAGUE's first training facility to use a closed-down school
Shirosato Town
Nanakai Community Centre
"Atsumare"

- ◆ A complex facility that includes the club's training facilities (clubhouse, one natural turf training centre, etc.), a branch of the Shirosato town office, and a community centre. The former school tennis courts have been converted into BBQ facilities.
- ◆ Shirosato Town spent 328 million yen to develop the facility, which started operation in February 2018. It also has a gymnasium large enough for indoor futsal, a swimming pool, and all necessary functions such as locker rooms and weight machine room.



Omiya Ardija

A place for interaction between the team and fans/supporters and between the club and the local community, located in Saitama City, the hometown of the club
"Orange Cube"

- ◆ In addition to a 1.5 natural turf training centre and well-equipped training rooms, etc., the first floor of the clubhouse has a "Fureai Zone" where fans & supporters can interact with players. The second floor has a "View Terrace" overlooking the ground and a conference room that can be used for local meetings, serving as a place for interaction with fans, supporters, and local residents.
- ◆ They also hold a "Clubhouse Open Day" as an event for interaction with players, fans & supporters, and local residents.



Albirex Niigata

A facility with an environment in which everyone from the top team to the academy can train at the same training centre
"Niigata Seiro Sports Centre
Albillage"

- ◆ With three natural turf and three artificial turf training grounds, consistent training from the top team to the academy is possible at the same training centre. It is also used as a practice field for Albirex Niigata Ladies, universities, vocational schools, and others.
- ◆ The facility was built with subsidies from Niigata Prefecture, Niigata City, Seiro Town, Albirex Niigata Inc., and a grant from the Japan Football Association. Currently, many tournaments are held in the facility as the Football Centre of the Niigata Prefectural Football Association.

Club Case Studies: New Training Facilities of Akita, Gunma, and Yokohama FM

Training Facilities



◆ The following are examples of clubs that have recently developed new training facilities.



Blaublitz Akita

Club's new base open for public use: Blaublitz Akita Club House

- ◆ The facility, which was completed in September 2024 within Akita Green Thumb no Mori in Tenno, Katagami City, has one natural grass pitch and a clubhouse.
- ◆ It was developed with a Japan Football Association subsidy, corporate hometown tax donations, and crowdfunding¹ from fans & supporters.
- ◆ The training gym used by top team players is open to the public on a membership basis and features the latest training equipment, including Pilates machines.
- ◆ A children's cafeteria, Ruheplatz, offers a daily changing menu supervised by the club's dedicated nutritionist.
- ◆ Meeting rooms and coin laundry within the facility are available for public use when not in use by the club.



Thespa Gunma

Open community concept: GCC TheSpark

- ◆ It was completed in April 2024 in Tomita-machi (Rose Town), Maebashi City, with support from CAINZ Corporation.
- ◆ The facility has two natural grass pitches, one artificial turf pitch, three futsal courts, a clubhouse, and food truck space. The artificial turf pitch and courts are available for public use.
- ◆ Head office functions also relocated to the clubhouse.
- ◆ It is a multi-function facility with multiple restaurants, an official shop, and an after-school day service called Thespa Kids.
- ◆ Restaurants offer the same menu as Thespa Gunma players, aiming to be a facility that promotes food education and serves as a hub for health promotion, loved by many people beyond exercise and football.



Yokohama F•Marinos

Aiming to be a community hub where people gather like in a park and to promote community development through sports: F•Marinos Sports Park

- ◆ The grand opening was in June 2023 in Kurihama, Yokosuka City. Officially named F•Marinos Sports Park ~ Tricolore Base Kurihama~, it aims to be both an open sports park and a foundational/hub base.
- ◆ The facility was developed by Yokosuka City, one of the club's hometowns, within Kurihama 1-chome Park.
- ◆ The facility has two natural grass pitches, one futsal court, and a clubhouse.
- ◆ The futsal court, meeting rooms in the clubhouse, and restaurant are available for public use.
- ◆ It conducts various activities in coordination with Kurihama town development.

◆ Concept of Fronttown Ikuta



- ◆ Two artificial turf grounds
- ◆ Gymnasium
- ◆ Six tennis courts (3 indoor and 3 outdoor)
- ◆ Park and multipurpose ground
- ◆ Hospital
- ◆ Nursery school
- ◆ Café
- ◆ Laundrette

Facility Concept

- ◆ Academy base
 - Development of grounds for U-12, U-15 and U-18 to train together
 - Creating an environment where participants can have a warm meal immediately after training
- ◆ A base for sporting activities that will be appreciated by citizens
 - Providing venues and content where anyone, from children to the elderly, regardless of age, type and degree of disability, can easily engage in sports
 - Contributing to the promotion of a rich sports culture and the healthy development of the physical and mental health of citizens
- ◆ Place for developing business and philosophy, etc., in cooperation with companies and organisations
 - Attracting sports after-school care and sports nurseries, and coordinating with sports facilities to improve the problem of children's physical ability decline
 - Establishing an orthopaedic clinic within the facility and serving as a hub for local sports medicine, devising schemes to help solve social security problems through projects such as preventative care for the elderly
 - Aiming to be Japan's first joint J.LEAGUE and B.LEAGUE youth development base by providing facilities to the academy of the B.LEAGUE's Kawasaki Brave Thunders
- ◆ Utilisation as a temporary evacuation site in case of disaster
 - Centring around the adjacent Fureai Plaza and Multi Plaza, serving as a temporary evacuation site and activity base for disaster response operations to protect the safety and security of citizens

Tenant Collaboration

Strengthening cooperation between tenants to support value enhancement and business stability

Content provision

Football
Basketball
Tennis, etc.

Sports × Early
childhood education

Support by
registered dietitians

Community Cooperation

Solving community issues through government-private-academic cooperation

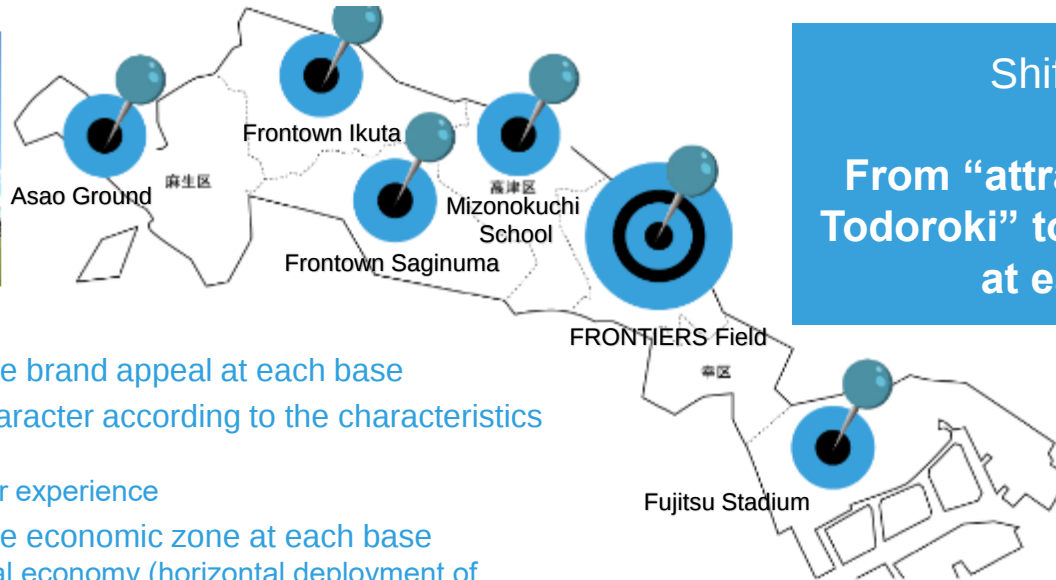
Community disaster
prevention
Meiji University and
local fire brigade

Community creation
Kawasaki City
Tama Ward Office
Local residents' association
Childcare support
organisation

Community
healthcare
Orthopaedic surgery
Day care and day services



- ◆ Under the base management vision of the “Concept of Turning the City into Fronttown,” bases of the club other than the stadium are utilised to interact with citizens. From there, the brand and economic zones will spread, covering the entire city in the Frontale colours.



Shifting Value

From “attracting visitors to Todoroki” to “providing value at each base”

Key Drivers

- Strengthening Frontale brand appeal at each base
- Providing Frontale character according to the characteristics of each base
 - Service and customer experience
- Establishing a Frontale economic zone at each base
 - Cooperation with local economy (horizontal deployment of Kosugi model)
 - Utilising digital technology (SyncroLife)

From only 20 days to 365 days of business



Fronttown Saginuma

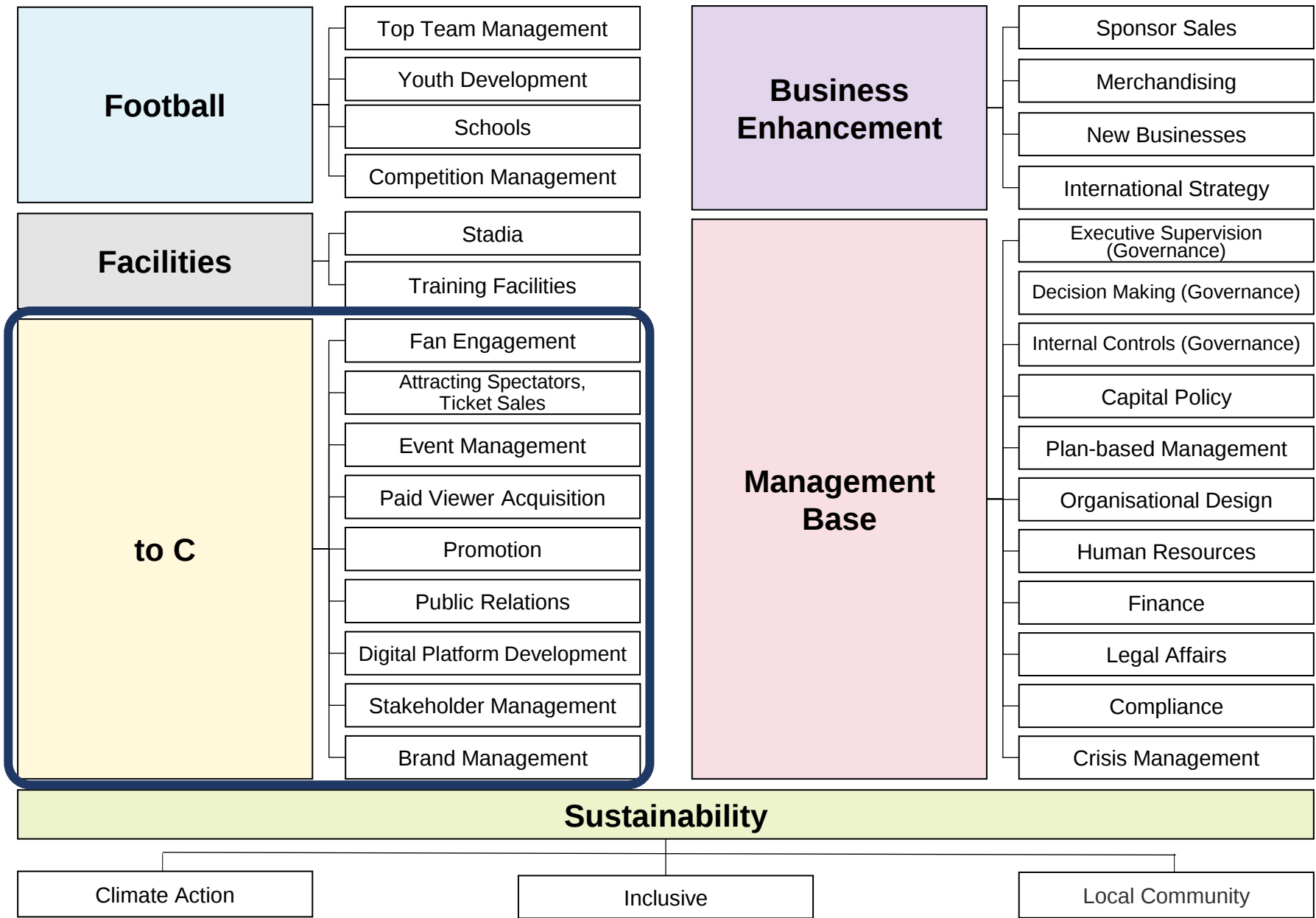


Fro Café



Fujimi Park

Details of Management Areas

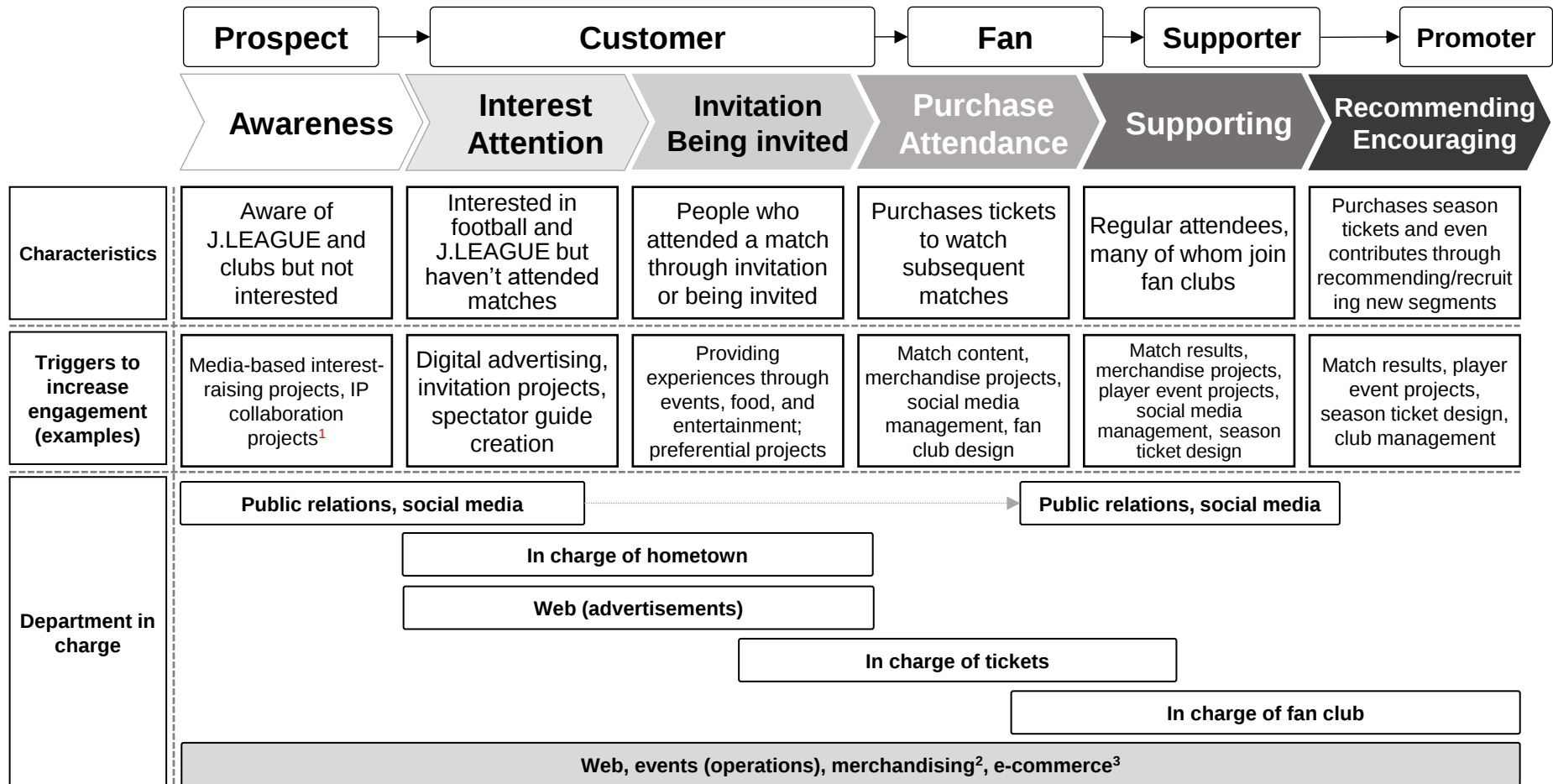


Guidelines	◆ Emphasising a customer-centric ethos, enhance customer satisfaction through service provision and inducement measures appropriate to economic value and distinct features, aiming to expand the fanbase and guide them to the higher spending segments.
Target State	◆ The characteristics of each category within the fanbase and the customer purchasing process are correctly understood. Fanbase expansion in line with market size and a cycle of implementing measures and verifying their effectiveness based on a fan development strategy are well-established.
Rationale	◆ Understanding the characteristics of each fanbase category leads to acquiring new fans and increasing higher spending segments that bring greater economic impact. ◆ Maintaining and increasing spending by each fan requires effectiveness verification and redesign of each measure. ◆ Expansion of the overall fanbase has a significant impact not only on ticket, merchandise, and food/beverage revenue but also indirectly on increasing sponsor revenue, viewership, and broadcast rights value through exposure effects.
Key Initiatives	◆ Visualising customers and the market using customer behaviour history, surveys, market research, etc. ◆ Organising and categorising each fanbase category based on factors such as revenue potential and expectations for the club ◆ Developing club-wide action guidelines that take into consideration the characteristics of customers and economic fairness ◆ Application of these to specific operations including the club's medium-term plans, annual plans, planning of merchandise and services to attract spectators, and inducement measures ◆ Setting KPIs (including J.LEAGUE fan indicators) for fanbase expansion and inducement to higher spending segments, and managing them through the PDCA cycle



◆ The marketing operations and customers' purchasing process identified by J.LEAGUE are as follows.

Invitation/being invited, supporting, and recommending/encouraging have been added as stadium-specific viewing processes. Additionally, the status of customers at each process has been defined. Based on this process, J.LEAGUE's identified marketing operations can be arranged as shown in the diagram below.



Note 1: Projects where companies with IP (intellectual property) cooperate to develop and sell products

Note 2: "Merchandise policy" or "merchandising plan"

Note 3: Electronic transactions using the internet

Club's Situation: Fan Data

Fan Engagement



- ◆ Total attendance in 2023 was 10.14 million, with J1 average attendance at 18,993, returning to pre-COVID 2019 levels. Additionally, J.LEAGUE ID membership is 4.29 million, and J1 is broadcast worldwide through YouTube.

J.LEAGUE Annual Total Attendance (2023)

*League matches only

10.14 million people  **10.4 million** in 2019

J1 average attendance (2023)

*League matches only

18,993 people  **20,751 people** in 2019

J.LEAGUE ID registrations (as of August 2024)

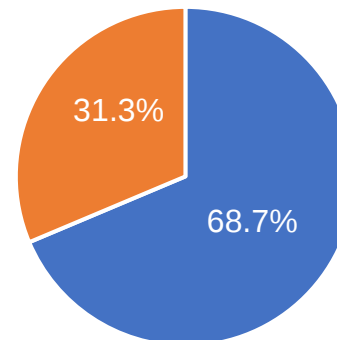
4.29 million people

J1 International Broadcasting Countries¹ (2024)

Worldwide

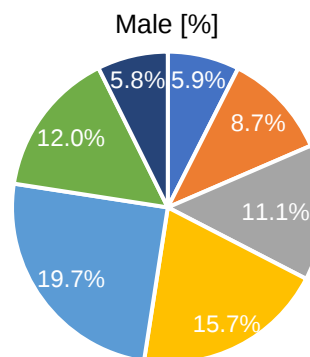
Attributes of Spectators (2023)

Gender Composition

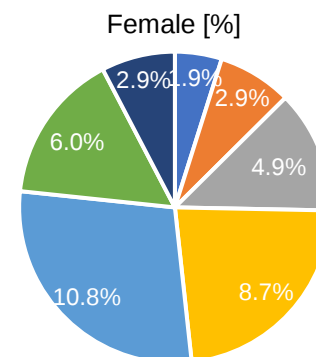


■ Male ■ Female

Age Distribution



■ 0-15 years ■ 16-22 years
■ 23-29 years ■ 30-39 years
■ 40-49 years ■ 50-59 years
■ 60 years old and over



■ 0-15 years ■ 16-22 years
■ 23-29 years ■ 30-39 years
■ 40-49 years ■ 50-59 years
■ 60 years old and over

J.LEAGUE ID Usage Case Study (Fan Layer Definitions and Target Setting)



- ◆ Integration through J.LEAGUE ID of apps, tickets, EC, LINE mini-apps, and club-specific services has been implemented, with total membership exceeding 4 million. Additionally, ID unification has enabled more efficient fan development measures, maintaining over 1 million monthly active users.
- ◆ Fans are classified into six layers (categories) based on their attendance frequency and viewing experience. Effective fan development is being pursued by clarifying the strategy and implementing body for each layer.

Data as of August 31, 2024

Fanbase Layers		Potential Fans F0	J.LEAGUE Interest F1	Light Fan F2	Core Fan F3	Enthusiast Fan F4	Mania F5
Definition	Number of Visits* (in the past year)	0 times	1 time	2 times	3–7 times	8–15 times	16+ times
	Viewing Experience	None (some J-ID holders)	Yes	Yes	Yes	Yes	Yes
Strategy		Awareness expansion through media, invitation projects	Sharing match information and events, preferential projects	Measures for conversion into the core fan layer	Loyalty improvement (club points, etc.), unit price improvement		
Marketing Body		Club/League	Club/League	Club/League	Club	Club	Club
J.LEAGUE ID Member Share		67.7%	14.1%	4.6%	6.8%	3.2%	3.5%

* Visit count includes Ticket purchases (J.LEAGUE Ticket), Official app check-in, Stadium Wi-Fi check-in, One-touch pass attendance history (season ticket/fan club members)



- ◆ The introduction of digital marketing has enabled a steady increase in attendance since 2016 and positive year-on-year growth even after relegation to J2. The success of the club's fan development strategy is the product of careful planning, a strengthened system, and a company-wide efforts.

Issues (2010-2014)

- ◆ Despite winning the championship in 2010, attendance growth was sluggish. With the stands not full, there was no winning atmosphere.
- ◆ The purpose of ticket sales strategies were unclear, and inefficiencies existed between departments due to compartmentalised operations.
- ◆ The club was ranked last in attachment rate (2014 J.LEAGUE survey).
- ◆ Customer information (attributes, type, viewing style, number of matches attended, etc.) was insufficient (**"We don't know who are customers are."**) to initiate countermeasures.

Key Policies of Fan Development

Focus on the light user segment

Strengthen digital marketing

Provide customer-focused services based on a "real" image of the customer

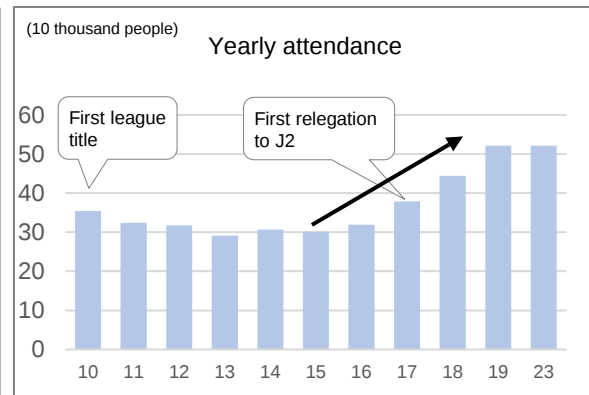
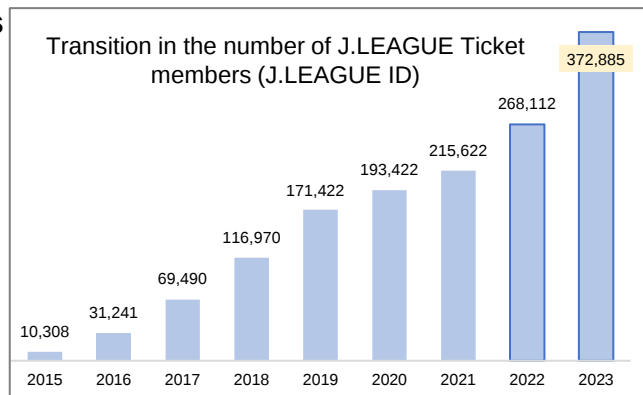
Measures (2015-2022)

- ◆ Professionalisation of ticketing (digital marketing experts, creative enhancement, active use of external expertise, internal human resource development)
- ◆ Start building a customer database (strategic information collection and detailed analysis for visualising and defining customer attributes and behaviours)
- ◆ Establish optimal pricing (including invitations), and plan and implement promotion and communication strategies for each customer segment (**"1-to-1 marketing"**)
- ◆ Customer data collection by designing inducement to J.LEAGUE Ticket website (ticket purchase rate via J.LEAGUE Ticket from 11% in 2015 to 99% in 2023)
- ◆ Continuously capture fanbase in detail through the PDCA cycle based on post-match surveys and sending out thank-you messages as seeding efforts

Measures (2023-)

- ◆ Strengthening measures for customer segments with high barriers to attendance in unexplored customer areas: **Senior segment, Families with preschool children, Partner company employees**
- ◆ **Strengthening analogue 1-to-1 approach measures (postcard mailings)** in addition to email marketing to developed customer lists

Results



[Reference]

Interviews with club officials

(1) "If you want to attract spectators, you must fascinate – It doesn't happen by chance"

<https://www.footballista.jp/feature/79295>

(2) "The answers are in the voices and actions of the fans we have gathered"

<https://www.synergy-marketing.co.jp/showcase/nagoya-grampus/>

*Excluding the COVID-19 pandemic from 2020 to 2022

Guidelines	◆ After designing tickets based on the 4Ps¹ of marketing, focus on acquiring new layers of customers through “invitation” and “inviting others,” while also efficiently approaching existing layers of customers through the use of digital technology.
Target State	◆ By investing in improving spectator satisfaction, increasing ticket unit prices, and maintaining high stadium capacity rates without being greatly affected by match results, ticket revenue supports the club's financial stabilisation as one of its revenue sources.
Rationale	◆ High capacity rates and maximisation of ticket unit prices directly contribute to ticket revenue. ◆ Maintaining high capacity rates contributes to stadium food/beverage and merchandise revenue, increased sponsor revenue through increased exposure opportunities, and, in the long term, increased viewership and broadcast rights value. ◆ Increased stadium attendance expands the fan base, indirectly contributing to increased sponsor revenue and paid viewership.
Key Initiatives	◆ Understanding of fundamentals (such as the attendance and ticket situation of the club, hometown, etc.) ◆ Strategic ticket design combining price balance between ticket types such as season tickets and high-priced seats, and various selling methods ◆ Development of marketing plans for each home game, considering match-ups, weather, and other factors, and working through the PDCA cycle ◆ Capturing new customer layers through media exposure, IP collaborations, invitation projects, and encouragement of “inviting others” ◆ Efficient approach to existing customer layers based on analysis of customer data accumulated through J.LEAGUE ID and other means and digital advertising

Ticket Sales (Diverse Sales Methods with DX [Digital Transformation])

Attracting Spectators, Ticket Sales



Special Priority Lottery

A sales system that establishes a lottery sales period before general sales for popular matches and others. Usually, tickets must be purchased at the sales start time, but this eliminates that need.

User convenience

Member Priority/Discount Sales

By linking the IDs of season ticket holders and fan club members (One-Touch Pass ID) with the J.LEAGUE ID, priority and discount sales for members can be implemented ahead of general sales.

User convenience

Special Ticket Sales

With the addition of half-season and limited-match season tickets, and the removal of seat type restrictions on J.LEAGUE Ticket, special tickets (tickets with merchandise, hospitality tickets, etc.) can now be sold more flexibly.

User convenience

Maximising box office revenue

Universal Ticket Sales

Each club sells wheelchair seats and sensory room tickets (some clubs and J.LEAGUE-managed matches sell online). More clubs are also offering English-language online ticket sales.

User convenience

Maximising box office revenue

Operational efficiency

Reserved Seating

Allows customers to arrive at their preferred time while reducing clubs' entrance queue management. There are two patterns in reserved seating: where customers can choose their seat number within a designated category and where seats are automatically assigned within a category.

User convenience

Operational efficiency

Dynamic Pricing

Automatically adjusting ticket prices based on demand forecasts for each match, using big data analysis of match schedules, seat types, market conditions, weather, etc.

* Unit prices may be lowered to maximise attendance

Clubs that have introduced dynamic pricing (as of August 2024)

Sapporo, Machida, Kawasaki, Yokohama FM, Matsumoto, Shimizu, Nagoya, G-Osaka, C-Osaka, Kobe, Fukuoka

Maximising box office revenue

Preventing high-price, unauthorised resale

Flexible Pricing

Flexibly setting ticket price ranges for each match based on factors such as opponent, season, and weekday scheduling

* Different from dynamic pricing where prices change based on real-time supply and demand

Clubs that have introduced flexible pricing (as of August 2024)

Yamagata, Tochigi, Omiya, FC Tokyo, Tokyo Verdy, Yokohama FC, Shonan, Nagano, Kanazawa, Fujieda, Nagasaki

Maximising box office revenue

Preventing high-price, unauthorised resale

Sale as Specified Show and Event Tickets

With the enforcement of the Unauthorised Resale Prohibition Law (June 2019), crackdown on unauthorised resellers is possible.

* To sell as specified show and event tickets, the sales channel must be restricted to the web and official resale must be introduced.

Preventing high-price, unauthorised resale

Official Resale

This is the official sales route for purchased tickets (including season tickets). It addresses situations like "I have season tickets but am unable to attend certain dates," "My circumstances changed after purchasing tickets," or "I purchased too many tickets."

User convenience

Maximising box office revenue

Preventing high-price, unauthorised resale

Seat Change

This function addresses requests such as "After purchasing, I now want to buy consecutive seats with one more person added" or "I want to change to a covered seat due to rain."

*Planning to introduce a seat change function for season seats from the 2025 season

User convenience

Maximising box office revenue

Priority Entry Lottery

This function draws lots for priority entry to unreserved seating through the J.LEAGUE official app "Club J.LEAGUE" or club-specific services.

It reduces both customer waiting time burden and club operational burden.

* One-Touch Pass linkage required when implemented through J.LEAGUE official app "Club J.LEAGUE"

Implementing Clubs (Club J.LEAGUE as of August 2024)

Chiba, Shonan, Matsumoto, Iwata, G-Osaka, C-Osaka, Okayama, Yamaguchi, Nagasaki

User convenience

Operational efficiency

QR Ticketing

Purchase to entry is possible via smartphone; no store ticket issuance is needed.

*Store ticket issuance is still possible.

*Reader installation is required.

QR percentage within J.LEAGUE Ticket (2023): 87%

User convenience

Operational efficiency

Visitor identification

One-Touch Pass

Attendance can be recorded using QR codes as well as IC card-converted season tickets and fan club membership cards.

*Reader installation is required.

User convenience

Visitor identification

Club Case Studies: Nagoya's Invitation Projects (2023)

Attracting Spectators,
Ticket Sales



- ◆ Implemented large-scale senior invitation and return visit invitation projects using stamp cards to promote match attendance among seniors.

Challenges

- While seniors (65 and over) comprise 25% of Aichi Prefecture's population, they account for only **4% of Nagoya Grampus home game spectators**.
- With ticket sales and invitation projects moving online, **seniors face high barriers to ticket acquisition**.
- Due to COVID-19 restrictions on elderly outings, seniors became distanced from the stadium.
- Digital notifications and communications are difficult to reach senior segments.

Measures

(1) Large-scale Senior Invitation Project

- Implemented invitation project for those 65 and over for three target matches
- After registration via web, 7-Eleven, or phone, exchange vouchers issued at 7-Eleven were traded for tickets on match day¹
- Companion tickets available at ticket exchange booth: adults 2,000 yen, elementary, junior high, and high school students 1,000 yen for adjacent seating



(2) Stamp Card Issuance +

Repeat Visit Invitation Measure

- Stamp cards issued on match day to attendees of the three target matches
- Managed attendance history via barcode on stamp cards while implementing invitations for specific matches to encourage return visits

Front (barcode and precautions) Back (list of invitation target matches)



Results

- A total of **1,932 applications (1,355 unique users²)** for the three large-scale senior invitation matches
- **719 stamp cards issued** among unique users
- **200–350 repeat visitors per match** for stamp card holder repeat invitation target matches

Note 1: Only implemented on-site registration at the stadium for the Shonan match on April 23, 2023

Note 2: Number of people who used the service within a specific period

Guidelines	◆ To ensure that home game attendees are satisfied regardless of the the match result, provide a high-quality spectator experience including food, beverages, and events, starting with communication before and after the match.
Target State	◆ By viewing football as an 'artwork' that is the culmination of the engagement of all individuals involved with the club, not only the on-the-pitch performance, but also including the passion of fans and supporters and cooperation with stakeholders, events are an important component of the whole experience, and regardless of the match result, provide a level of satisfaction that makes people want to come back again.
Rationale	◆ Since match results are uncertain, satisfying spectators to a certain degree, regardless of the results, becomes a key factor in encouraging return visits. ◆ Match announcements, including events, through both owned and external media can contribute to attendance numbers. ◆ Events that inspire attendees to post on social media can contribute to expanding club awareness and increasing interest through attendees' social media posts.
Key Initiatives	◆ Designing and implementing base events, such as food and entertainment, to increase satisfaction independent of match results ◆ Designing and implementing events for each home game, considering match-ups and weather conditions ◆ Planning and implementing owned media posts and external media exposure ◆ Review of each event and continuous improvement ◆ Ensuring thorough hospitality awareness among club staff, volunteers, external partners, etc.

Club Case Studies: FC Tokyo vs Niigata (July 13, 2024)

Event Management



- ◆ Successfully attracted spectators through key visuals, a dedicated LP¹, and a promotional movie utilising the Japan National Stadium while enhancing visitor satisfaction by creating stadium unity and excitement through artist performances and production.

Announcements

Key Visual



Created **match-specific key visuals** used in various promotional measures

Dedicated LP



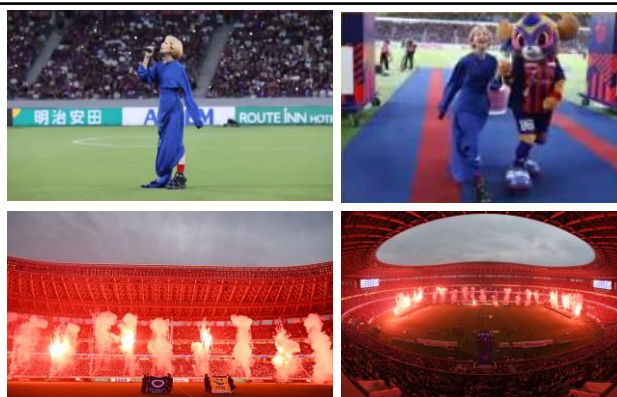
Created a **dedicated LP** compiling event-related information to encourage inviting others

Promotional Movie



Created a **promotional movie** without using match footage, targeting young demographics

Implementation



Special live performance by Kaela Kimura

Created stadium unity, including away supporters, by performing *Butterfly* together with the audience

Special Japan National Stadium Production

Implemented pre-kick-off build-up + player introduction + player entrance production using flames and special effect fireworks
Conducted pitch-level production considering sky brightness at implementation time

Results

Attendance

57,885 people

As of August 2024

- Highest in 2024 J.LEAGUE
- Highest since the Japan National Stadium renovation

Leisure Event Satisfaction



July 13, 2024
FC Tokyo vs Niigata



February–July 2024
Japan National Stadium
league match average

Media Exposure



Online articles plus social media posts by Kaela Kimura herself

Club Case Studies: Oita vs Kumamoto (August 11, 2024)

Event Management



- ◆ Based on the theme for this focus match, designed event and giveaway¹ and made announcements through TV commercials, newspapers, radio, web media, and transit advertising to increase attendance and visitor satisfaction.

Announcements

TV Commercial/TV Programme Announcements



Players, PR staff, and mascots appeared on various **information programmes** in the prefecture for match announcements. Announcements were also made through **commercials and weather forecast fillers**.

Dedicated LP



Announced information about events, giveaways, and commemorative merchandise on the dedicated LP.

Set "Turtle Festival" as the theme and used it in various announcements, including on the LP.

Other Media



Implemented **newspaper, radio, and web media advertising**, advertising in shopping districts, and transit advertising in stations.

Created a **promotional video for the web** to achieve information contact through all media.

Implementation



©Hajime Isayama, Kodansha/Attack on Titan The Final Season Production Committee

Pre-match Special Live Performance by hitomi

hitomi gave a live performance, celebrating her 30th debut anniversary alongside Oita Trinita's 30th anniversary.

Distributed Attack on Titan collaboration shirts to 20,000 people, and a character introduced the players.

With creator Hajime Isayama being from Oita Prefecture, protagonist Eren (voiced by Yuki Kaji) performed player introduction announcements. Also distributed limited edition Attack on Titan collaboration shirts to 20,000 visitors.

Half-time Show

Implemented a half-time show using moving lights and flames.

Results

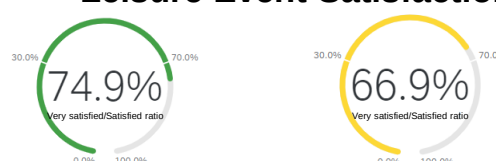
Attendance

28,359 people

As of August 2024

- Highest in 2024 J2 LEAGUE
- First time over 20,000 since 2019

Leisure Event Satisfaction



August 11, 2024
Oita vs Kumamoto

2024 Summer Holiday Period
J2 League match average²

Media Exposure

J2なのに2.8万人超…収容率88%の壮観スタジアム J1超えの光景に「目を疑った」「素晴らしい雰囲気」

8/12(月) 19:12配信 C92



大分と熊本の九州ダービーが大盛況

J2リーグ第26節が8月11日に各地で行われたなか、大分トリニータはホームでロアッソ熊本と対戦。"九州ダービー"の一戦は2-1でホームの大分が逆転勝利を飾り、大満員のスタジアムが作り出した雰囲気は注目が集まっていた



Achieved exposure effect in web articles about attendance numbers and stadium atmosphere.

Note 1: Free items provided for sales promotion purposes

Note 2: Average from surveys of one league match per J2 club conducted August 3–24, 2024

Guidelines	◆ Pursue the expansion of the fanbase, which forms the base for paid viewers, and work with teams and players to enhance viewing methods and content, focusing on the viewing experience, which is set to become a key element in the future.
Target State	◆ The club's fans in numbers above the set subscription targets continually subscribe to paid broadcasts, achieving the number of paid viewers that can be expected to produce high broadcasting value for the league as a whole as well.
Rationale	◆ As broadcasting rights fees account for a large proportion of the distribution funds, paid viewer acquisition is a top priority not only for the league but also for the club. ◆ Since the key factor for increasing paid viewers ultimately lies in increasing fans, it is imperative to pursue fan expansion more than ever, keeping the J.LEAGUE's fan indicators in mind. ◆ It is crucial to work together with teams and players as the appeal of the content has a significant impact alongside the innovation of viewing methods.
Key Initiatives	◆ Understanding the significance of paid viewer acquisition in line with the growth perspective of the J.LEAGUE as a whole ◆ Setting it as an important KPI in fan indicators ◆ Collaboration with the top team management department to enhance the viewing experience, reflecting fans' perspectives in team composition, etc. ◆ Exploring measures to improve viewing methods to enhance the viewing experience and strengthening sales promotion of viewing passes (products linked to season tickets and fan club memberships, EC promotion campaigns, etc.) ◆ Implementation of basic cross-club measures to engage paid viewers (DAZN), such as match schedule adjustments, content development & production, banner placement of the club official website, information dissemination on social media, and invitation & referral

Guidelines	◆ Increase the popularity and value of the club by clearly identifying target audiences and working with the team to actively use media to provide engaging content.
Target State	◆ The club is able to continuously offer content tailored to the characteristics and objectives of the target audience, in line with the club's philosophy and strategy, to increase interest in and loyalty to the club, thereby elevating its popularity and value.
Rationale	◆ Exposure is key to elevating the club's popularity and value and increasing the number of attendees and sponsor revenue, and promotion is essential for achieving this. ◆ Effective promotion requires understanding the characteristics of the three types of media that act as information intermediaries (paid media, earned media, and owned media) and using the optimal media after clearly identifying targets. ◆ Collaboration with the teams and players, who are the biggest content of the football club, is key to effective promotion.
Key Initiatives	◆ Understanding the market and customers by utilising market research, and understanding the media environment and its characteristics ◆ Targeting and developing promotion strategies and annual plans with optimal media selection for the target audience ◆ Utilising local TV broadcasts and radio broadcasts to expand revenue from sales activities and increase exposure ◆ Building consensus within the club and establishing systems towards the active involvement of players and staff in promotions ◆ Planned execution and continuous verification of effectiveness based on data



- ◆ To conduct effective promotion, it is necessary to understand the characteristics of each type of media and select the optimal media to reach the target audience.

Type	Meaning	Examples	Main Purpose	Strengths	Weaknesses
Paid Media	◆ Advertising media (content intermediary)	◆ Mass media (TV, radio, newspapers, magazines) advertising ◆ Digital advertising ◆ Influencer marketing ◆ Outdoor advertising	◆ Awareness acquisition	◆ Reach is somewhat guaranteed (reach can be bought)	◆ Costly
Earned Media	◆ Diffusion media (content spread)	◆ Social media (word of mouth) ◆ Media exposure (publicity)	◆ Improve reputation ◆ Acquire awareness	◆ Effective for attitude change as it comes from third parties	◆ Difficult to control ◆ Risk of backlash
Owned Media	◆ Self-managed media (self-published content)	◆ Corporate website ◆ Official social media accounts ◆ Apps	◆ Communicate detailed appeal	◆ Can communicate detailed information that paid and earned media cannot	◆ Cannot expect reach expansion (not suited for new acquisition)

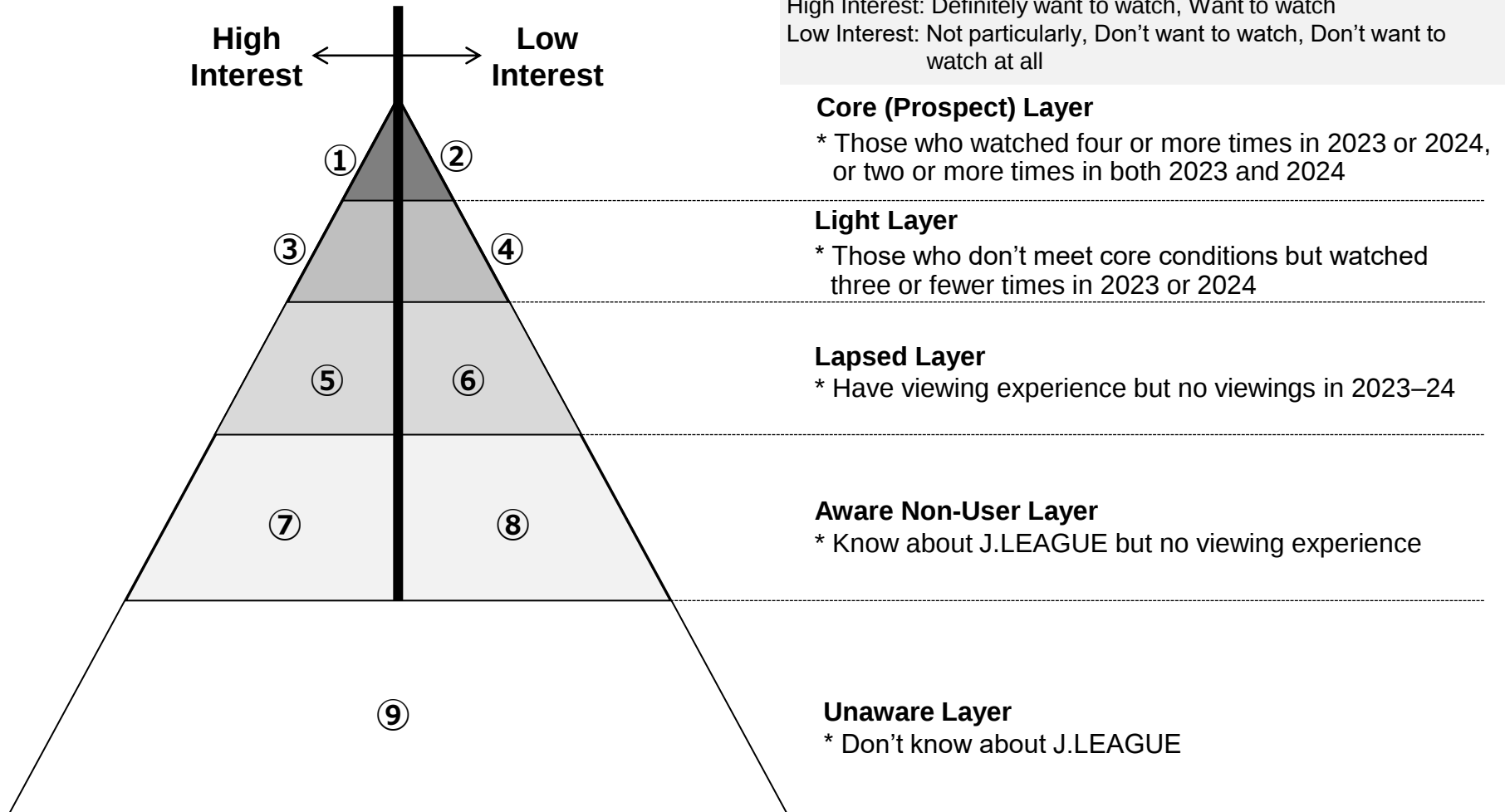
J.LEAGUE Customer Structure

Promotion



◆ J.LEAGUE has adopted 9segs based on viewing frequency and interest level to monitor customer structure.

* A characteristic of J.LEAGUE is that there are no significant differences in demographic attributes¹ when comparing new, light, and core layers



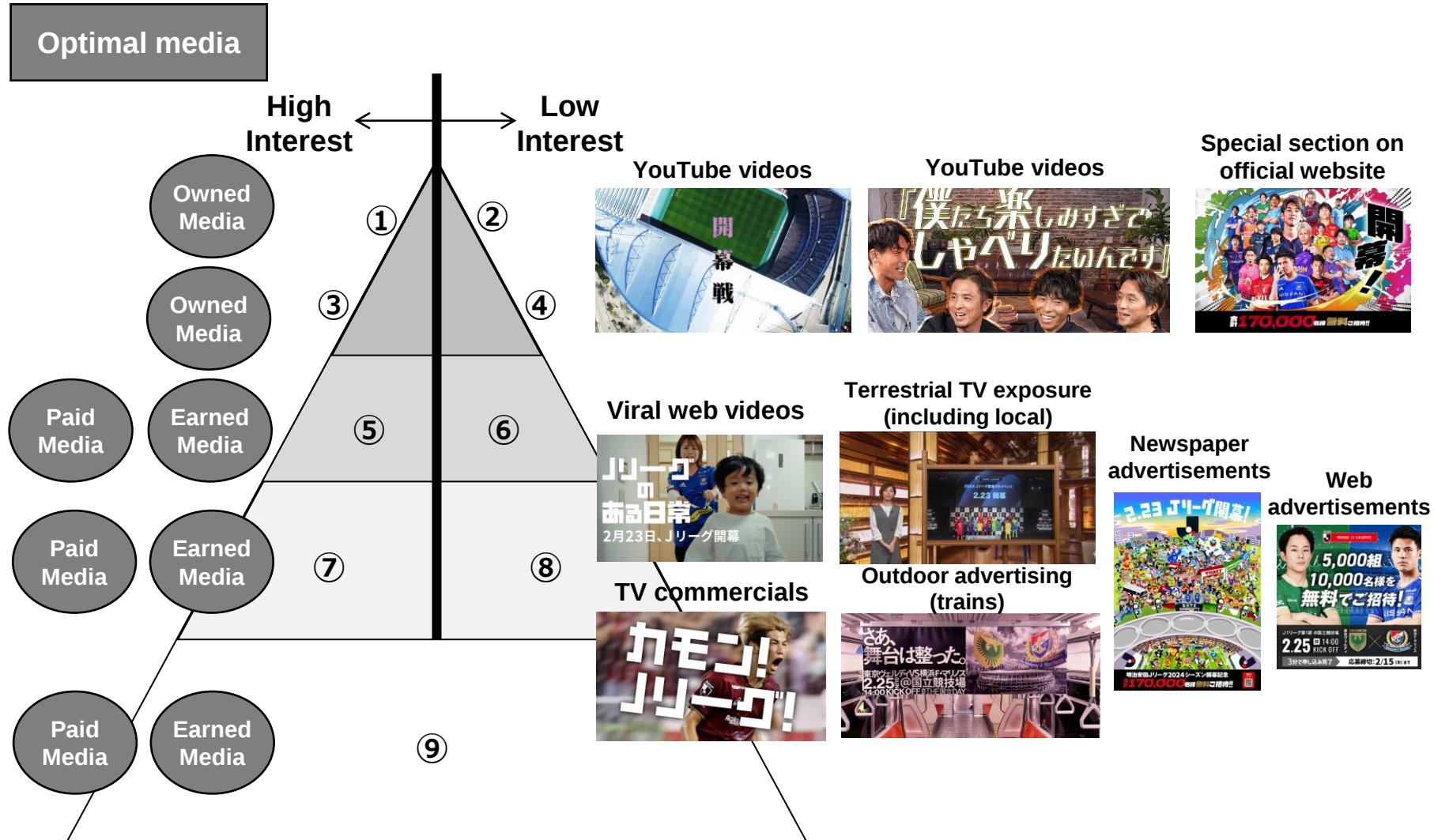
Note 1: Demographic attributes refer to population statistical attributes such as age, gender, family composition, income, occupation, education, residential area, etc.

League Case Studies: 2024 Season Opening Promotion

Promotion



- ◆ For the 2024 season opening promotion, J.LEAGUE strived to select optimal media for each segment and deliver content tailored to each target audience.





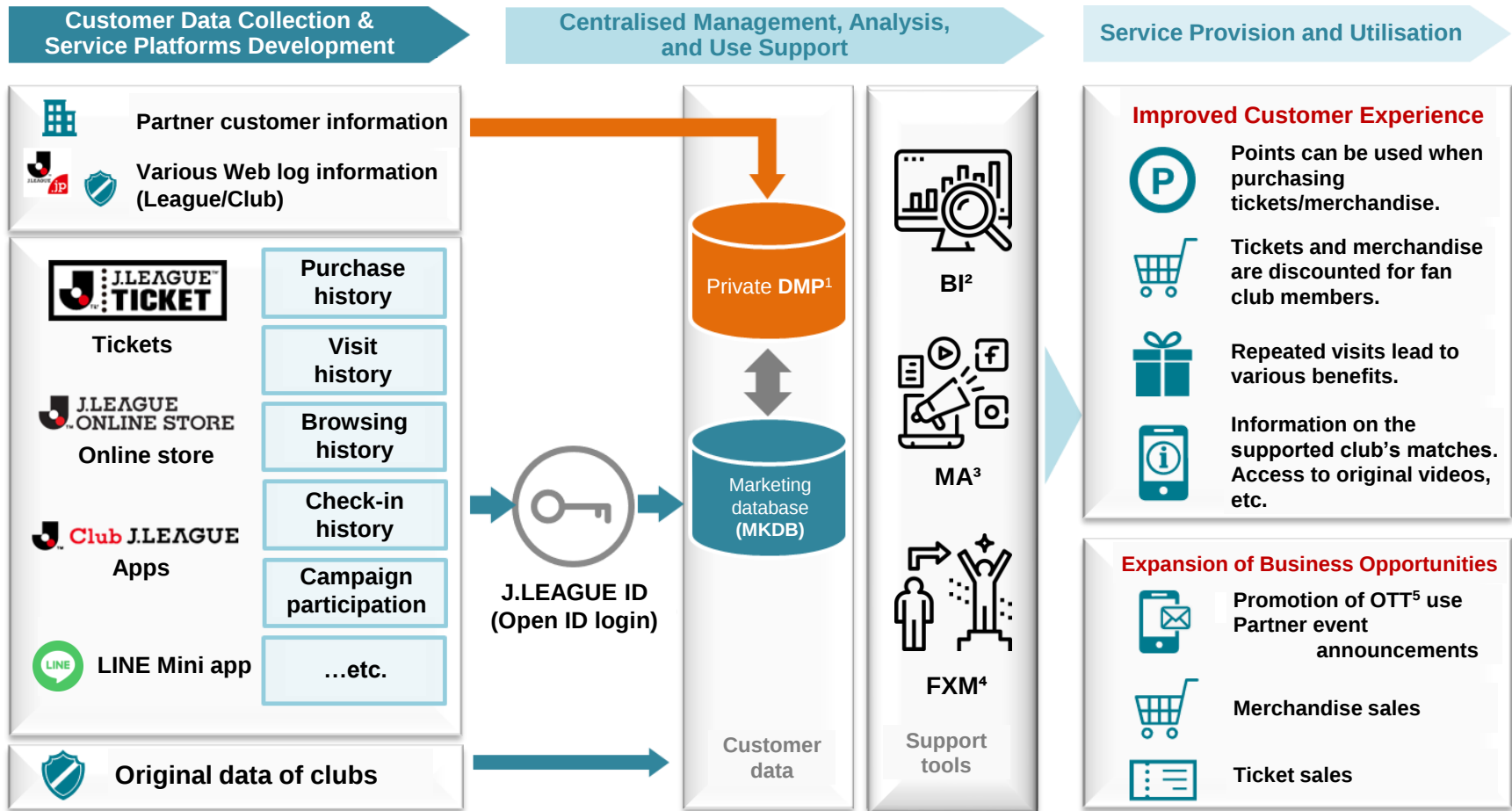
Guidelines	◆ Aim to enhance the club's visibility and brand by accurately and broadly conveying to society the club's philosophy, value, information, and the teams' appeal and activities, including communications from the club managers themselves, from perspectives such as reporting, publicity, and organisational risk.
Target State	◆ A balance is achieved between mass media communications and owned media (such as social media) communications, whereby not only wins and losses but also management information and the club's activities and team appeal are communicated in the hometown, and this fosters interest, contributing to raising recognition and brand value, as well as risk management.
Rationale	◆ The club managers themselves embody the club's philosophy and serve as a symbolic presence of the club in the hometown, and it is constantly exposed to the media, fans, and other external communications, with high recognition and significant influence. ◆ There are constraints on internal resources allocated for public relations, and often a small number of staff must handle cross-functional and concurrent duties across multiple departments (such as attracting spectators, promotions) with different operational purposes (offensive/defensive, mass media/owned media, etc.). ◆ Effective communication tends to be restricted by the prioritisation and sanctification of the wishes of the top team management department.
Key Initiatives	◆ Always responding calmly and sincerely, and communicating the club's philosophy and value in the words of the club managers themselves (the club managers are a symbolic representation of the club) ◆ Recognising that beyond each media, there are many stakeholders, including fans & supporters, partners, and local governments ◆ Building a cooperative framework with experts in case of emergencies, maintaining an appropriate distance with the media (information provision, communication, etc.), maintaining an open communication stance as a club, and practicing regular risk management ◆ Ensuring that external messages from management, top team management, and public relations are always consistent and without deviation ◆ Maximising exposure through reliable and smooth media operations at matches, which are the biggest content, and through media communications that maintain a balance between mass and owned media (frequency, content, and schedule tailored to media characteristics)

Guidelines	◆ Based on a policy of using digital platforms, work in cooperation with the J.LEAGUE to expand the customer database from both online and offline approaches and prepare a system for its effective use.
Target State	◆ The database that underlies the platforms is well-maintained, and there is a certain number of personnel within the club who can use data analysis and its results for marketing measures, etc. This means that digital data is being used as an important management asset.
Rationale	◆ There are inherent constraints based on the scale of management and environment, and it is difficult to develop everything in-house, therefore, it is necessary to utilise internal and external resources. ◆ In terms of attracting spectators and promotion, it is efficient to implement measures according to customer characteristics based on the data, therefore, each club needs to proceed with digital platform development focused on expanding the database and engage in customer relationship management (CRM). ◆ Even if customer data is collected, it will not function without personnel and organisational systems that can analyse the data and connect it to actions, therefore, it is important to have personnel suitable for the environment and stage as an essential element for platform development.
Key Initiatives	◆ Clarify the positioning and policy of digital platforms as a key management mission ◆ Clarifying the policy of using appropriate external resources suited to the club's actual conditions and formulating a platform development plan ◆ Establishment of a system for utilising digital data assets and allocation of personnel who will serve as the leaders (including in recruitment and development) ◆ Expanding the database at both online and offline customer touchpoints (including the collection of J.LEAGUE IDs) ◆ Effectively utilise, coordinate with, cooperate with, and support the J.LEAGUE's digital platforms promotion team

Structure of the Platform Utilising J.LEAGUE IDs



- ◆ Purchase, visit, and match viewing history visible from J.LEAGUE IDs is used for CRM activities such as attracting spectators and viewing policies.



Note 1: DMP: Data Management Platform. A platform for accumulating and managing data on customer purchasing behaviour, departmental and other proprietary data, as well as external data

Note 2: BI: Business Intelligence. Systems or tools used to configure dashboards with features and displays that integrate, analyse, and visualise the vast amounts of data accumulated within a company according to user needs

Note 3: MA: Marketing Automation. Software (tools) used for automating, streamlining, and making marketing activities more efficient

Note 4: FXM: Fan Experience Marketing. A marketing method aimed at creating fans and turning them into loyal customers by selling experiences and behaviour patterns

Note 5: OTT: Over The Top. Video streaming services through the internet that "jump over" traditional infrastructure (communication, broadcasting service providers, etc.), such as YouTube, DAZN, Netflix, etc.

Guidelines	◆ Identify various stakeholders associated with the club, systematically understand them, and cooperate with club affiliates with a view to increasing the overall value for all stakeholders, considering a balanced approach without bias.
Target State	◆ The expectations and engagement policies for each stakeholder are organised, and the organisation can respond systematically and adequately, while considering sustainable methods, and the overall value of all stakeholders is increasing.
Rationale	◆ Clubs are <i>public assets</i> of the community and are able to exist with the support of various stakeholders, including fans & supporters, local communities, and citizens, and this needs to be systematically understood. ◆ Since there are a wide range of stakeholders in all tasks, there can be inconsistencies or biases in engagement, and it can easily become too dependent on specific individuals. ◆ The satisfaction of each stakeholder is an important indicator parallel to various management goals in club management; therefore, it is essential to work towards increasing the overall value for all stakeholders while incorporating sustainable methods.
Key Initiatives	◆ Identification of stakeholders for each functional department of the club, and systematic visualisation for understanding ◆ Visualisation of each stakeholders' expectations, and formulation of fair engagement policies ◆ Systematic action plans (setting management goals for each functional department and parallel stakeholder satisfaction) and PDCA management ◆ Cross-departmental checks of engagement strategies (such as biases among stakeholders) and revisions ◆ Building relationships with key stakeholders and, depending on the situation, engaging appropriately with the club managers themselves at the forefront

Stakeholders and J.Clubs



- ◆ J.Clubs' stakeholders have varying expectations, but consistent response policies based on club philosophy are required while incorporating sustainable methods.

Local Community & Citizen

Stakeholders	Fans & Supporters	Sponsors & Partners	NPOs, Volunteers, etc.	Players, Head Coaches & Coaches	Media	Shareholders	Employees	Suppliers	Administration	Others
Expectations of the club	Emotional excitement Dreams Emotional involvement	Advertising power Shared philosophy	Brand strength Platform for contribution Work fulfilment	Contracts Place for activities Self-realisation	News value	Club value Embodiment of philosophy	Employment opportunities Work fulfilment	Business	Community environmental sustainability Social issue resolution	Other
Provision to clubs	Cheering on the match Ticket revenue Merchandise purchases	Sponsorship Cooperation	Club support Social activities collaboration	Competitions and results Transfer payments	Reporting & advertising	Capital Corporate philosophy	Professional contribution Labour	Products Services	Administrative support	Other
Provision from clubs	Match entertainment Services Merchandise/supplier's meetings	Results Sponsor benefits Activation Club value appeal	Social contribution activities Opportunities for engagement	Philosophy Organisation Remuneration	Club information	Results Fame Brand Management information	Business execution Salaries HR policies	Orders Compensation	Climate Action Inclusive Local Community	Other
Club response policy	Customer-oriented Ensuring fairness and equity	Offering marketing value	Fostering a sense of belonging	Embodying the football philosophy	Communicating correctly	Ensuring commitment	Management philosophy Plan realisation	Functionality Cost-focused priority	Cooperation as a citizen	Shared mission & values

The expectations of each group and individual are unlimited. It is important to nurture long-term supporters by facilitating a proper understanding of club management, competition operations and services through consistent actions and attitudes with the right sense of distance and timing, without opposition or pandering. Building relationships with opinion leaders is also an important initiative.

Club Philosophy

By becoming an organisation that is loved, needed, and trusted by the administration, through active cooperation in solving community issues, it is possible to benefit from support that exceeds monetary value on a priority and continuous basis, to this end, it is necessary to build close relationships not only with specialised contacts but also with leaders and chairpersons (contacts of ruling and opposition parties), politicians, etc., on a regular basis. Also, daily collaboration with the police and fire departments is important for ensuring the safety of the club and players and solving issues.

Guidelines	◆ Foster understanding of and permeate the importance of brand value across the club, and build a system to enhance brand recognition and attachment through a consistent strategy.
Target State	◆ The club's brand is widely recognised in society and has strong attachment from stakeholders, i.e., the brand value is high.
Rationale	◆ The brand is an essential management resource that influences not only the financial aspects such as marketing, paid viewers, merchandise sales, etc., but also the relationship with stakeholders, therefore, it is essential to maintain the brand value, which is the sum of various values, at a high level. ◆ All activities of the club affect the improvement (or degradation) of brand value, so it is important to first understand and permeate its importance across the club. ◆ Then, based on a consistent brand strategy, a wide range of management is needed, from organising the club's intellectual property to building a system to enhance recognition and attachment, including development and merchandising.
Key Initiatives	◆ Understanding the importance of brand value ◆ Internal communication aimed at permeating the importance of the brand within the club (formulation of behaviour guidelines) ◆ Definition of the desired brand value based on an evaluation of the current state of the club's brand through regular survey results ◆ Formulation of a brand strategy that brings consistency from the brand's perspective to each activity as a part of the medium-term plan ◆ Building a system related to merchandising and trademark management (team names, designations, emblems, logos, mascots, flags, etc.)

J.Club Property Management and Process for New, Additional, and Modified Properties

Brand Management

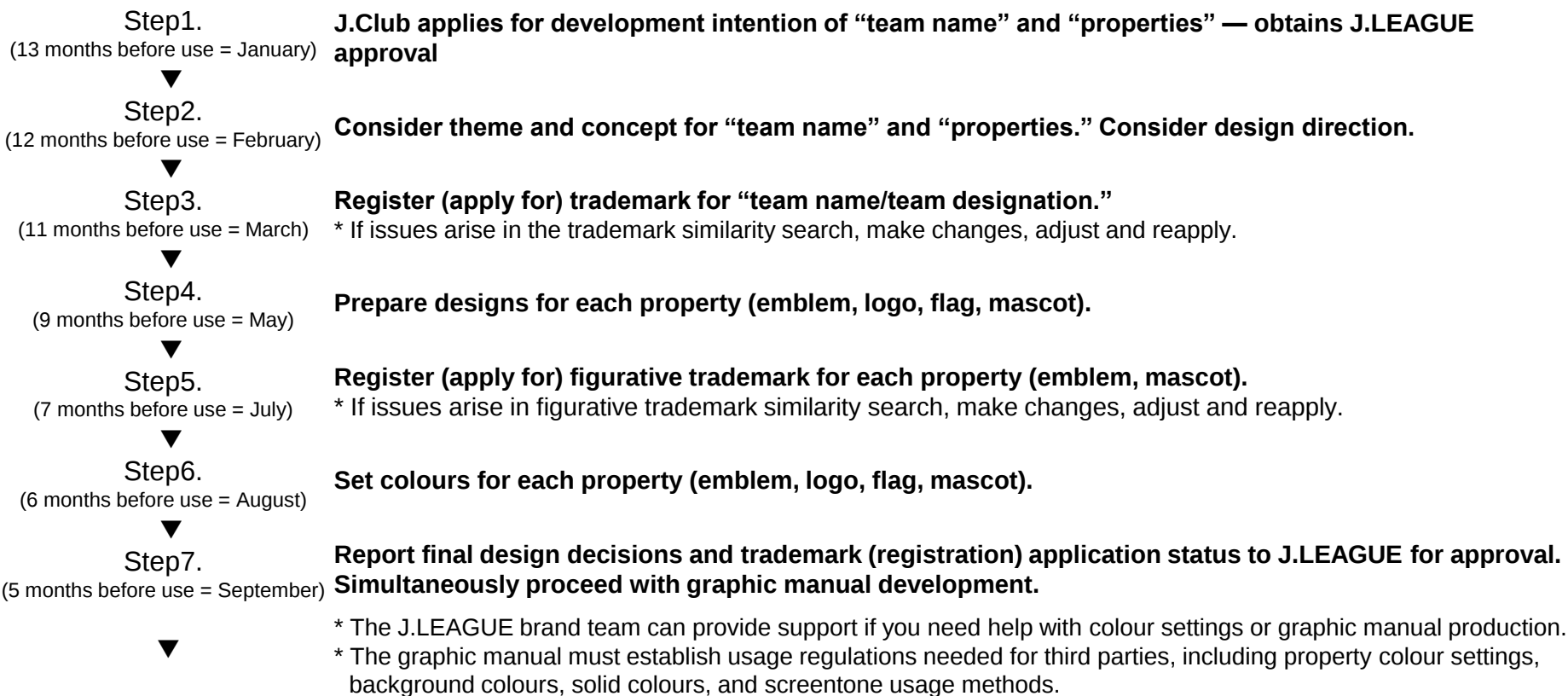


- ◆ J.Clubs can establish and own the following properties that embody their club identity. Before using them as J.Club Properties (new, modified, or when joining J.LEAGUE), clubs must apply for property use approval and obtain J.LEAGUE's permission.

<Property Types>

(1) Team name/designation (2) Club emblem (3) Club logo (4) Club flag (5) Club mascot (optional)

Development Process for New, Additional, and Modified Properties

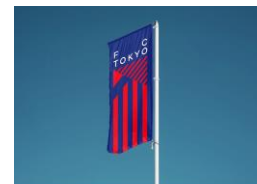


GOAL: Submit design data to the J.LEAGUE brand team to confirm various property settings



F.C. Tokyo

New Emblem Concept Movie <https://www.youtube.com/watch?v=9QqYPCmqSuE>



<Rebranding Purpose> The 2023 season marked the club's 25th anniversary. While inheriting the quarter-century journey thus far, the aim is to create club properties befitting a club that strives to become a symbol of Tokyo/TOKYO for the next quarter-century.

<Business Effects>

- Uniform sales: Increased from previous year due to new replacement demand
- Merchandise sales: New emblem merchandise selling well

<Awareness/Exposure Effects>

- Improved stadium experience with signage, etc.
- Street flag displays in hometown
- Media exposure: Previous season's unveiling event, new organisation announcement online streaming, special uniform landing page well received

Nagoya Grampus

New Emblem Image Movie <https://www.youtube.com/watch?v=xHtVXPqRgkI>
New Emblem Concept Movie <https://youtu.be/1TCCkWS-5Ok?si=qZm5SiF7nO3euX8GI>



<Emblem Change Purpose> Reaching the club's 30th anniversary in 2022, to remain "an attractive club that people can be proud of" for the next 30 years, the design incorporates what has been valued thus far and future values determined through dialogue with the Grampus family. This is the first step in co-creating the club's future with the family.

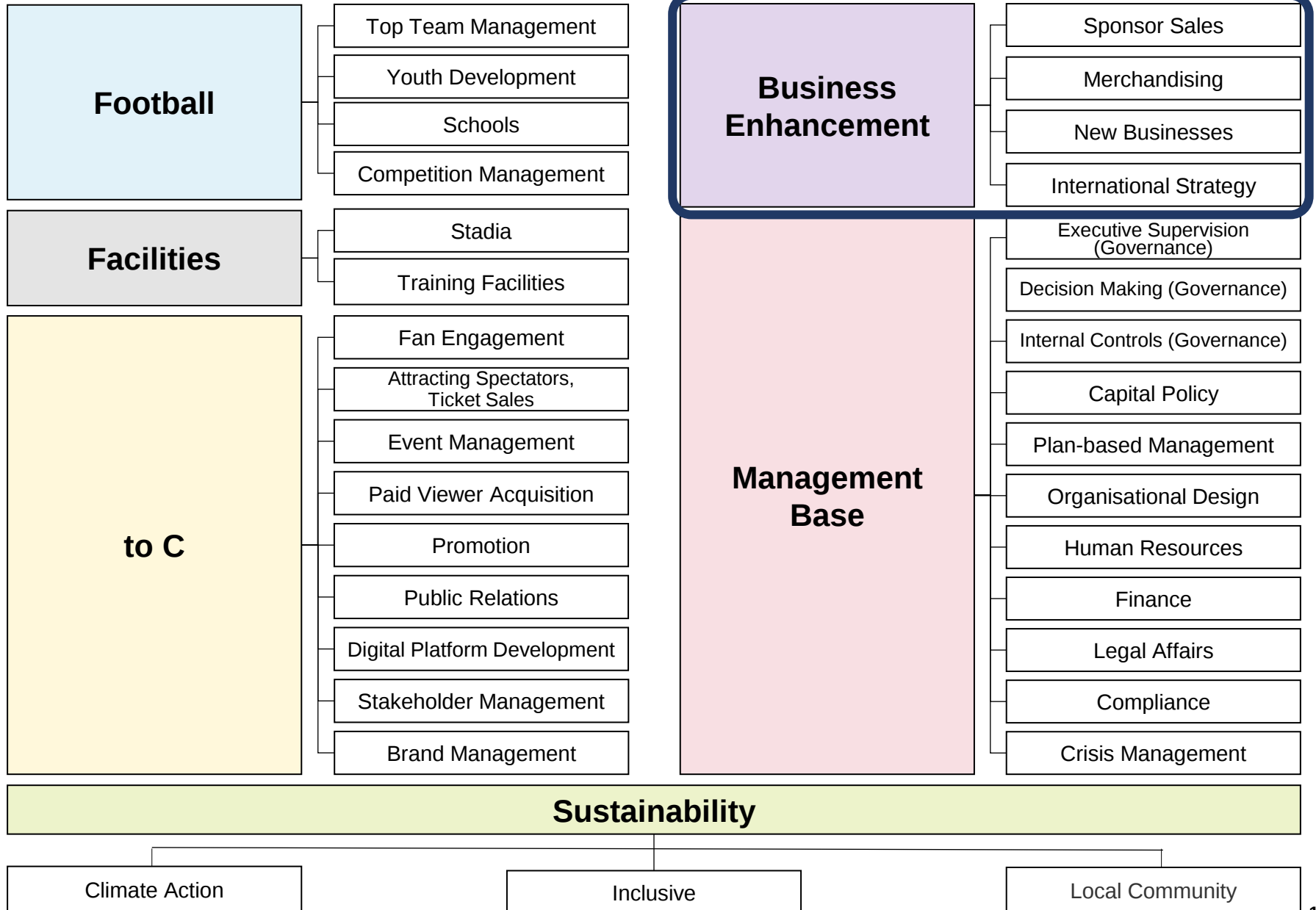
<Business Effects>

- Overall, performing well compared to the previous year, with increased uniform sales, increased merchandise sales amount, increased shop sales, and increased stadium sales

<Awareness/Exposure Effects>

- Match venue/access decorations, station-front decorations renewed, venue decorations renewed, new decorations in hometown/support town (shopping districts) spread on social media
 - Emblem exposure X impressions: 2.78 million
 - New emblem video views: 26,000
 - National newspaper coverage
 - Project exposure (announcement event) participants: Over 500
 - YouTube views: 59,000
 - Publicity on Nagoya-based TV stations: 4 cases
- * The announcement was held at Hisaya-odori Park, the location of Chubu Electric Power MIRAI TOWER (former TV Tower), one of Nagoya's symbols. Decorations were displayed for about two weeks after the announcement.

Details of Management Areas





Guidelines	◆ Establish goals and policies for achieving them based on corporate needs and the market, build strong relationships with sponsors, make proposals for activity value that goes beyond wins and losses, and ensure the steady fulfilment of contracts.
Target State	◆ Understanding the changing role of sports sponsorship and steadily increasing sponsor revenue while responding to sponsors' needs (including the SDGs), and achieving goals for the composition and number of sponsors according to the club's situation.
Rationale	◆ Sponsors revenue is an important source of income, accounting for the highest proportion of club revenue, therefore, it is necessary to understand the market and clearly define goal achievement policies and targets while taking into account social trends emphasising SDGs in society and changes in companies. ◆ It is essential not only to focus on the team's wins and losses or mere exposure but also to appeal to the value of activities 365 days a year, including non-match days, and make proposals according to the situation and needs of the other party. ◆ Contract termination or reduction is a possibility in the short term due to economic conditions and other factors, therefore it is essential to build relationships as partners that enhance value together, and on that basis, to steadily carry out sponsorship activations¹, providing sponsor benefits, and other efforts.
Key Initiatives	◆ Clarification of goals achievement policies and targets based on market understanding (including trends emphasising SDGs and changes in companies) ◆ Establishing a sales structure (personnel) and sales management processes and tools in line with goals and targets ◆ Building mutual understanding and relationships with sponsors (and potential sponsors) ◆ Making appeals for the value of activities beyond match days that are not limited to the team's wins and losses and exposure, and making proposals tailored to the sponsors' needs ◆ Setting sponsorship activations and other activities considering cost-effectiveness and enhancement of sponsor corporate value, and steadily fulfilling contractual items



- ◆ In sales, after demonstrating the value of basic rights held by the club based on total reach numbers, exposure value equivalents, etc., design original rights and activations for each sponsor. In addition to financial value, it is important to enhance sponsor value by demonstrating quantitative effect measurements and reports on non-financial value as well.

Match/Event Related: Total reach of XX thousand people or equivalent value of approx. XXXX thousand yen

- | | |
|---|--|
| ◆ Signboard display rights × 19 matches
Approx. XX thousand people or XX yen | ◆ Other company name display on
uniforms/vision/backboard etc. × 19 matches =
Approx. XX thousand people or XX yen |
| ◆ Right to set up booth at match venue | ◆ Right to produce promotional materials using club
properties |
| ◆ Right to use player group portraits | ◆ VIP invitation rights XX tickets/match × XX thousand yen
× 19 matches = XX thousand yen |
| ◆ Right to receive invitation tickets
XX tickets/match × 5,000 yen × 19 matches = XX
thousand yen | ◆ Others |
| ◆ Right to player appearances at events | |

+

Design of Original Rights and Activations for Each Sponsor

Financial Value

What is the return on investment
from sports sponsorship?

- ◆ Corporate branding
- ◆ Contribution to promotional activities

Non-Financial Value

Is sports sponsorship enriching employees,
the environment, and society?

- ◆ Implementation of social contribution activities
- ◆ Enhancement of inner motivation
- ◆ Improvement of presence in recruitment market

Guidelines	◆ Clearly define the positioning of merchandising in line with management policies, and systematically implement the merchandising strategy (forms of merchandising) from design to product planning and merchandise sales.
Target State	◆ Having clarified whether to position merchandising as a profit-seeking business, systematic business operations are conducted as part of efforts to enhance the club brand, and goals that align with the policy are achieved while considering sustainable methods.
Rationale	◆ Merchandising has two aspects: a revenue-generating business for earning profits through merchandise sales, and the provision of tools to enhance supporter satisfaction. ◆ The approach to business operations depends on which aspect is emphasised, and the form of merchandising (in-house development or through licensing), therefore, it is necessary for the club to clearly define the positioning of merchandising, including merchandise sales. ◆ To steadily achieve goals aligned with this positioning, it is essential to operate the business systematically from the same perspective as general merchandising and retail businesses, while also incorporating sustainable methods.
Key Initiatives	◆ Clarification of management policy regarding merchandising strategy (in-house production, outsourcing, licensing business, etc.) ◆ Transparency in product planning and merchandise sales processes, and evaluation from a PDCA perspective ◆ Appropriate progress and profitability management for set goals (such as sales targets) ◆ In case of in-house development: setting an appropriate gross profit margin ratio, sales prices, sales channels, etc., establishing an inventory management system (inventory function, disposal of defective inventory), improving the stadium retail environment (improving sales floor visibility, reducing payment time = cashless payment) ◆ In case of licensing: setting contract terms (royalties, sales conditions, etc.) according to strategic objectives

Merchandising (Revenue and Expense Considerations by Sales Channel)

Merchandising



- ◆ In merchandising, club managers need to clarify its strategy (in-house production, outsourcing, licensing business, etc.) and policy. The table below is a comparative consideration of revenue and expenses for each sales channel.

Form	Revenue/ Expense	Stadium Sales	Club Shop	EC (E-commerce)	Remarks
In-house	Revenue	Product sales (retail price)			Gross profit excluding SG&A can be maximised, but is subject to securing internal resources. The burden of product planning, production management, and inventory management tasks is not insignificant.
	Expenses	Product cost			
		Stadium commission Storage fees (outside the stadium) Part-time staff labour costs	Shop rent Shop staff labour costs	Website production & operation costs Logistics costs (storage fees, shipping and receiving fees, freight, etc.)	
		Employee labour costs (max)			
	Inventory Risk	Have			
Outsourcing	Revenue	Product sales (retail price)	Product sales (wholesale price)	Product sales (retail price)	Gross profit is less compared to in-house, but employee labour costs can be saved. Tasks related to product planning, production management, and inventory management are still required. *Depends on the type of sales to the shop (purchasing or consignment).
	Expenses	Product cost			
		Commission on consignment sales	—	Commission on consignment sales	
		Stadium commission	—	—	
	Employee labour costs (mid)			*Depends on the type of sales to the shop (purchasing or consignment).	
	Inventory Risk	Have	Have/None*		
Licensing Business	Revenue	Royalty revenue			Revenue is significantly less compared to in-house and outsourcing, but with minimal internal resources. No tasks related to product planning, production management, and inventory management. Some supervisory tasks are required.
	Expenses	Employee labour costs (min)			
	Inventory Risk	None			

Club Case Studies: Japan National Stadium, Iwaki, Iwate, Kashima, Gunma, Niigata, and Sapporo

Merchandising



- ◆ Each club is advancing stadium retail environment improvements (rebranding), achieving increased sales through (1) improved visibility, (2) expanded store space/enhanced display fixtures, and (3) the introduction of cashless payments.

(1) Customer Attraction through Improved Visibility

Japan National Stadium (SUPER CUP)



Iwaki FC (Tent)



Iwate Grulla Morioka (Tent)



- ◆ High customer attraction can be expected by setting up stores in open spaces and adopting highly visible decorations to increase visitor attention.

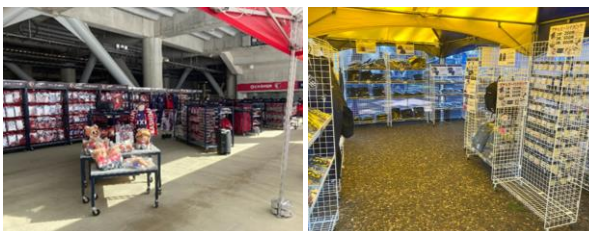
(2) Expanded Store Space/Enhanced Display Fixtures



Kashima Antlers (Inside tent)



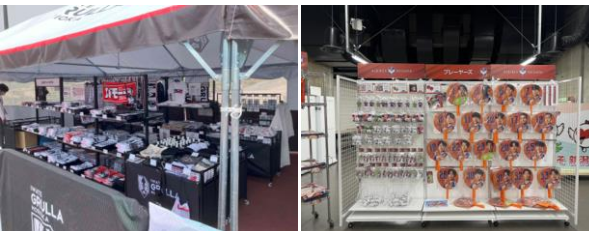
Thespa Gunma (Inside tent)



Iwate Grulla Morioka (Inside tent)



Albirex Niigata (Inside store)



- ◆ Improved customer flow pattern to circulation type by securing ample store space and devising display fixtures to ensure display quantity in a limited space. Aim to increase purchases through mechanisms that extend customer dwell time.

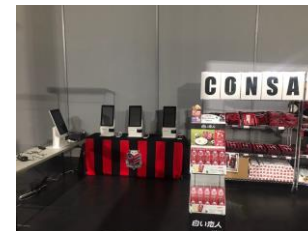
(3) Introduction of Cashless Payment



Iwaki FC (Cashless terminals)



Hokkaido Consadole Sapporo (Self-checkout)



- ◆ Aim to increase turnover by achieving labour savings and reducing waiting time by utilising cashless payment terminals and installing self-checkout counters.

Merchandising Case Study: JOS (J.LEAGUE Online Store)



◆ JOS strives for customer-focused e-commerce development as follows:

(1) Uniform Handling (Important)

Uniforms account for 60% of merchandise. Operating a well-functioning logistics centre enables delivery of all large opening season orders before the opening match.



Implementing immediate delivery (same-day shipping) under certain stock conditions. Meeting needs for weekend match purchases.



(3) Mail Order Operations (Logistics Cost)

Enable cost control and delivery time reduction through mailbox delivery that allows receipt at any time, aiming to reduce redelivery

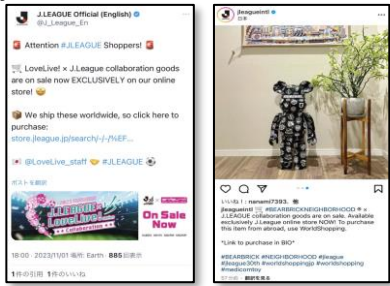
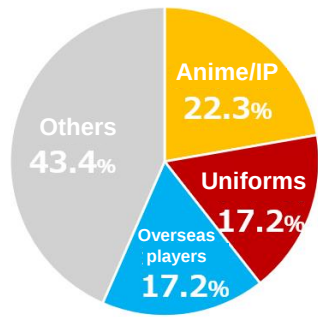
[Shipping Process (Mail Order Preparation)]



(2) Overseas Sales

[Sales Channel Consideration]

Current sales are mainly from anime IP collaborations, uniforms, and overseas players.



Implementing overseas announcements through J.LEAGUE overseas accounts. Increasing access and orders from overseas. Social media diffusion.

(4) Countermeasures Against Fraudulent Orders (Security Perspective)

While e-commerce distribution grows steadily, fraud and security issues are also rapidly increasing. Users want safe and secure shopping sites, and businesses must implement fraud prevention.

[2024 DAZN Viewing Pass Sales Case]



Suppressing credit card fraud through the implementation of 3D Secure 2.0 (personal authentication service). No chargeback risk to clubs.



Implementing controls such as blocking purchases by malicious users.

Case Example



(1) Code purchase

(2) Automatic email distribution within 30 minutes



Sold out 33,000 pcs without issues

Guidelines	◆ From the perspective of enhancing the club's revenue and value, actively engage in new business ventures with foreseeable necessity and growth potential, while conducting appropriate risk management, including the clarification of withdrawal criteria.
Target State	◆ Upon verifying the existing revenue structure, the goals for new business ventures (revenue, and others) are set and achieved, contributing to the accomplishment of the club's plans.
Rationale	◆ In a situation where goals cannot be achieved with existing businesses alone, there is a need to evaluate the club's revenue structure and plan new business ventures without being constrained by existing concepts. ◆ Although business opportunities are expanding due to advancements in digital technology and other factors, new business ventures also involve high risks, therefore, from a management perspective, entry into businesses that do not have foreseeable necessity and growth potential should be avoided. ◆ If appropriate risk management, such as clarifying withdrawal criteria, is in place, it can facilitate a more proactive allocation of resources and taking on of challenges.
Key Initiatives	◆ Verification of the existing revenue structure and confirming the necessity and growth potential of the target business, taking into account long-term goals and medium-term plans ◆ Making entry (initiation) decisions based on the growth potential of the business ◆ Recruiting and assigning professional personnel as primary internal staff, and establishing a project structure that also utilises external resources ◆ Clarifying withdrawal criteria and predefining decision criteria concerning business development and investment ◆ Careful monitoring centred on profitability checks

Club Case Studies: New Business Initiatives of Mito

Football	Facilities	to C	Business Enhancement	Management Base	Sustainability
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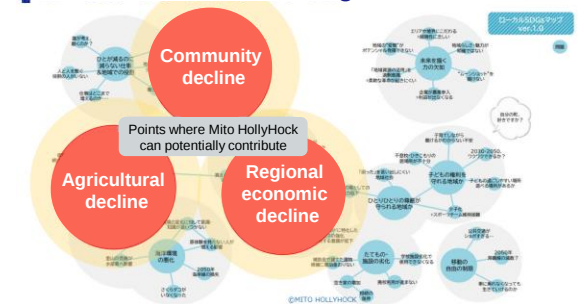
- ◆ The club launched GX¹ Project as a new business. Sponsor companies can address environmental issues and fulfil their social responsibility by partnering with the club, which is promoting GX.

Mito HollyHock New Business “GX Project”

Background	◆ 2021 partnership agreement between the Ministry of Environment and J.LEAGUE ◆ Multiple workshops conducted with the local community in cooperation with a Ministry of Environment initiative ◆ Identified local issues of community decline, agricultural decline, and regional economic decline, and established potential contributions from Mito HollyHock
Initiative Overview	◆ Commercialised the GX Project based on the above background ◆ Generate and sell electricity through agrivoltaics using abandoned farmland while cultivating crops that can contribute to extending healthy life expectancy through environmentally friendly farming methods (organic cultivation), developing processed foods from these crops as new value from the region
Project Goals	◆ Maximise the club’s communication capability to convey the significance and necessity of climate action to more people ◆ Generate electricity while conducting organic farming and processing organic vegetables to create new specialty products, contributing to regional economic revitalisation ◆ Maximise role as a regional platform to change regional thinking and lifestyles while increasing like-minded partners
Sponsor Acquisition	◆ Joyo Bank works to reduce environmental impact in business activities, and it sponsors the GX Project, counting it as a part of its CO2 emission reduction effects



[Regional Issues] Hometown Future Dialogue



Note 1: Abbreviation for Green Transformation. A growth strategy proposed by the Ministry of Economy, Trade and Industry, it means transforming the entire economic and social system necessary for quickly transitioning to carbon neutrality by “reducing overall greenhouse gas emissions to net-zero by 2050” while balancing economic growth and environmental protection.

Guidelines	◆ Aim to grow a diverse fanbase both at home and abroad, and promote businesses with a global perspective looking toward the club's international growth, including solutions to issues and demands of local governments, sponsors, and others.
Target State	◆ Being a club that not only attracts attention at home but also from international fans & supporters. It leverages the value of its presence to help local and corporate international business in solving their social issues, and to earn new capital and business revenue through these activities.
Rationale	◆ The acquisition of international capital, sponsors and supporters should be considered as a growth opportunity that does not depend on the population or economic growth of the hometown. ◆ By leveraging the global content of football, if proposals can be made that support solutions to the issues faced by local governments and sponsors, it can lead to the establishment and strengthening of relationships with these stakeholders. ◆ The success of foreign players not only improves competitiveness but also enables reach to the players' home country markets, and diversification of the fanbase can be expected as a result.
Key Initiatives	◆ Clarification of business policies based on understanding and analysis of external and internal environments (especially a common understanding with team composition) ◆ Sufficient understanding of the target country/region's laws, economic structure, consumer behaviour, and customs ◆ Formulation of appropriate strategies and measures based on the above analysis (e.g., (1) increasing recognition, (2) providing and acquiring management expertise, (3) acquiring grants, (4) contributing to responsible companies/sponsors, and (5) considering overseas club partnerships/MCO¹, etc.) ◆ Being aware of monetisation, like where and when to concentrate resources to generate revenue ◆ Taking into account that things might not go as planned, and establishing a system that allows for swift withdrawal or similar actions

Club Case Studies: C-Osaka's Asian Strategy

International Strategy



- ◆ Cerezo Osaka has been advancing its Asian business, starting with a partnership agreement with a Thai club. In addition to generating revenue for the club, this has led to business contributions to partner companies looking to Asia.

<Initiatives in Thailand>

- ◆ In 2012, established a partnership agreement with Bangkok Glass FC (known as BG Pathum United FC since 2019) in Thailand.
 - ◆ Main local activities
 - Conducting training camps
 - Holding matches
 - Dispatching academy coaches
 - Establishing football clinics
 - Holding selection trials for Bangkok Glass FC academy players (selected by Cerezo's academy coaches)
- ⇒ The club has also held matches and player selection trials in Myanmar, Viet Nam, and Malaysia.
- ⇒ It signed a business partnership with Asiana Soccer School, a local academy club in Indonesia. The partnership involves activities such as academy-level exchanges and participation in local tournaments.

<Players Transferred to Cerezo Osaka>

- ◆ Thailand: Chaowat, Pongrawit, and Tawan
- ◆ Viet Nam: Dang Van Lam
- ◆ Indonesia: Justin



- ◆ Yanmar (Shareholder, Top Partner):
 - Realisation of the company's philosophy of aiming for a sustainable, resource-circulating society
 - Increased recognition and brand strength in Asia, which is an important market for Yanmar, a company that manufactures and sells agricultural machinery
 - Affecting the pride and motivation of those working locally; positive for recruitment and engagement

- ◆ Nakabayashi (Partner Company):
 - Following a youth development support project in Thailand, business alliance entered into by Nakabayashi and BG Float Glass, a subsidiary of Bangkok Glass, enabling the sales of light control glass produced by BG Float Glass in Japan under its own brand

- ◆ Cerezo Osaka
 - Top partner contract with Singha Beer (company logo displayed on the uniform)
 - Empower Asia partnership contract signed with Mandom following the transfer of Dang Van Lam and Dang Van Lam appointed an ambassador to support the company's project to deliver courage and vitality in Asia

Club Case Studies: Asian Strategies of Sapporo, Kawasaki, and Toyama

International Strategy



Hokkaido Consadole Sapporo

- ◆ In 2017, Hokkaido Consadole Sapporo acquired Thai national team player Chanathip (now with BG Pathum United), and in 2022, Thai national team player Supachok. Many Thai tourists flocked to the club's training centre, bringing economic benefits to the area. The club acquired multiple partnership contracts for marketing activities in the Thai market utilising star players. This achieved one of the objectives of the Asian strategy, "Creating new business opportunities for J.LEAGUE partners."
- ◆ In December 2023, in conjunction with participation in "Thai Life Insurance J.LEAGUE ASIA CHALLENGE 2023/24 powered by MEIJI YASUDA," the club collaborated with the Tourism Authority of Thailand to distribute player Thai tourism videos.
- ◆ In December 2023, it held a youth generation selection event in Bangkok, Thailand, as the "CONSADOLE ATTACKER SEARCH powered by MIZUNO" project to discover next-generation star players. Two youth players who excelled at the event participated in training with the academy team in Sapporo.



Kawasaki Frontale

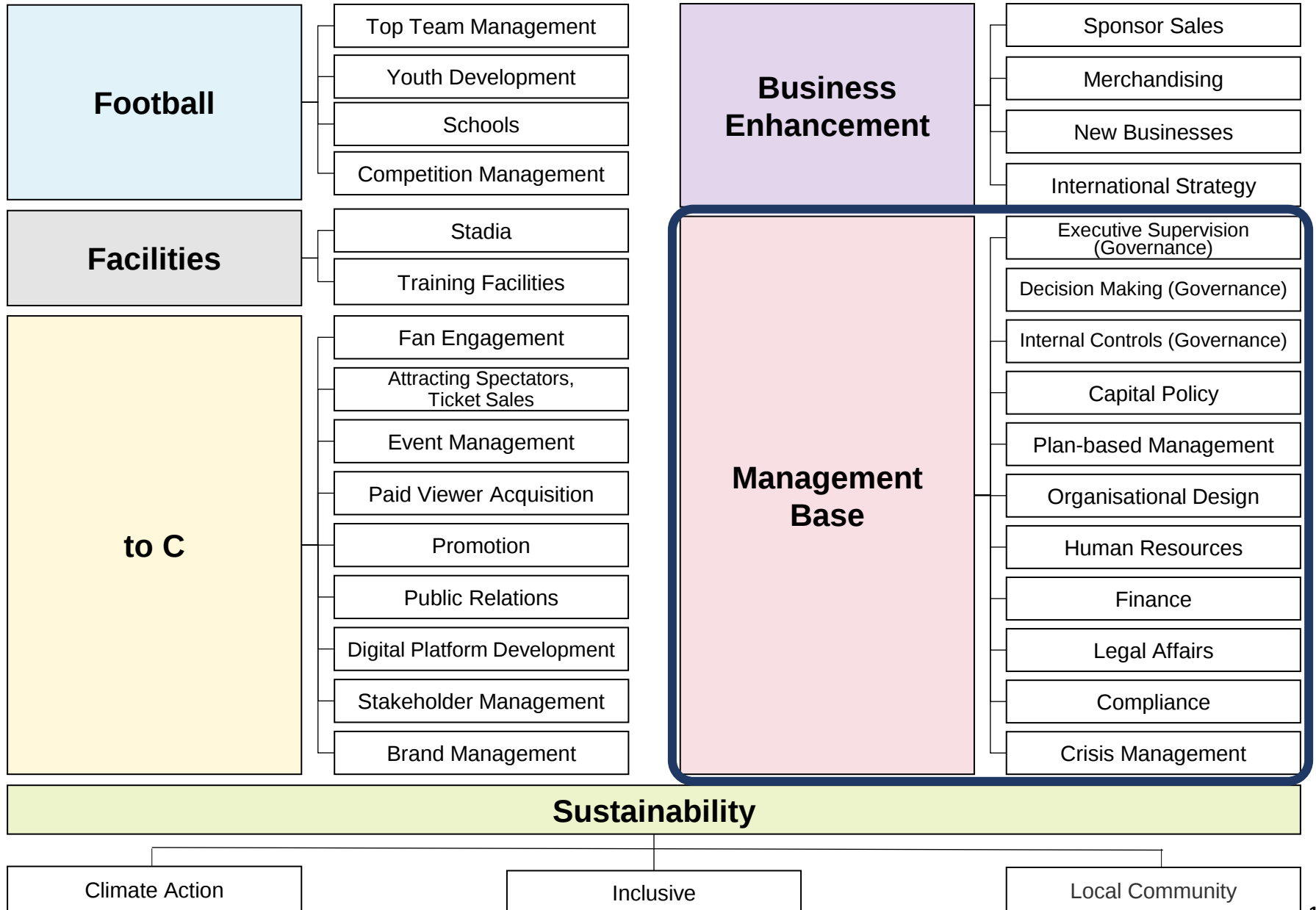
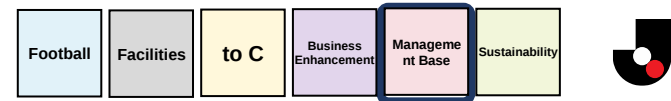
- ◆ The club conducts social contribution activities such as orphanage visits by coaches and academy players. In December 2021, in collaboration with Becamex Tokyu, a subsidiary of Tokyu Corporation, it started a football school for children. The school is currently introducing nearly 180 children, mainly Vietnamese, to the joy of playing football and being physically active.
- ◆ On November 2, 2022, they held the Kawasaki Frontale & Binh Duong FC Special Friendship Match in commemoration of the 50th anniversary of the establishment of diplomatic relations between Japan and Viet Nam. The club implemented various initiatives aimed at developing Japan-Viet Nam football business, promoting mutual football viewership, and promoting Japan-Viet Nam friendship.
- ◆ In June 2024, the club conducted a Vietnam School, "2nd Japan Tour Enjoy in JAPAN 2024!!" This was a Japan tour for Vietnam school students, including participation in Japanese Frontale School, league match viewing, and visits to partner companies.



Kataller Toyama

- ◆ In May 2022, Kataller Toyama held the Kataller Toyama Football Clinic in Ho Chi Minh City, Viet Nam. In Toyama Prefecture, Vietnamese residents account for the largest group of foreign nationals, exceeding Chinese, due to the active acceptance of Vietnamese technical intern trainees, mainly in the manufacturing industry. Also, many companies in the prefecture have expanded into Viet Nam. With the 50th anniversary of the establishment of diplomatic relations between Japan and Viet Nam a year away, the club held football promotion activities in Viet Nam, where football is a popular sport, to further deepen exchanges between Toyama and Viet Nam.
- ◆ In July 2022, they held "The First-ever Kataller Toyama Overseas Event! Public Viewing in Viet Nam." They also held the Kataller Toyama Viet Nam Festival, which included free invitations for Vietnamese people and Vietnamese food stalls.
- ◆ In March 2023, the U-13 team participated in "HAGL-ENEOS CUP 2023", a tournament commemorating the 50th anniversary of Japan-Vietnam diplomatic relations.

Details of Management Areas





Guidelines	◆ The club president and the club managers fully recognise the necessity of self-regulation, and develop a system and processes for their own supervision, as well as appointments or dismissals as necessary from the perspective of increasing club value.
Target State	◆ Institutional design and processes are in place to allow for the supervision, appointment, and dismissal of club managers in line with enhancing club value, without being influenced by personal interests or arbitrary decisions of the management team, and regular evaluations and reviews of this state are conducted.
Rationale	◆ Most J.Clubs are relatively small and medium in size, resulting in club managers and the management team having very significant influence in the management of the club. ◆ Therefore, it is essential to ensure proper appointment and dismissal of the management teams, and to have mechanisms that can restrain them from running wild based on personal interests. ◆ To this end, it is important that the management team recognises the necessity of executive supervision in enhancing club value, establishes a highly independent board structure, and ensures that the board of directors and others can make appropriate judgements.
Key Initiatives	◆ Fostering understanding and awareness of the need to develop a system for self-regulating management ◆ Establishing an institutional design with high independence from the management team, while also considering the perspectives of stakeholders ◆ Defining necessary processes and systems for the appointment and dismissal of club managers, among other things ◆ Ensuring adequate communication (including information provision) that enables proper supervision and judgment by directors and others ◆ Conducting (and publishing) regular evaluations of the company's executive supervision system from a third-party perspective

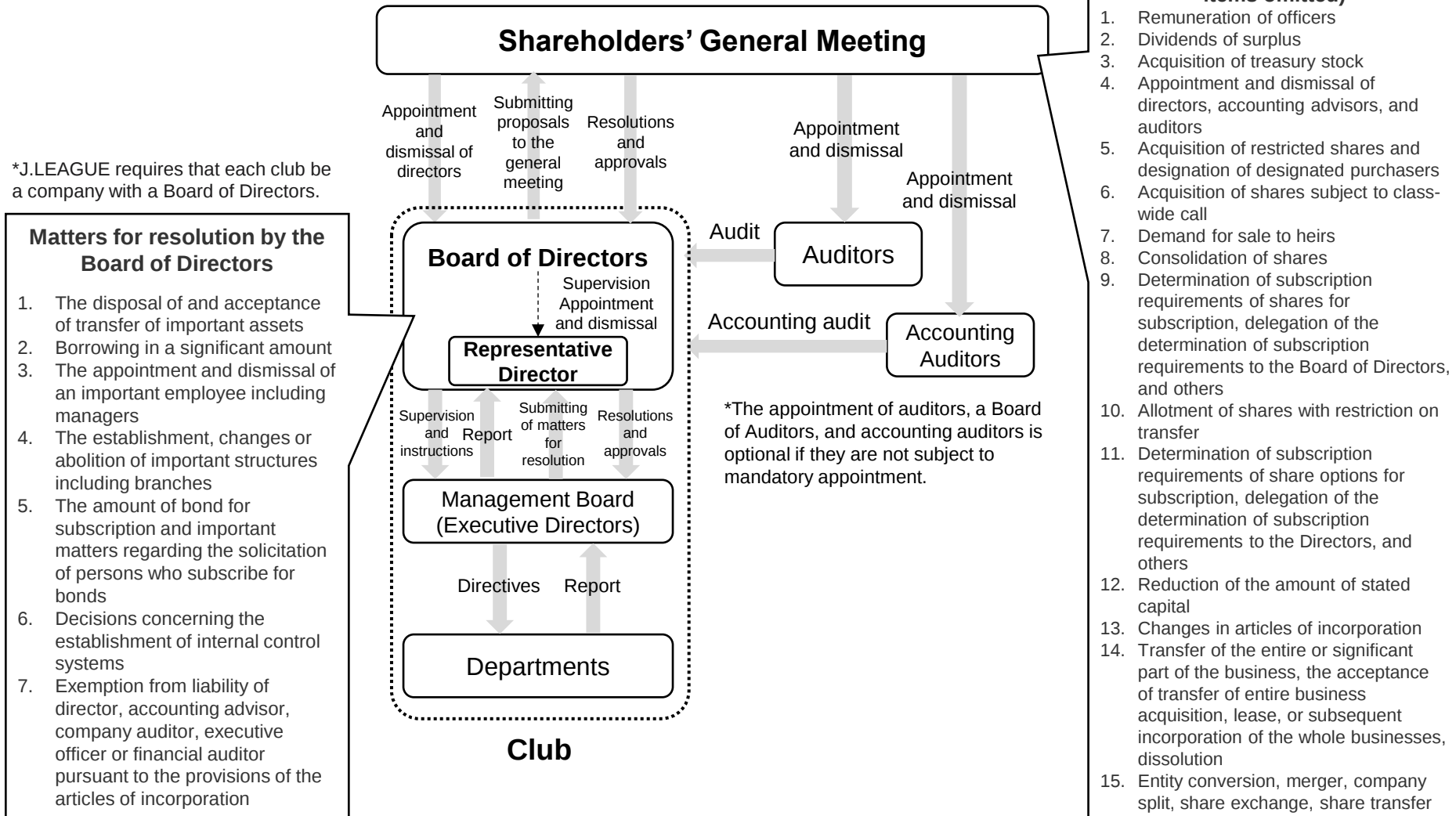
Guidelines	◆ For major decisions concerning management, make decisions according to clearly defined decision-making authority and processes, taking into account the Companies Act, based on facts and reflecting the opinions of competent personnel.
Target State	◆ For major management decisions, the locus of decision making is clear, and decisions aimed at enhancing club value are regularly made, based on objective grounds, rather than individual judgments or assumptions.
Rationale	◆ The management of a corporation is an aggregate of decisions, and the quality of major decisions has a significant impact on management. ◆ To achieve high-quality decision making aimed at enhancing club value, it is desirable that the organisation responsible for decision making should execute decisions based on collected objective information, considering a wide range of opinions and thoughts from competent personnel. ◆ To continuously and organisationally achieve the above, it is necessary to clearly define decision-making authority and decision-making processes in accordance with the Companies Act, and also develop a system that complies with and operates these processes effectively.
Key Initiatives	◆ Inventory of major decision-making items ◆ Clarification of authority (decision-making authority) for major decision-making ◆ Design of decision-making processes for major decision-making ◆ Design of key meeting structure involved in the decision-making process (e.g., management meetings) ◆ Establishment of a secretariat system for the operation of the decision-making process (e.g., personnel, tools)

Desirable Governance Structure in Clubs

Governance



- ◆ Important decisions are taken by appropriate bodies, in accordance with clear processes, taking into account the Companies Act.





Guidelines	◆ To prevent fraud and errors in business operations, establish a system of operational rules, processes, and checks, based on the integrity of the management team, and also carry out internal audits and personnel rotations.
Target State	◆ A system design and culture that can prevent the occurrence of fraud or errors in operations that may negatively affect the value of the club and the league as a whole are in place, and in the unlikely event that such incidents are discovered, the damage can be minimised.
Rationale	◆ In addition to the perspective of the negative impact on club management, since clubs are dependent on the cooperation of the local community and are entities that attract social attention, more care is needed than in general companies to avoid fraud such as embezzlement and major operational mistakes. ◆ Given the small number of employees and the tendency for work to become personalised, it is fundamental to establish systems such as regulations of authority, standardised and transparent operational processes, and checks, with the club managers bearing full responsibility. ◆ Additionally, it is necessary to plan personnel rotations to prevent work from becoming personalised and siloed, and regular implementation of internal audits will contribute to further strengthening of internal controls.
Key Initiatives	◆ Establishment of various regulations (employment rules, wage regulations, accounting regulations, approval authority regulations, job responsibility regulations, etc.), and setting of detailed rules for financial management, etc. (cash, remittances, entertainment, stamping official seals, revenue stamps, cards, safe keys, company car management, etc.) ◆ Standardisation and transparency of operational processes for contracts (including player contracts and intermediary contracts) and purchasing ◆ Establishment of check processes (multi-stage check processes in own department and administrative departments, regular balance checks) ◆ Systematic implementation of personnel rotations in collaboration with HR ◆ Implementation of internal audits utilising external experts, etc.

Guidelines	◆ Taking into account the club's stakeholders and type, clarify the desired shareholder structure and conduct capital policy toward its realization while considering the impact on required funds and management stability.
Target State	◆ The club has achieved the desired shareholder structure and is able to raise funds in line with its value. – Desired shareholder structure: Presence of stable shareholders, appropriate number of shareholders, participation of major stakeholders, etc.
Rationale	◆ Shareholder structure has a significant impact on club management, so achieving the desired shareholder structure is an important goal in capital policy. ◆ As the desired shareholder structure differs from club to club, it is crucial to first analyse stakeholders and one's own club type and to clarify the desired shareholder structure. ◆ Capital increases or share transfers can have a significant impact on management stability under certain conditions, so it is essential to give sufficient consideration to their impact before conducting capital policy.
Key Initiatives	◆ Clarifying the significance and implications of participation by each shareholder (including local governments) and embodying the desired shareholder structure ◆ Considering the advisability of conducting and the content of capital policy, taking into account the required funds ◆ Selecting destinations for capital increases (or transfers), taking into account the degree of agreement with the club philosophy and checking whether the parties are anti-social forces or not ◆ Determining various conditions, considering the desired voting rights structure and the impact on management stability ◆ Reporting or obtaining approvals in line with the voting right ratios in accordance with the J.LEAGUE Statutes

J.Club Shareholder Composition Patterns



All Category	Responsible Company Model	Owner / Key Company Model	Civic Club Model
	◆ A national company representing Japan is the parent company	◆ A key local company is the core shareholder, with support from other local companies	◆ Local companies, individuals and governments are the shareholders without any key local company
	38%	25%	37%
	J1: 75%, J2: 20%, J3: 20%	J1: 20%, J2: 20%, J3: 35%	J1: 5%, J2: 60%, J3: 45%

*Percentages rounded to the nearest whole number

- ◆ In recent years, cases of foreign companies directly acquiring shares and becoming parent companies have emerged.
- ◆ Many existing J.Clubs have local government investors. The main purpose is to strengthen governance and cooperation rather than provide financial support.
- ◆ Shareholder numbers vary by club, but many clubs have more than 100 companies as shareholders.

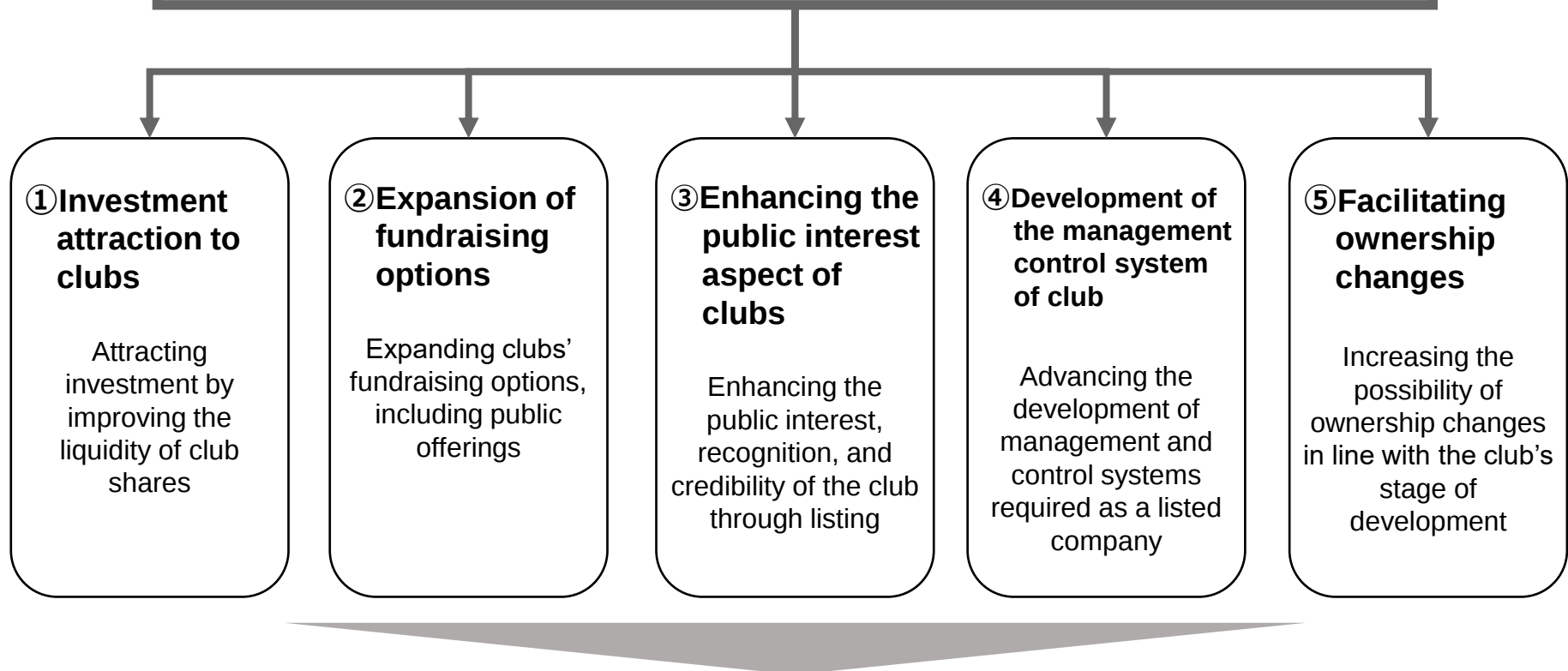


Lifting of the Ban on Listing Club Stocks

- ◆ As of March 2022, J.LEAGUE has lifted the ban on club stock listing, which was practically impossible before, and this is now an option for clubs in their capital policy.

Lifting of the Ban on Club Stock Listing in March 2022

—Before this, listing was essentially impossible due to the J.LEAGUE's Statutes.



Growth of Listed Clubs and the League as a Whole

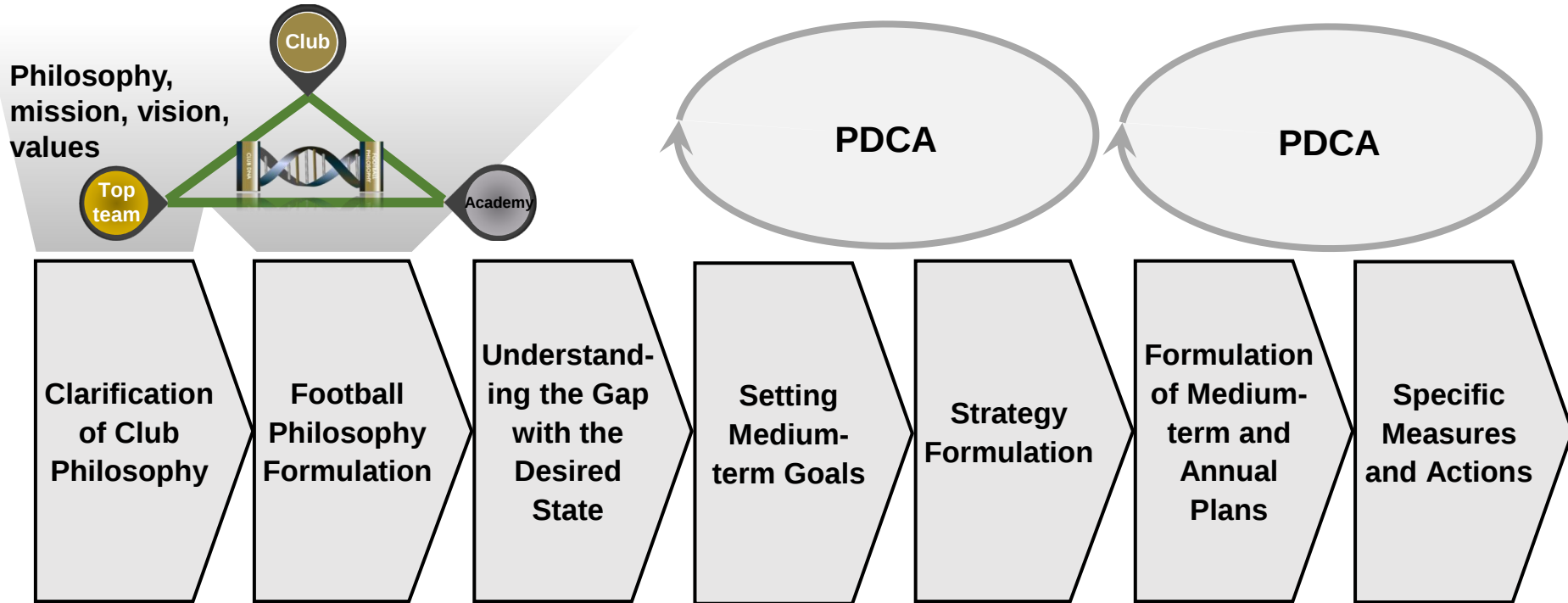


Guidelines	◆ Based on the club's philosophy, set mid-term goals and strategies considering the gap between the desired state and the current situation. Then, apply these into mid-term and single-year plans and specific initiatives, thoroughly implementing the PDCA cycle.
Target State	◆ The PDCA cycle for mid-term and single-year plans is continuously in motion, resulting in the embodiment of the club's philosophy, comprising a philosophy, vision, mission, and values, along with the development of a football philosophy, the permeation of these, and the achievement of its medium- to long-term goals.
Rationale	◆ Many of the club's activities do not yield short-term results; therefore, to embody the club's philosophy and achieve medium- to long-term goals, it is necessary to have clear mid-term and single-year plans based on which the PDCA cycle is continuously implemented. ◆ In formulating mid-term and single-year plans, it is essential to understand the gap between the desired state and the current situation, maintain consistency with the club's philosophy, and pay attention to the coherence in terms of management resources (people, materials, and finances) to ensure feasibility in subsequent implementation. ◆ Merely creating a plan does not achieve goals; therefore, it is essential to firmly apply single-year plans to specific initiatives and continuously and thoroughly implement the PDCA cycle.
Key Initiatives	◆ Clarification of the club's philosophy and development of a football philosophy, and sharing and permeating these within the club ◆ Understanding the gap between the desired state and the current situation, and clarifying long-term and medium-term goals based on the club's philosophy ◆ Formulating medium-term plans that are consistent with the club's philosophy and football philosophy, goals, and strategies ◆ Developing single-year plans consistent with medium-term plans and applying them to specific initiatives, ensuring coherence in terms of management resources (people, materials, and finances) ◆ Careful progress management and continuous, thorough implementation of the PDCA cycle, including revising plans as needed

Flow from Philosophy to Planning to PDCA



- ◆ Establish a football philosophy based on the club philosophy and apply it to goals, strategies, plans, measures, and actions, understanding the gap between the club's current and desired state. Continuously implement the PDCA cycle in the medium and short term.



- ◆ Clarify the club's unique philosophy, ideal state and desire state, and the guiding principles on which it bases its actions and thinking.
- ◆ Formulate a football philosophy for the top team and academy based on the club philosophy
- ◆ Understand the gap between the desired state (vision), long-term goals (approximately 10 years), and the club's current state.
- ◆ Based on the gap, set specific goals for about 3-5 years that are consistent with club philosophy and vision.
- ◆ Establish issues to fill the gap and formulate strategies as policies to solve these issues to achieve goals.
- ◆ Formulation of plans including measures, personnel, organisation, figures, etc., based on the strategy.
- ◆ Apply to specific measures and actions based on the formulated plans.

Points to Understand about Medium-Term Plan Formulation



- ◆ There is no fixed content for the medium-term plan and/or method for formulating it, and they should be considered according to each club's situation, but it is desirable to understand at least the following points:

1

Why is a medium-term plan necessary?

- ◆ To steadily implement the PDCA cycle for medium- and long-term initiatives essential for the club's long-term growth
- ◆ To communicate the medium- and long-term direction of the club to stakeholders

2

What questions should the medium-term plan answer?

- ◆ What are the goals?
- ◆ How will the club achieve the goals?
- ◆ What resources are needed?
- ◆ What will the club do by when?
- ◆ Who is responsible for what?

3

What is the typical structure of a medium-term plan?

- ◆ Assumptions of the plan
- ◆ Environmental analysis
- ◆ Club philosophy
- ◆ Football philosophy
- ◆ Medium-term goals
- ◆ Strategies, plan
- ◆ Measures, actions, schedules
- ◆ Personnel structure, organisation, financial plan, etc.

4

What are the requirements for a good medium-term plan?

- ◆ Logical and consistent
- ◆ Specific measures
- ◆ Achievable
- ◆ Easy to understand and communicate
- ◆ Commitment by the person in charge
- ◆ People involved feel as if it's their own affair

5

What are the key points to consider when making a medium-term plan?

- ◆ Sufficient understanding of internal and external environments
- ◆ Make by "working backwards" from the goals
- ◆ Identifying "challenges" to bridge the gap with the goals, etc.

6

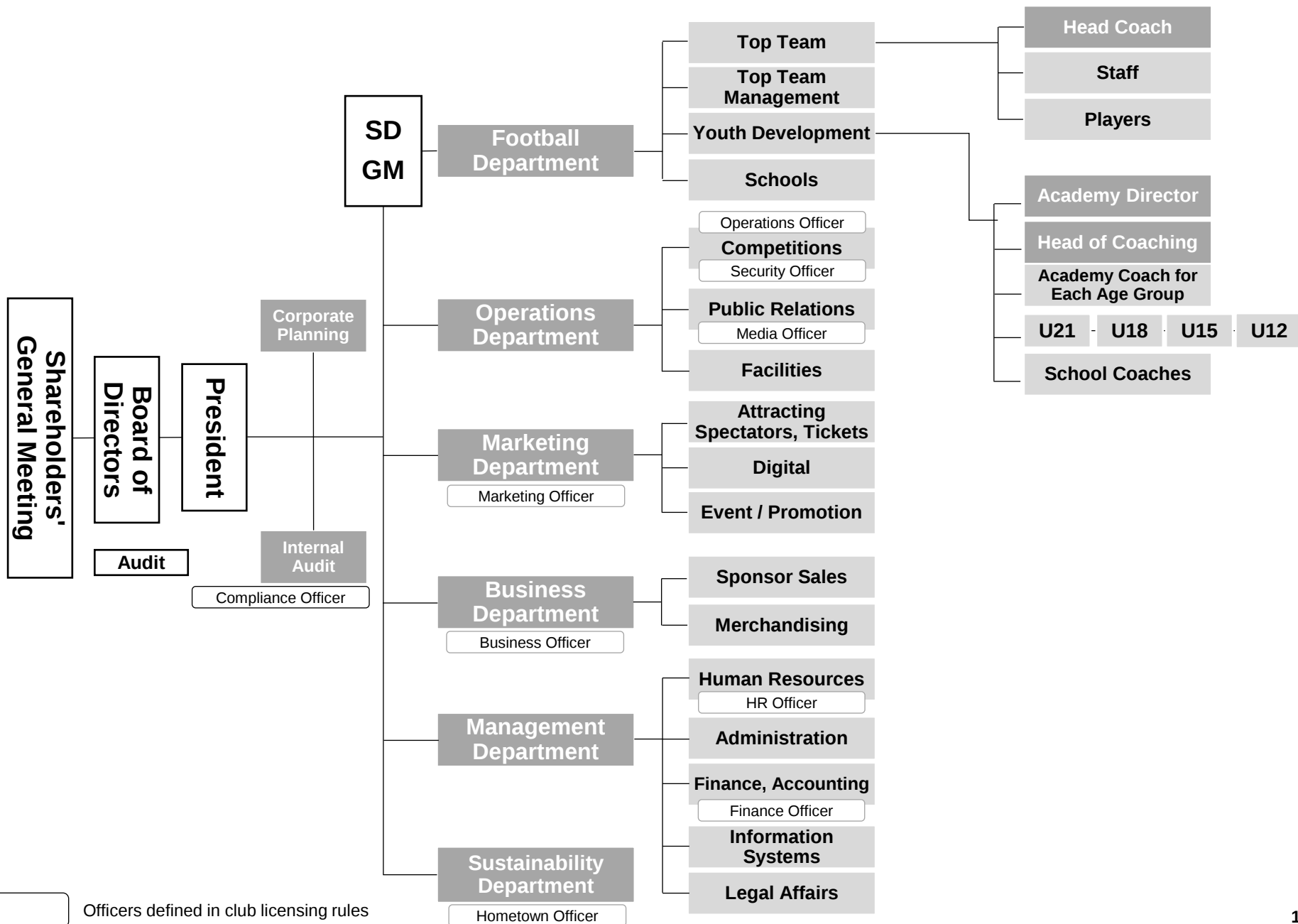
What process and structure should be used to create it?

- ◆ Clarify the assumptions on which the plan is to be based
- ◆ Start with the outline and gradually add details
- ◆ Be conscious of the back-and-forth process (hypothesis → verification → improvement)
- ◆ Top management responsible
- ◆ Ideally, actively involve the front-line personnel with a view to implementation

Guidelines	◆ Design the organisation, including the corporate legal structure, in consistency with the club's goals and strategies, paying particular attention to the appropriate placement of personnel, especially in responsible positions, and the clarification of authority and responsibilities.
Target State	◆ The corporate legal structure, personnel placement, authority and responsibilities, and chain of command are consistent with the club's goals, strategies, etc.
Rationale	◆ Ensuring consistency with the club's goals and strategies is the primary condition for the organisation to function. ◆ Therefore, it is essential to design the organisation based on the club's goals and strategies, without being overly adapted to individuals. ◆ Elements to consider are wide-ranging, including the corporate legal structure, departments, authority and responsibilities, and the chain of command. In particular, attention is needed for the appropriate placement of personnel in responsible positions and the clarification of authority and responsibilities, as these greatly affect the organisation's function.
Key Initiatives	◆ Organising the assumptions of the organisational design (club goals and strategies, purpose of organisational changes, necessary functions, various constraints, etc.) ◆ Formulating organisational design policies consistent with club goals and strategies (including the corporate legal structure) ◆ Appropriate placement of personnel to each position, especially responsible positions ◆ Clarification of responsibilities, authority, and the chain of command ◆ Review of the degree of achievement of objectives, and organisational revision as per the situation and strategy changes

Functional Organisation of Club Management

Organisational Design



J.Club Organisational Personnel Status



- ◆ Personnel were tallied by J.LEAGUE based on each club's organisation chart using certain rules (based on 2024 J1–J3 categories).

[Average Number of Personnel by Function in Each Category (March 2024)]

(people) [Reference] (million yen)

	President	Directors (Full-time)	Auditors (Full-time)	Directly under the President/Manage- ment Planning	Football	Operations	Marketing	Business	Administration	Sustainability	Total	Personnel expenses ¹	Average ²
J1 Average	1.0	2.2	0.5	1.9	15.3	11.0	11.5	13.8	10.5	2.3	70.0	369	5.27
J2 Average	0.9	1.5	0.3	1.0	8.2	9.2	4.7	8.7	5.6	4.6	44.7	186	4.16
J3 Average	1.0	1.5	0.4	1.0	8.9	5.1	2.1	6.2	3.6	1.9	31.7	95	3.00

*Football category counts only administrators/admin staff, not players/coaches *Concurrent positions allocated proportionally where possible, including the president's concurrent positions

*Tallied by function rather than individual club organisational titles (Social Cooperation listed as Sustainability)

*Directors (Full-time) refers to cases where specific areas of responsibility are not clearly stated

[Maximum and Minimum Club Personnel Numbers]

(people)

	President	Directors (Full-time)	Auditors (Full-time)	Directly under the President/Manage- ment Planning	Football	Operations	Marketing	Business	Administration	Sustainability	Total
J1 Maximum	1.0	1.0	1.0	5.0	31.0	19.3	30.7	22.0	28.3	1.7	141
J1 Minimum	1.0	0.0	0.0	0.0	4.0	3.0	4.0	0.0	4.0	0.0	16
J2 Maximum	1.0	4.0	0.0	7.7	10.0	32.0	8.0	12.3	9.0	6.0	90
J2 Minimum	1.0	1.0	0.0	0.0	3.5	7.0	0.0	5.0	3.5	0.0	21
J3 Maximum	1.0	2.0	0.0	0.0	20.0	8.0	0.0	15.0	12.0	0.0	58
J3 Minimum	1.0	0.0	0.0	2.0	7.0	0.0	0.0	4.5	1.0	1.5	17

*Maximum and minimum extracted by total club personnel, showing breakdown; not maximum/minimum for each function

[Employee Composition]

(people)

	Front Office										Team											
Composition	Directors	Full-time Employees	Contract Employees	Seconded Employees	Part-time Workers	Part-time Staff	Outsourced Staff	Temporary Staff	Others	Total	Independent Contractors (1)	Independent Contractors (2)	Others/Ladies, etc.	Directors	Full-time Employees	Contract Employees	Seconded Employees	Part-time Workers	Part-time Staff	Outsourced Staff	Temporary Staff	Total
J1 Average	3.4	34.5	5.85	3.8	12.1	1.1	3.5	1.3	1.0	66.6	56	34.9	7.4	0	0.3	0.2	0.1	0.9	0.6	0.9	0	101.3
J2 Average	3.3	20.3	3.9	1.6	3.6	1.0	2.4	0.4	1.1	37.6	47.7	18.6	1.7	0.1	0.4	0.2	0	1.1	0.6	1.6	0.1	72.1
J3 Average	2.3	13.2	1.7	1.4	1.7	1.1	1.9	0.3	0	23.6	42.5	10.6	2.6	0.1	0.8	0.1	0.3	0	0	0.5	0.1	57.6

*Independent Contractors (1) refers to head coaches, coaches, players, etc.; Independent Contractors (2) refers to grassroots (academy, schools, etc.)

Note 1: Personnel expenses show financial values from general administration personnel expenses (director compensation, employee salaries, miscellaneous wages, etc.) in 2023 club information disclosure, not calculated from personnel numbers in the table

Note 2: Averages calculated by dividing the above 2023 personnel expenses by 2024 personnel numbers, not average personnel expenses for staff in the table

Source: Produced by SHC based on internal J.LEAGUE data

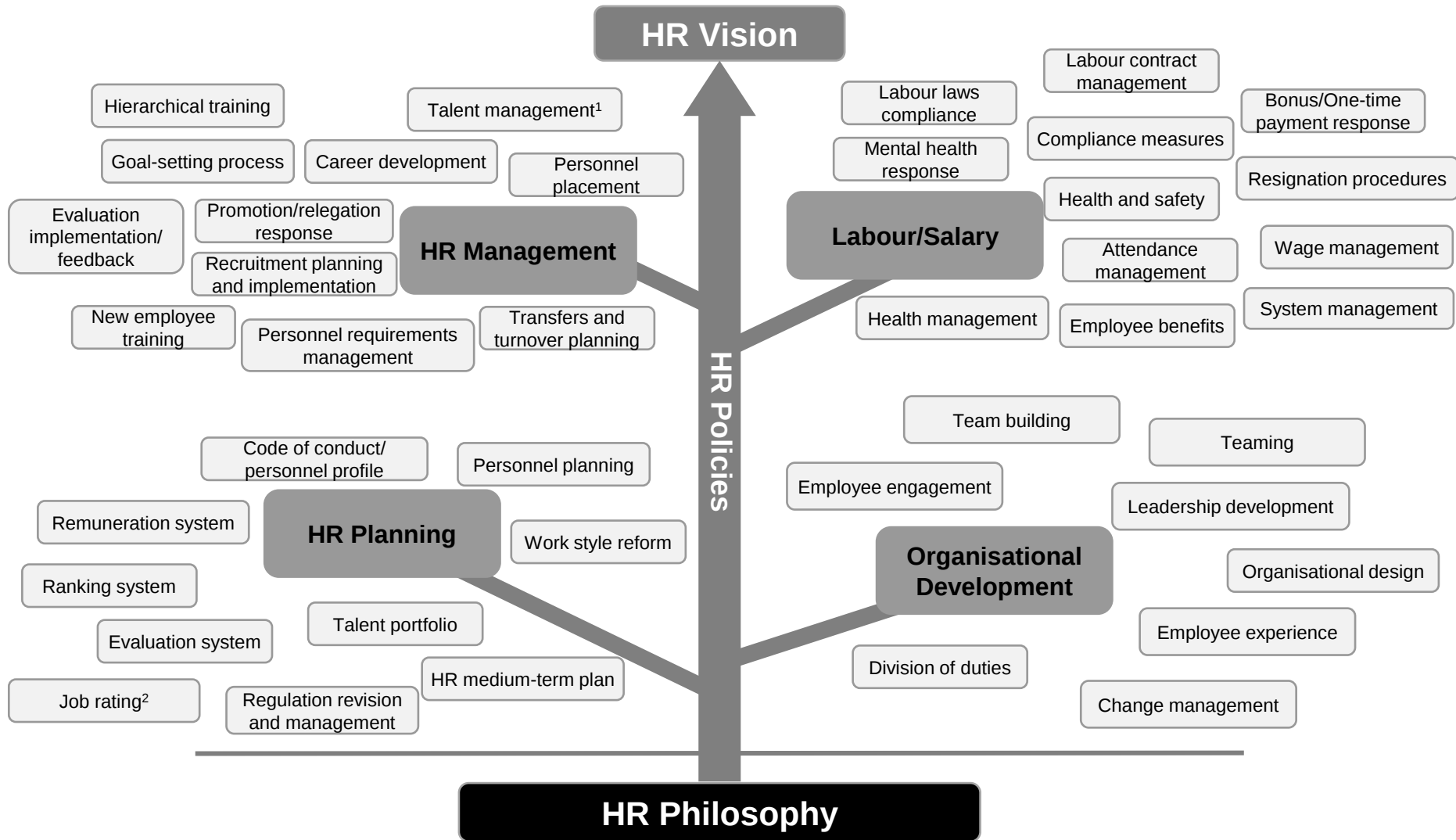


Guidelines	◆ Share the common understanding that human resources are the foundation of management, and alongside creating a safe and secure working environment, establish consistent HR systems based on an HR philosophy and develop human resources that contribute to improved management capability.
Target State	◆ A working environment is established where personnel working in the club can continue to work with enthusiasm and without worries about the future, while consistent HR systems are designed and operated, human resource development that contributes to improved management capability progresses, personnel are utilised in the right places, and they can make the most of their abilities.
Rationale	◆ As the human capital management¹ concept spreads, human resources are the foundation of football club management, and recruiting and developing capable personnel and maximising their abilities has a significant impact on management results. ◆ However, without a minimum safe and secure working environment, labour issues and turnover problems may arise, so it is first necessary to establish labour management and various institutions/systems for personnel working at the club. ◆ Since personalised and ad hoc recruitment and evaluations do not lead to the strengthening of human resources, it is necessary to advance the clarification of human resource requirements and establish an appropriate evaluation system, while supporting individual careers and working on human resource development considering positions of responsibility.
Key Initiatives	◆ Formulation of medium-to-long-term plans and design of an HR system based on an HR philosophy, and human resource development that contributes to improved management capability ◆ Clarification of the Human Officer's responsibilities and authority as HR and labour manager, and strengthening of cooperation with each club and SHC, etc. ◆ Compliance with labour laws and establishment of a labour management system and various institutions/systems that allow for continuous and worry-free work ◆ Development of HR systems centred on appropriate evaluations in line with the club philosophy and the like and a remuneration system that corresponds to results ◆ Diverse recruitment and career support considering industry experience and employment status (including side jobs and dual employment) based on human resource requirements

Structure of Human Resource Management



- ◆ Formulate HR policies in line with the HR philosophy as well as medium- to long-term plans aimed at the established vision, and design and operate consistent HR systems.

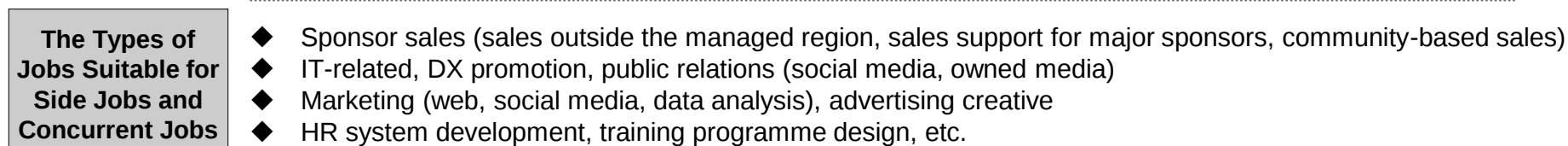
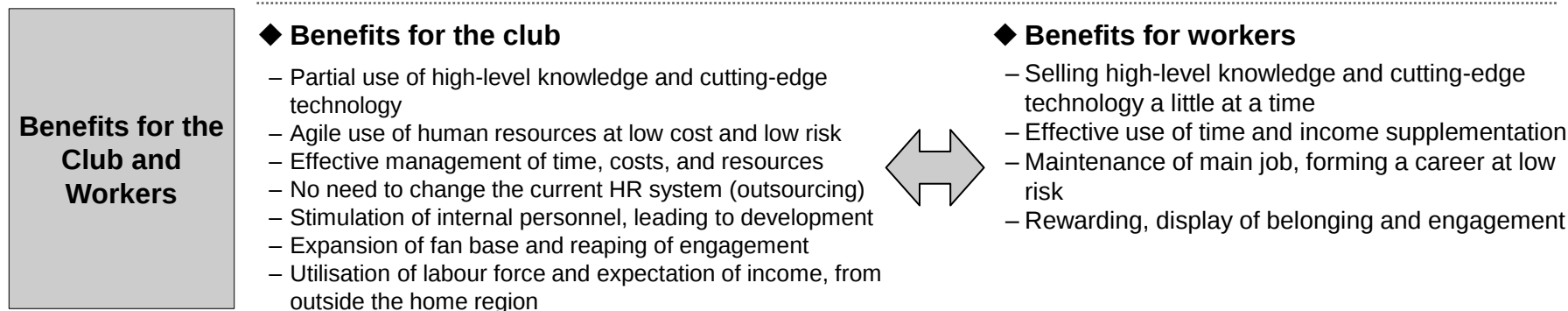
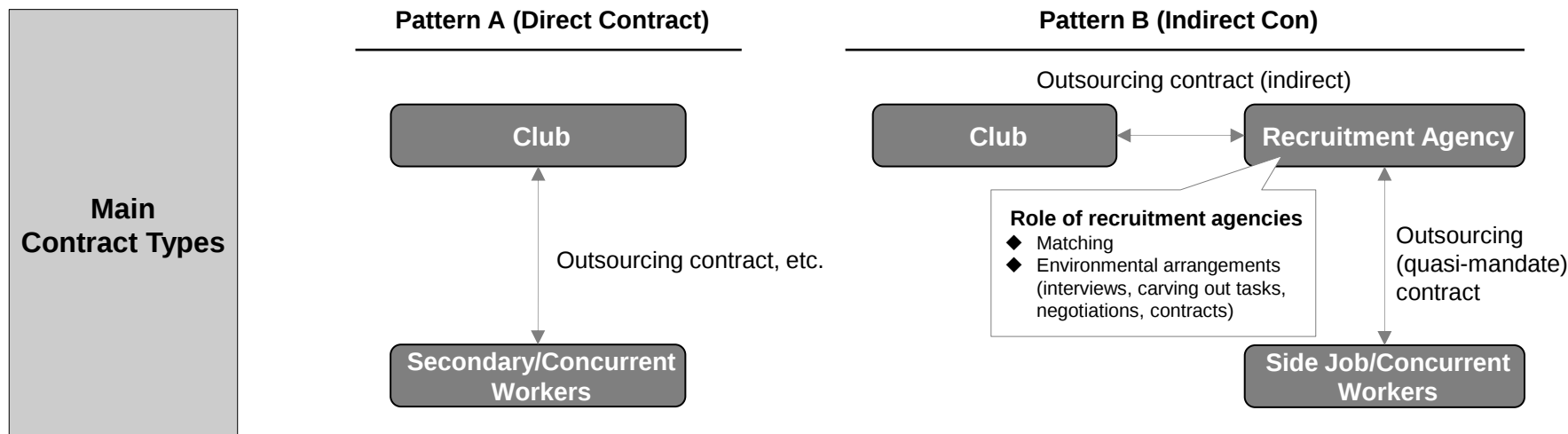


Note 1: Talent management involves recognising information such as employees' capabilities, qualities, and experience levels as important management resources and utilising this for strategic personnel placement and talent development across the organisation.

Note 2: Job rating is a method to compare job contents within the company based on aspects such as job content, scope, difficulty, and required skills, and to measure the relative value of these jobs.



- ◆ In line with the diversification of the labour market, the utilisation of workers with side/concurrent jobs is increasing, it is recommended that clubs consider their introduction, as benefits can be expected depending on the type of job and contract form.





- ◆ J.LEAGUE Human Capital (JHC), which began in 2015 as a project to produce J.Club management talent, was incorporated in 2016 as a more open institution for the development of talent for the sports community. By 2024, there have been over 600 participants, with more than 160 SHC graduates moving into or transferring to the sports industry, and currently, more than 260 graduates are working in the sports industry.



Sports Human Capital (SHC)

Established

September 2016

Representative Director

Kosuke HONMA

Free employment placement business

Licence No. 13-M-300098

Web

<https://shc-japan.or.jp/>

VISION To be the driving force for the realisation of a rich sports life

- ◆ Course Implementation Results, Number of Participants

Master Course: 17 periods total, 533 participants

Basic Course: 2 periods total, 70 participants

Development Management Course:
2 periods total, 30 participants

Sports Business Master Course

Learn broadly and deeply about club management realities by delving into real situations to acquire a foundation for decision-making for sports organisation managers

Free Job Placement

Match job offers from sports organisations with job seekers who are SHC graduates

- ◆ SHC graduates' cumulative placement/transfer to the sports industry: 162 people

Number currently in the sports industry: 261 people

* As of October 2024. Includes cases of career changes without SHC involvement

Development Management Course

Structuralise, verbalise and share knowledge of management of team development areas

Sports Business Basic Course

Learn fundamentals of professional sports organisation management using the J.LEAGUE CLUB MANAGEMENT GUIDE as a teaching material

Subsidy

Subsidise personnel expenses for newly hired secondary and dual employment staff

- ◆ Six months of personnel expenses and transportation costs subsidised, maximum 600,000 yen
- ◆ Subsidy recipients are determined through review by a subsidy selection committee and board of directors



Guidelines	◆ Establish a financial base that enables investments to be made according to a plan and that can withstand a certain level of risk, through solid budget control in terms of accounting and cash-flow, and by raising funds as required.
Target State	◆ Meeting the financial criteria for a club license is the minimum requirement, on top of which financial health that can withstand a certain level of risk, in terms of both accounting and financial resources, is maintained, while at the same time allowing investments to be carried out according to plan.
Rationale	◆ Since clubs cannot always raise funds flexibly, it is important that they remain financially healthy enough to withstand a certain level of risk, and, to grow, they must also be in a condition where they can make investments according to plan. ◆ First of all, to strengthen the financial base internally, it is important to create careful budget control considering the characteristics of football clubs, which have few opportunities for recovery during the fiscal year. ◆ However, since it can be difficult to retain significant internal reserves due to stakeholder relationships, it is necessary to implement appropriate fundraising measures to cover any shortages in required funds depending on the situation.
Key Initiatives	◆ Understanding the unique accounting and tax rules and financial characteristics of football clubs ◆ Creating a budget that is achievable considering the medium-term plan ◆ Establishment of financial management systems (accounting system, accounting organisation, consulting accountant, tax accountant, etc.) ◆ Detailed budget and cash-flow management based on monthly data (progress management, sales forecast review, recovery plan consideration, review, etc.) ◆ Execution of fundraising measures such as capital increases and borrowing, considering capital policy as well

Guidelines	◆ Utilise legal professionals, such as lawyers, to ensure compliance with the latest laws and regulations in matters involving legal issues such as player contracts and to actively apply legal knowledge in negotiations and the like.
Target State	◆ Systems and processes are clearly functioning so that the organisation's legal risks can be accurately grasped and decisions can be made on how to address them as a company.
Rationale	◆ As there are a wide range of areas in club management where the law is relevant, it is essential for management decisions to not only comply with laws and regulations but also to correctly recognise anticipated legal risks. ◆ Contract negotiations and litigation responses have a significant impact on club management, so it is important to have a process that handles them without leading to adverse results for the club and to accumulate legal knowledge, for example by checking past cases. ◆ Since it is difficult for clubs to retain persons qualified as lawyers, it is necessary to establish a system based on contracts with external experts, primarily lawyers.
Key Initiatives	◆ Regarding legal risks of corporate transactions, getting common recognition that each business department is the principal in its respective transactions (contracts are not the job of the legal department or lawyers) ◆ Accumulation of legal knowledge from past cases and continuation of awareness-raising programmes by business departments ◆ Incorporating legal checks with sufficient lead time into the decision-making process (specifying legal risks) ◆ Establishing a process whereby the latest laws and regulations are updated and reflected in a timely manner ◆ Establishing a system to regularly receive advice from external experts (lawyers) with sufficient knowledge

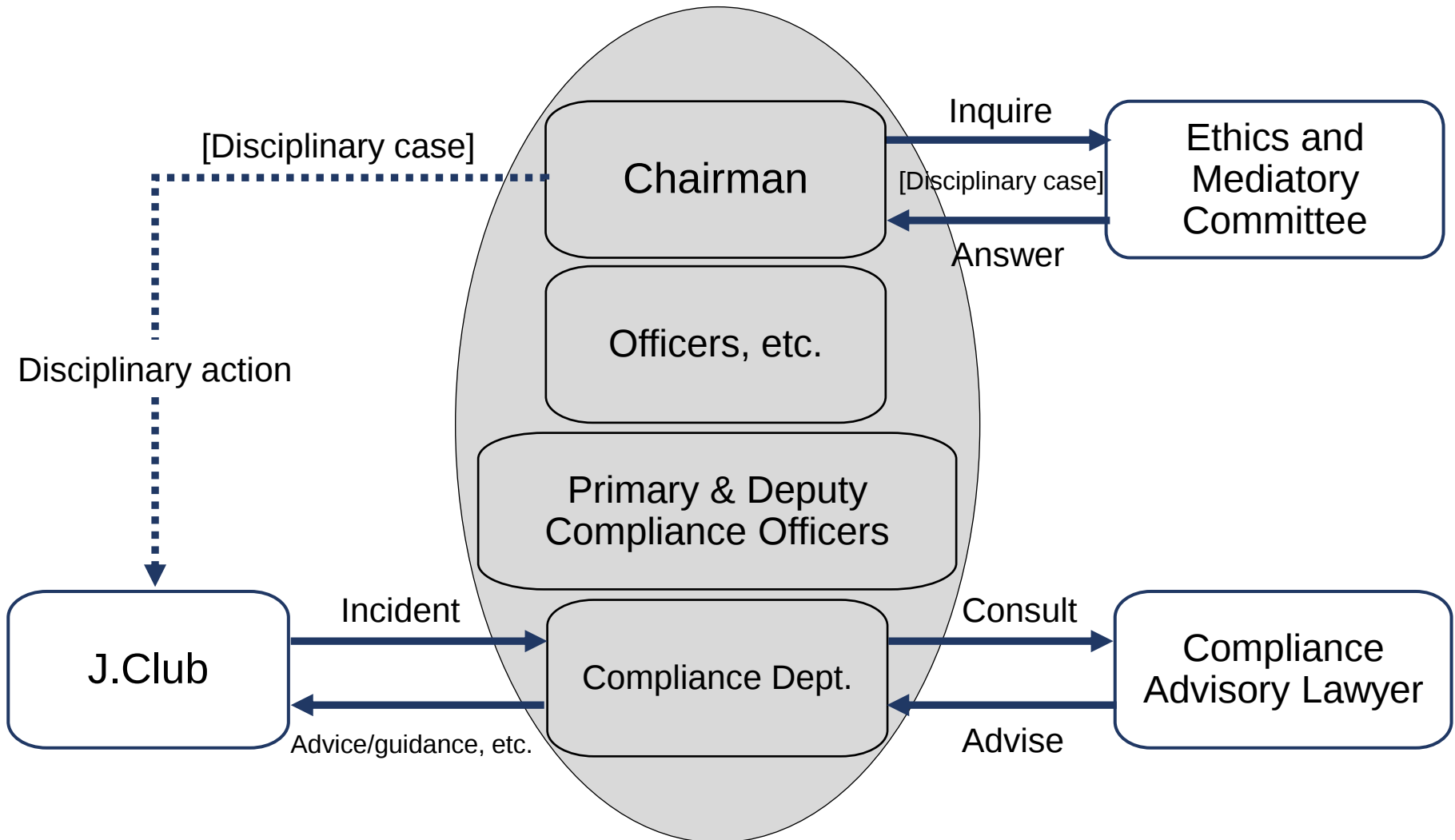
Guidelines	◆ Recognise compliance as a critical element to achieve integrity, thoroughly implement preventive measures, and in the event of an incident, promptly report to the J.LEAGUE and appropriately respond externally as well.
Target State	◆ Compliance issues do not occur in principle inside or outside the club, and if they do occur, the damage can be minimised. – Examples of compliance incidents: Various forms of harassment, discrimination, fraud/embezzlement, traffic violations (drunk driving), interaction with anti-social forces
Rationale	◆ Compliance incidents not only damage the club but also the entire league (which can lead to the devaluation of the league), therefore, the goal should first be to prevent their occurrence, and if they should occur, to minimise the damage. ◆ Since the highest priority is to prevent incidents, it is important to thoroughly implement preventive measures such as compliance education. However, as the probability cannot be reduced to zero, continuous monitoring of incident occurrence, including deterrent effects, is also essential. ◆ If a compliance incident should occur, Article 139 of the J.LEAGUE Statutes now includes the requirement to promptly report to J.LEAGUE and take appropriate action, highlighting its increased importance.
Key Initiatives	◆ Implementation of compliance education and awareness-raising activities within the club, including for players ◆ Raising awareness of compliance knowledge amongst external parties (such as supporters) and ensure that they are fully aware of compliance issues ◆ Establishing an organisational and supervisory system, including setting up a whistleblowing hotline (ideally a third-party organisation) ◆ Ensuring thorough protocols for prompt reporting to the J.LEAGUE and appropriate disclosure of information externally when a compliance incident occurs ◆ Prompt post-incident responses and the formulation and internal and external dissemination of permanent measures in collaboration with the J.LEAGUE and consulting lawyers

J.LEAGUE's Compliance Structure



- ◆ In the event of a compliance issue at a J.Club, it is necessary to promptly report and share it with the J.LEAGUE and also to take appropriate measures externally. As such, the J.LEAGUE has established a compliance response structure.

Reporting, sharing, and discussion of response measures

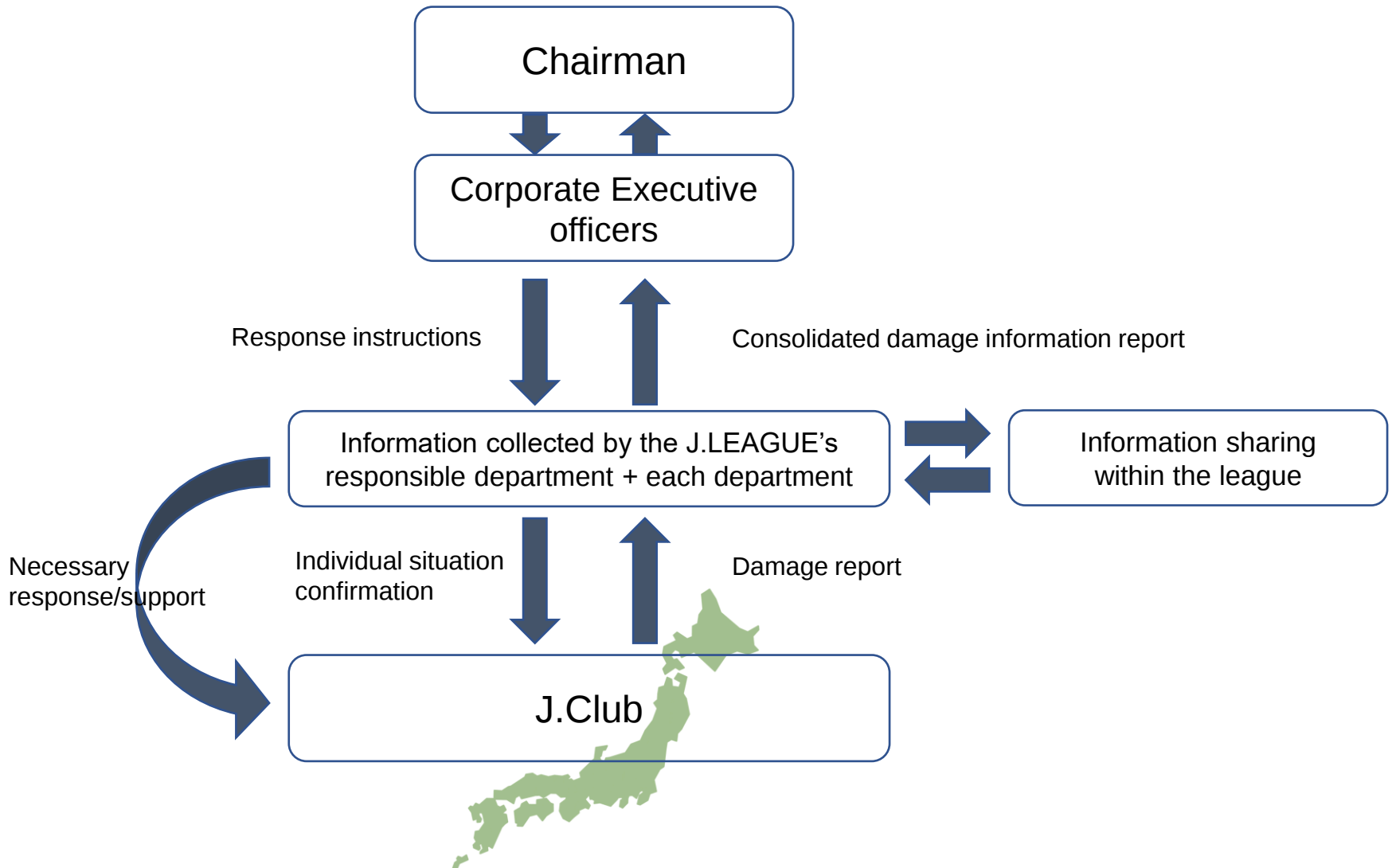


Guidelines	◆ Establish a response policy in normal times and, in the event of a crisis, the top management takes the lead and works closely with all relevant parties, including the J.LEAGUE, to make decisions and respond quickly.
Target State	◆ Simulations based on the Business Continuity Plan (BCP) have established a response image, and in the event of a crisis, adverse effects are kept to a minimum and recovery is rapid.
Rationale	◆ The occurrence of crises, such as natural disasters or economic collapses, cannot itself be avoided, so the goal is to minimise adverse effects and recover to the pre-crisis state as soon as possible. ◆ During an actual crisis, it is difficult to take time to consider anything, so it is desirable to decide on a response policy, role assignment, and other response measures, for each type of incident during normal times. ◆ In times of crisis, quick decisions are required in the face of high uncertainty, so the top management must take the lead in making decisions and responding quickly.
Key Initiatives	◆ Envisioning of cases during a crisis and pre-establishment of the response policy ◆ Transition to an “emergency” system led by the top management ◆ Close information sharing with the J.LEAGUE and local governments, etc. ◆ Rapid top-down decision-making and response ◆ Start considering recovery measures as early as possible

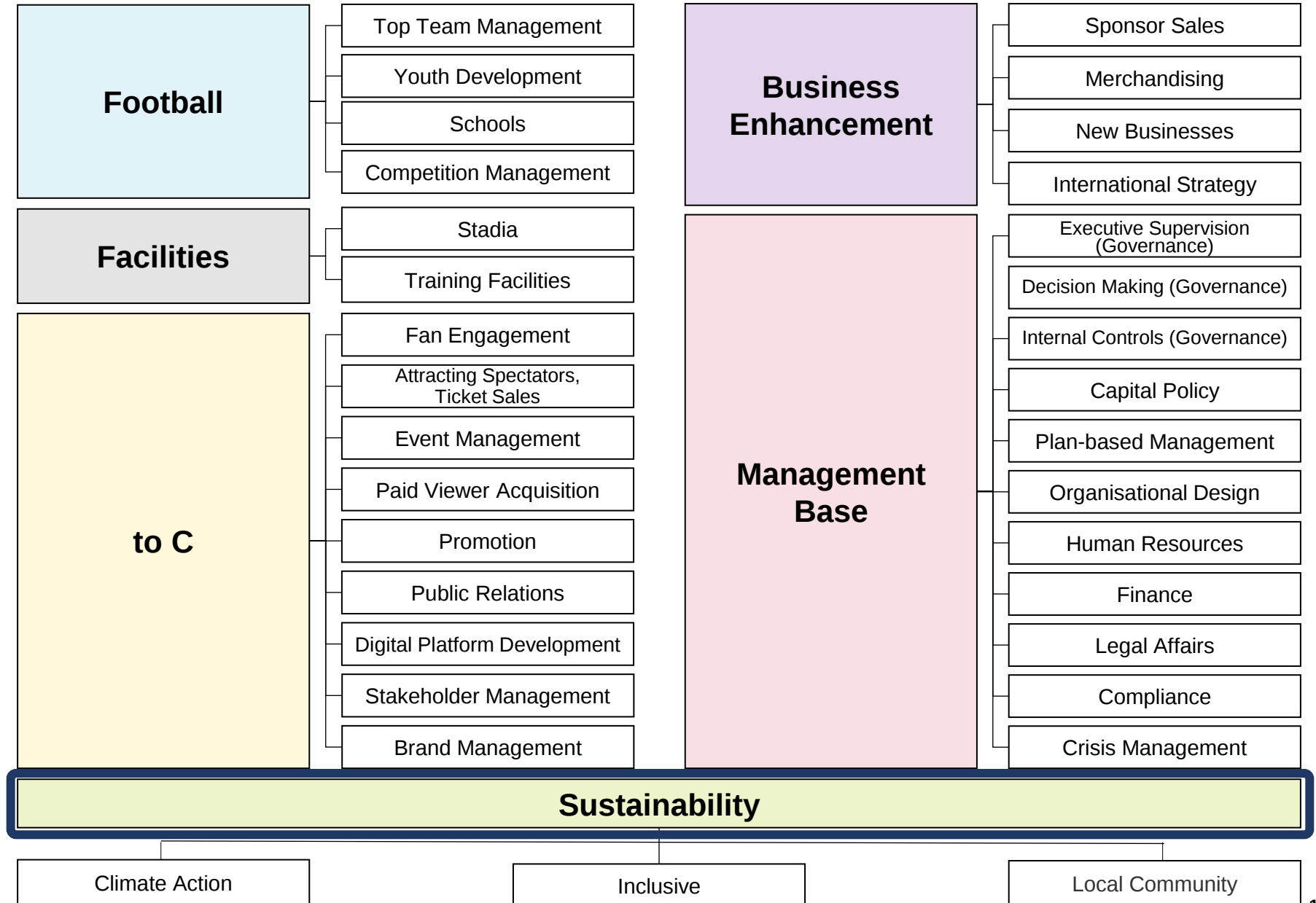
League Response Flow in the Event of a Disaster in the Hometown



- ◆ In the event of a major disaster in a club's hometown and related areas, the J.LEAGUE's responsible department will assess the situation of each club and share this information within the league, providing specific support as necessary under the direction of the league's management team.

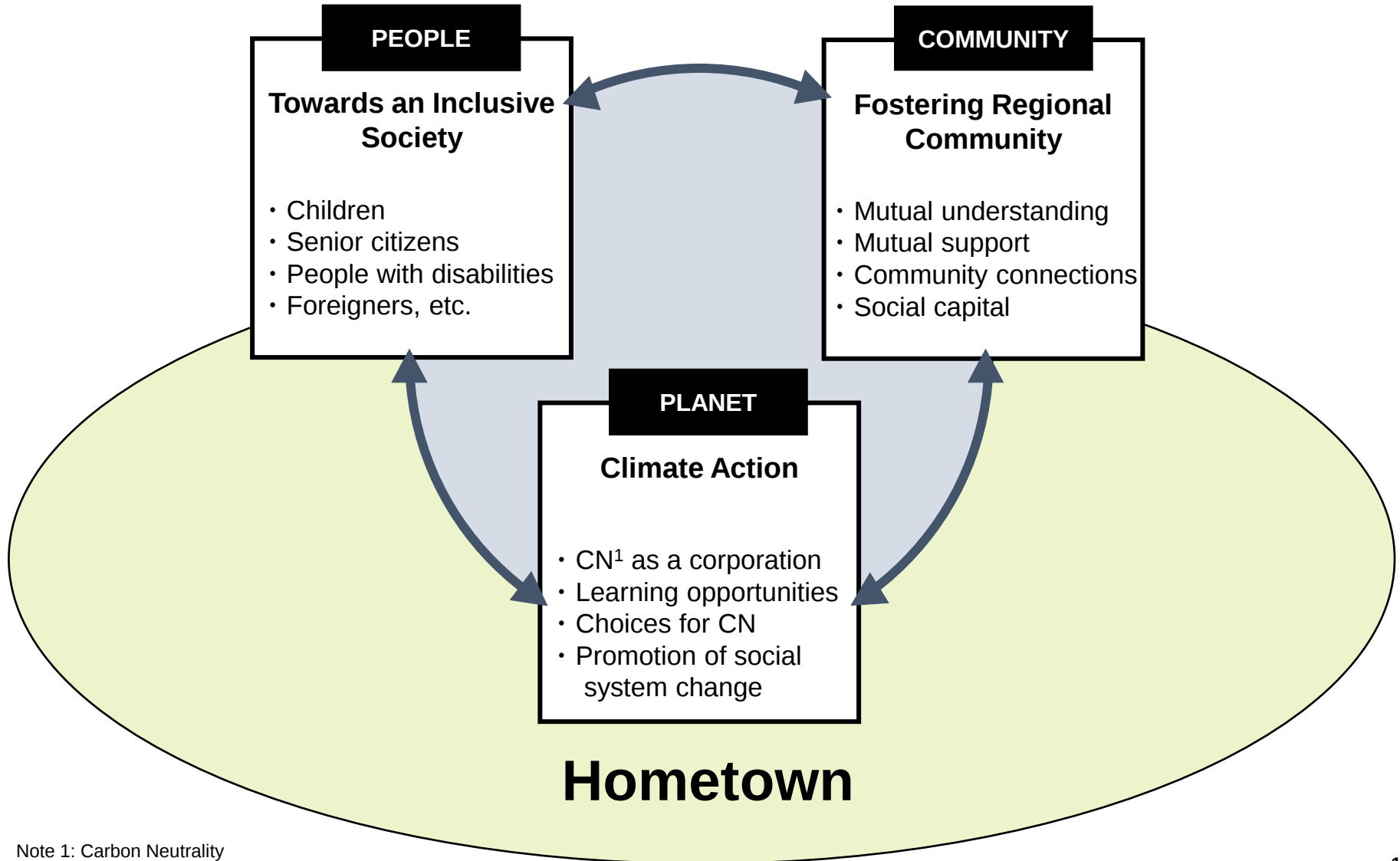


Details of Management Areas





- ◆ For the sustainability of football and sports, environmental and regional sustainability are essential. Set “Climate Action”, “Realisation of an Inclusive Society”, and “Fostering Regional Community” as main themes, with each club working on these in their hometown.



Guidelines	◆ As climate change threatens the foundation of society and the basis of life, work on environmental sustainability since sports cannot be enjoyed with peace of mind without it.
Target State	◆ Together with diverse stakeholders, advance mechanisms for achieving regional carbon neutrality while the club itself achieves a 50% reduction in CO2 emissions as a corporation (compared to the base year) by 2030.
Rationale	◆ A healthy global environment is the foundation of society and the basis of life and is important for socioeconomic vitality. ◆ As a member of society, we must minimise negative impacts on the global environment. ◆ While enhancing environmental sustainability, we must advance initiatives according to regional circumstances and link them to regional revitalisation.
Key Initiatives	◆ Understanding climate change ◆ Formulating a club vision with consideration for environmental and regional sustainability ◆ Creating a roadmap based on the club's vision ◆ Sustainability management aimed at minimising environmental impact in all activities ◆ Building a framework to work on environmental and regional sustainability together with fans & supporters and regional stakeholders



Guidelines	◆ Promote initiatives aimed at realising a local community where all people are respected and can live authentically through football and sports.
Target State	◆ Understanding the importance of an environment where all people are respected and can live authentically through football and sports is encouraged.
Rationale	◆ Protecting everyone's right to live happily is the most fundamental principle. ◆ We have a responsibility and obligation to strive for a society where all people can live without discrimination or feeling unequal. ◆ Support initiatives are needed to ensure that socially vulnerable people, such as senior citizens, persons with disabilities, and low-income individuals, can actively participate in society without becoming isolated.
Key Initiatives	◆ Fostering understanding within clubs regarding an inclusive society ◆ Establishing cross-organisational response systems and developing policies ◆ Fostering understanding within the community towards realising an inclusive society ◆ Providing opportunities through sport to respect diversity and deepen understanding of people from different backgrounds ◆ Promoting cooperation with facility owners on barrier-free infrastructure development



Guidelines	◆ Increase attachment and pride in the local area and enhance social capital (connections and relationships between people) through the promotion of community-based activities, which represent one of the core purposes of J.Clubs.
Target State	◆ A society overflowing with attachment to and pride in the local area, where mutual understanding among local people has deepened, and more people continue to connect with others while having fun.
Rationale	◆ Support from local residents and businesses sustains club development, making continued mutual growth essential. ◆ It is important for clubs to function as more than just sports teams, serving as symbols of local identity and elements that strengthen community bonds. ◆ Clubs can provide dreams and hope for local people and serve as a source of vitality for the local community.
Key Initiatives	◆ Understanding the 100 YEAR VISION ◆ Shared recognition of the club's significance in the community ◆ Establishing club policies and rules for smooth internal participation ◆ Implementing activities promoting community resident interaction (local festivals, community cleanups, workshops, intergenerational exchange, etc.) ◆ Information dissemination to expand activity reach

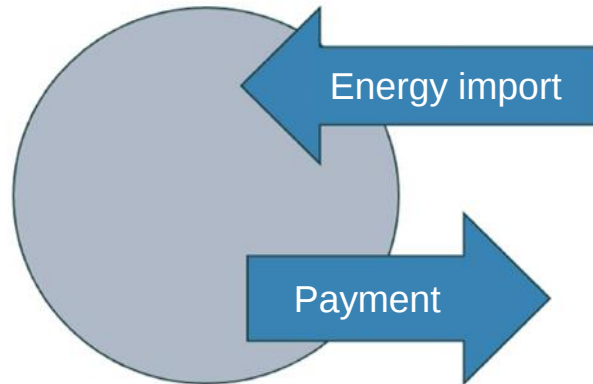
Examples of Initiatives to Enhance Environmental and Local Sustainability

Sustainability



- ◆ Achieve decarbonisation, local economic revitalisation, and disaster preparedness by shifting away from external (international) outflows for energy resource procurement and increasing regional circulation through local energy production and consumption using renewable energy that harnesses local natural resources.

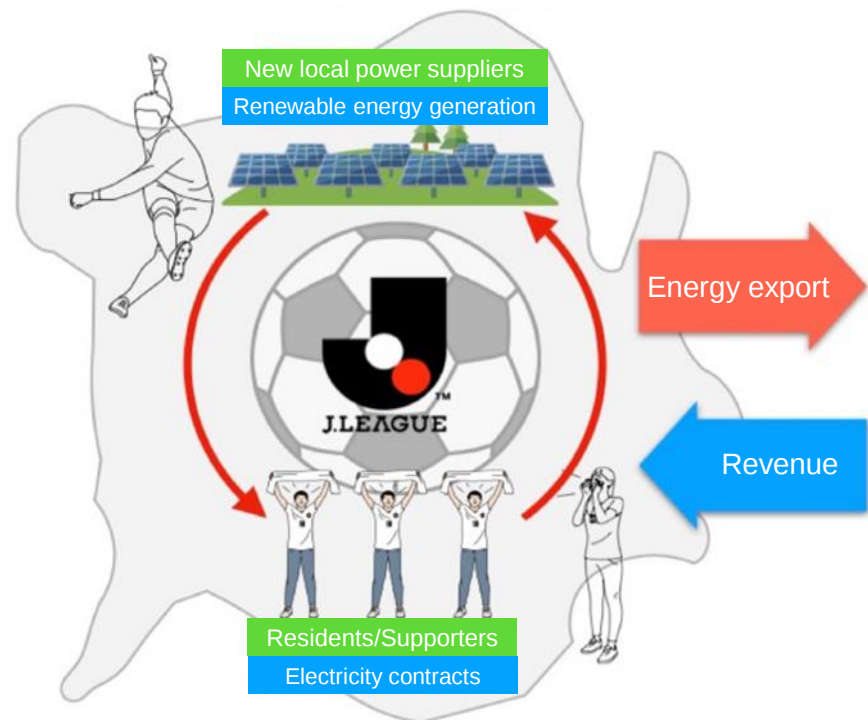
Before: Energy self-sufficiency rate 11%



- ¥27.3 trillion nationwide (2023) = Approximately ¥27 billion/year outflow for municipalities of 100,000 people
- High risk of large-scale power outages
- Climate change-induced extreme weather (floods, extreme heat, etc.)

Future of the region: Energy independence through renewable energy

Energy self-sufficiency rate 100%+ = Local production for local consumption
(However, urban areas also purchase from rural regions)



Future created jointly by J.Teams and home municipalities



Local economic revitalisation



Preparedness for power outages during disasters



Leading drive to decarbonisation

Hometown Activities

- ◆ Article 24 (J.Club Hometowns (Home Grounds)) Paragraph 2 of the J.LEAGUE Statutes states the following:

“J.Clubs must endeavour to popularise and promote football and other sports in their respective hometowns, working to

build up their club together with the local community
(including working on activities that contribute to the community).”



Club Initiatives: Hometown Activities



◆ J.Clubs are engaged in many hometown activities each year.

Aggregate of 60 Clubs' Hometown Activities in 2023

Annual Activity Count:

30,614 times

Number of Top Team Players Involved:

8,009

SHAREN! Activity Count among Them:

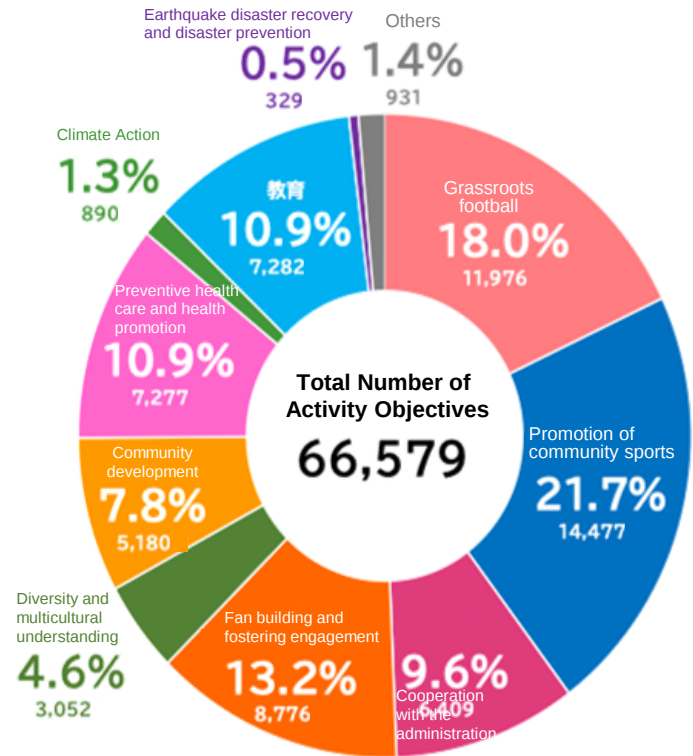
3,778 times



*As "participants" and "collaborators" can be selected multiple times for a single activity, the total number of activities is displayed.

Structure of Activity Objectives

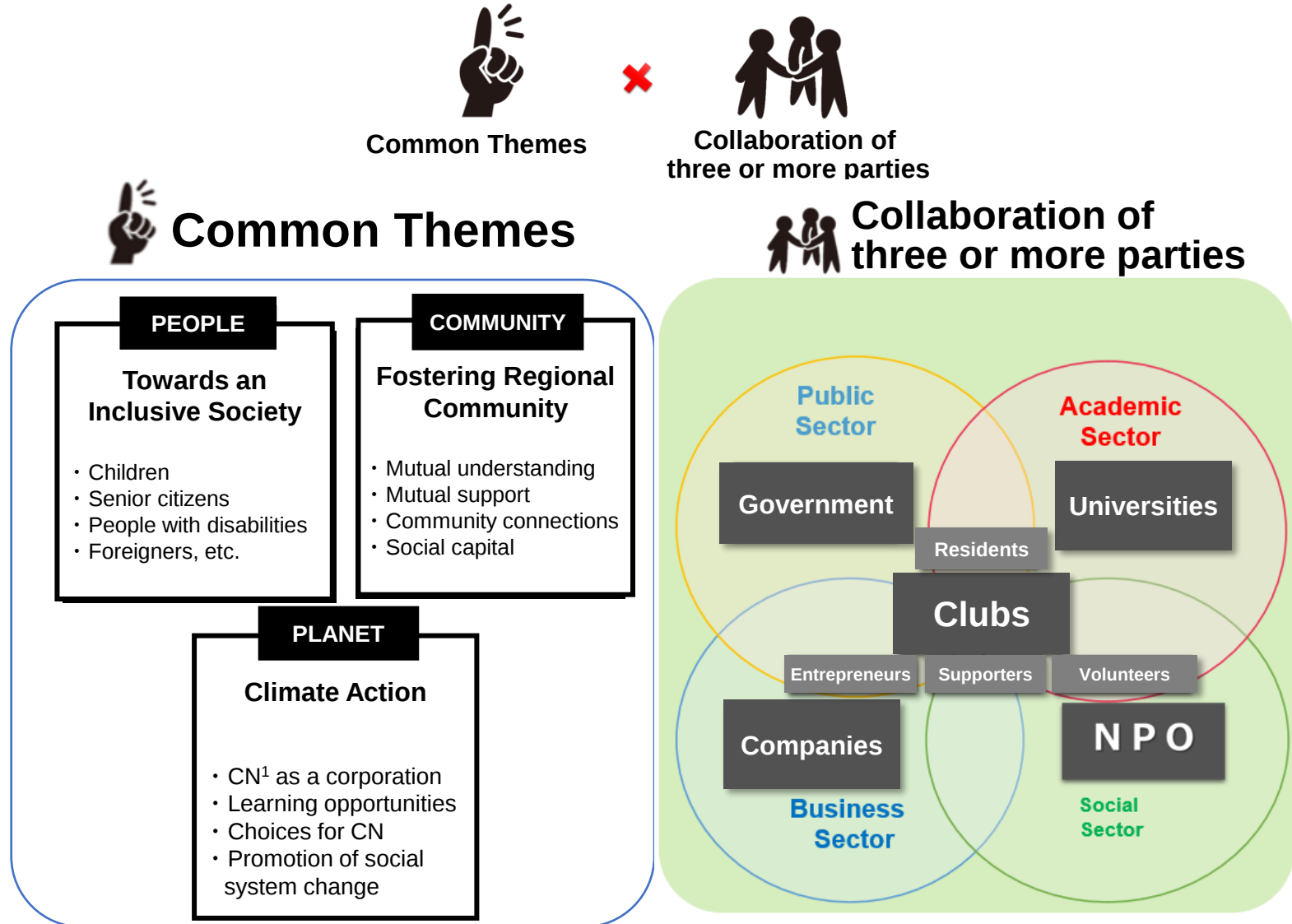
*The number of hometown activities carried out by each club is aggregated based on reports from the clubs.
 *As "activity objectives" can be selected multiple times for a single activity, the total number of activities is displayed.



SHAREN!



- ◆ SHAREN! is a framework for solving local social issues through cooperation with diverse local stakeholders.





◆ The SHAREN! activities listed here are cases of clubs that won awards at the 2024 J.LEAGUE SHAREN! Awards.

Social Challenger Award



FC Imabari

A project embodying an inclusive society by creating a multi-purpose facility at the stadium

This is the first initiative to combine a football stadium with a complex of welfare facilities. Connections between people with disabilities and the local community are not well-developed nationwide, but by taking the initiative to collaborate, J.Clubs can remove barriers with the community. The facility also serves as a place where people with disabilities can work with independent roles. The overall approach and initiatives are leading the way towards an integrated society.

Public Award



Iwaki FC

Players and staff acting as dementia supporters!

Players and staff themselves becoming “dementia supporters” and efforts to raise awareness for “creating a town where people with dementia can live comfortably as themselves” aligns with the 2023 Basic Act on Dementia, the advocacy of new perspectives on dementia, and the Council for the Realisation of an Aging Society.

Meiji Yasuda Local Vitality Award



Sagan Tosu

Sagan World Cup

Organising a World Cup for local technical intern trainees and international students is very meaningful. The shortage of workers in the region is serious, and while the presence of foreign technical intern trainees increases year by year, their integration into the community remains difficult, causing growing concerns for local government. Football is accessible to foreigners, and its characteristics can be utilised as an opportunity for locals and foreigners to surmount language and cultural barriers and get to know each other. This is an event that should be undertaken precisely because it's football and because it's a club, and it can be implemented by any club.

Media Award



Mito Hollyhock

Another passionate battle: My Town PR League

While other clubs have municipality-specific projects, it's rare to see one with this level of commitment. It's an interesting perspective to turn the club's concern and reality of *frequent player turnover* into an advantage, and this innovative thinking deserves applause.

Club Selection Award



Montedio Yamagata

The miracle of the U-23 Marketing Department – A generational bridge built with 40 students over 300 hours in 10 months

The initiative has successfully continued from 2022 and shows ongoing development. While it cannot prevent the outflow of young people, which is a regional issue, the club provides a platform contributing to students from other prefectures developing an interest in Yamagata Prefecture as a region. Corporate sponsorship has also been secured, and further development is expected.



Albirex Niigata

The NIIGATA GA MIKATA project: A social contribution activity proposed by a player and supported by the club

Received the most votes on the special webpage. The NIIGATA GA MIKATA project, proposed by player Daichi TAGAMI, provides ongoing support for single-parent households and children's homes, helping children in Niigata pursue their dreams and goals with passion and walk their own path.

◆ Introduction	3
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Comparison with the World

J.LEAGUE has achieved steady growth since its launch in 1993, overcoming various challenges and changes in the environment over more than thirty years. However, the Premier League and Europe's top five leagues have developed even more rapidly, and as the data shown here clearly indicates, there is currently a significant gap in popularity, capability, and financial scale.

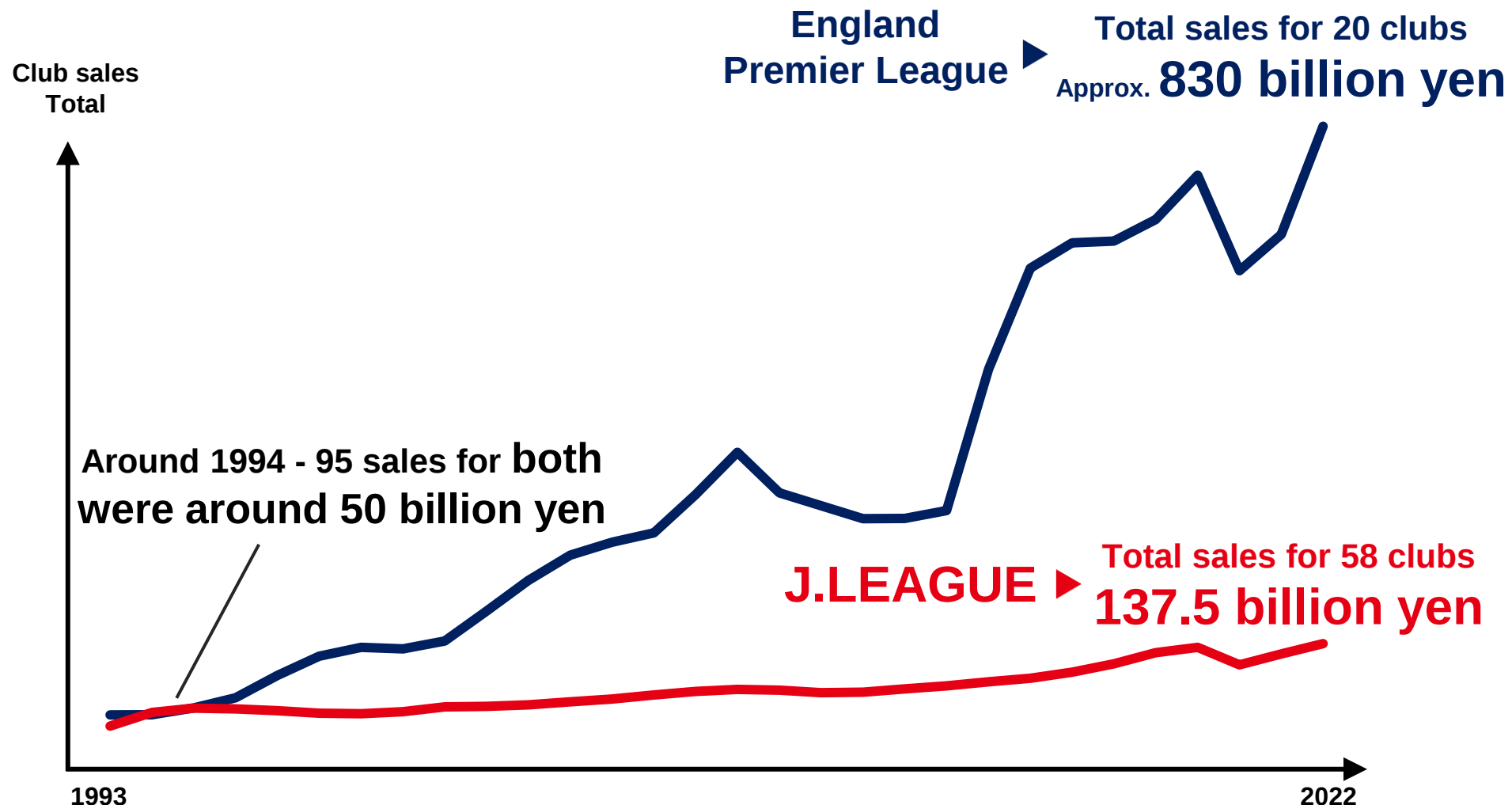
We must continue various reforms and challenges to achieve our vision for the Next 10 Years: "J.LEAGUE that can win titles in Asia and take on the world," "Japan National Team members from European League clubs and J.LEAGUE clubs," and "Boost total J.LEAGUE sales by 1.5 to 2 times."

- ◆ **Growing divide with the rest of the world (Premier League and J.LEAGUE)**
- ◆ **International Club Operating Revenue**
- ◆ **European Club Operating Revenue Composition**
- ◆ **European Club Operating Revenue Composition: UEFA Broadcasting Rights**
- ◆ **Broadcasting Rights Revenue League Comparison**
- ◆ **Average Attendance Count: By League**
- ◆ **Average Attendance Count: By Club**
- ◆ **Social Media Followers Comparison: By League**
- ◆ **Social Media Followers Comparison: By Club**
- ◆ **Average Player Annual Salary Comparison: By League**
- ◆ **Club Analysis by Revenue Scale (20/21 season)**

Growing divide with the rest of the world (Premier League and J.LEAGUE)



- ◆ Around 1994–95, the Premier League and J.LEAGUE had similar scales of about 50 billion yen, but due to factors such as the surge in broadcasting rights fees, the divide with the rest of the world has widened significantly.



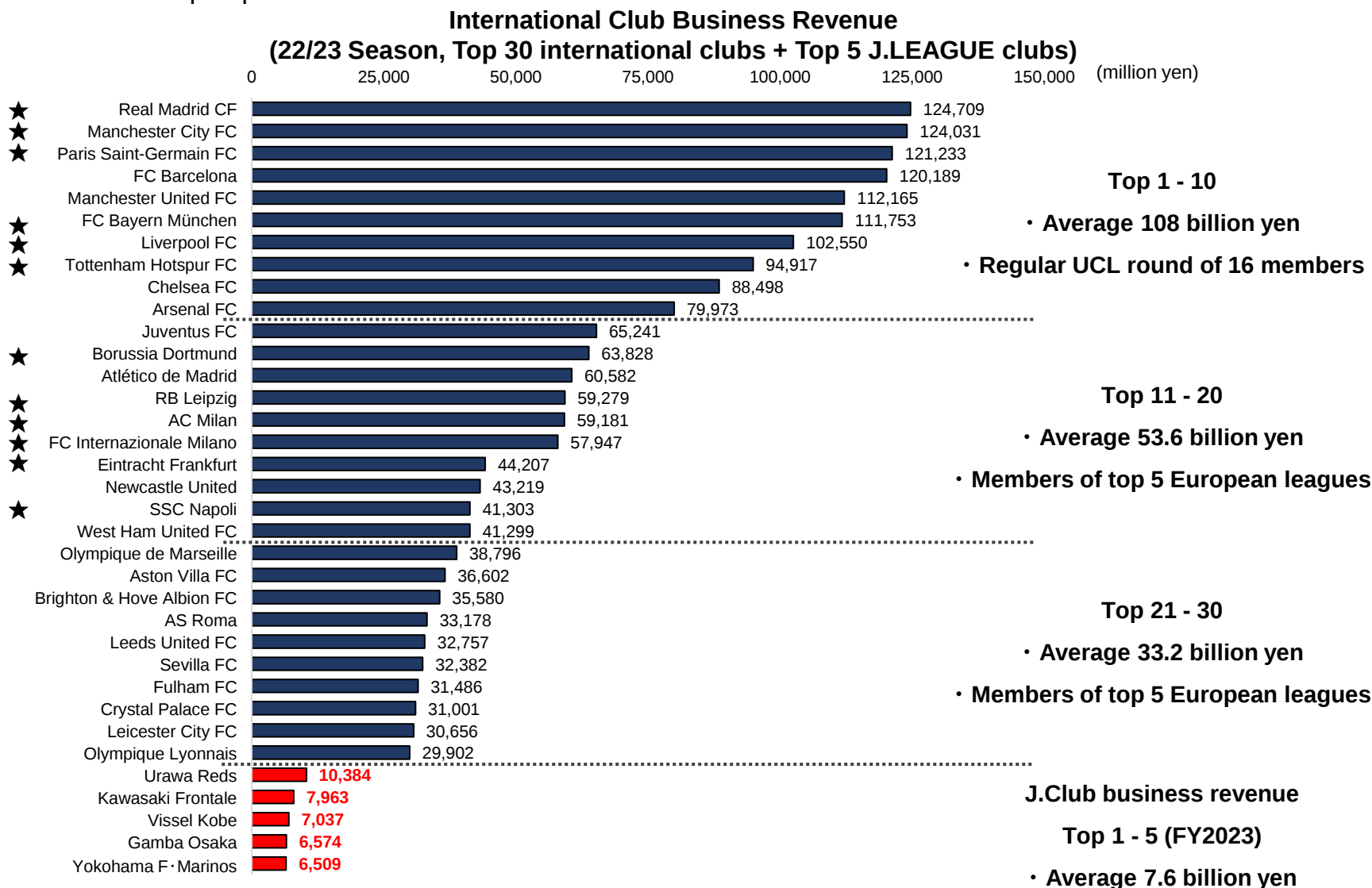
* Figures are for the England Premier League from the 1992 - 93 to the 2021 - 22 season. Figures for the J.LEAGUE are from the 1993 to 2022 season.

* Average yen - € exchange rate is calculated separately for each season. For the 2021 - 22 season the exchange rate was 1 Euro = 128.435 yen

Source: Deloitte Football Finance and J.LEAGUE

International Club Operating Revenue

- ◆ The gap between J.clubs and top foreign clubs is huge, as even the 30th ranked foreign club is over three times the size of the top Japanese club.



* European club revenue does not include player transfer fees. J.Club revenue includes player transfer fees

* Exchange rate of 1 Dollar = 143.45 yen (as of October 1, 2024 close)

* ★ indicates best 16 teams in the 22/23 season European Champion's League

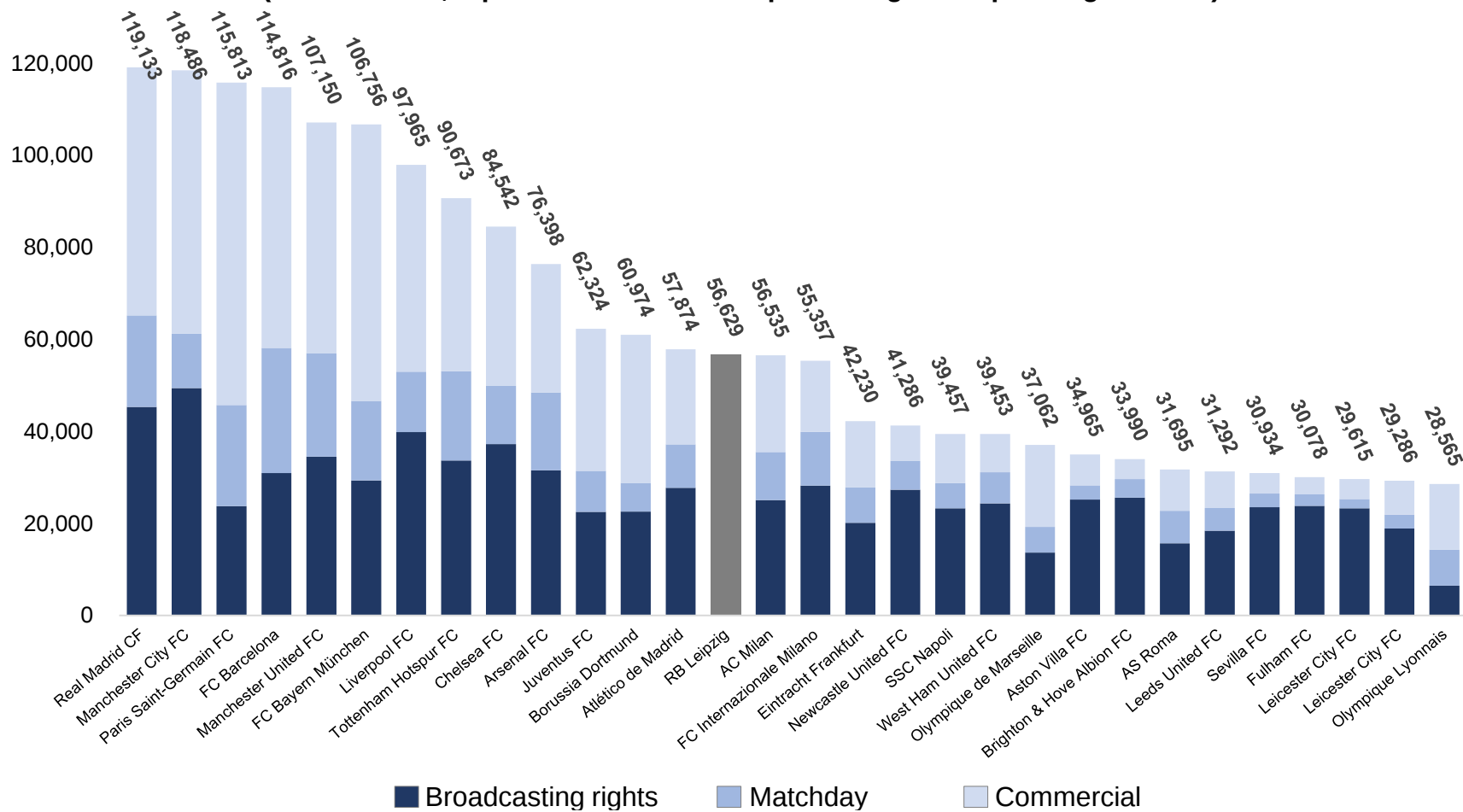
Source: Produced by SHC based on Football Benchmark and J.LEAGUE FY2023 accounting data

European Club Operating Revenue Composition



- ◆ Overall, broadcasting rights, including UEFA, account for a high proportion. Top-tier clubs have high commercial revenue, while at clubs a tier below, the proportion of broadcasting rights is extremely high.

International Club Operating Revenue Composition
(22/23 season, top 30 clubs of the European League in operating revenue)



* Exchange rate of 1 Dollar = 143.45 yen (as of October 1, 2024 close)

* Definitions of each revenue item: Broadcasting rights - domestic and international match broadcasting rights; includes prize money. Matchday - matchday-related revenue including tickets and food & drink. Commercial - sponsor and merchandise sales revenue, etc.

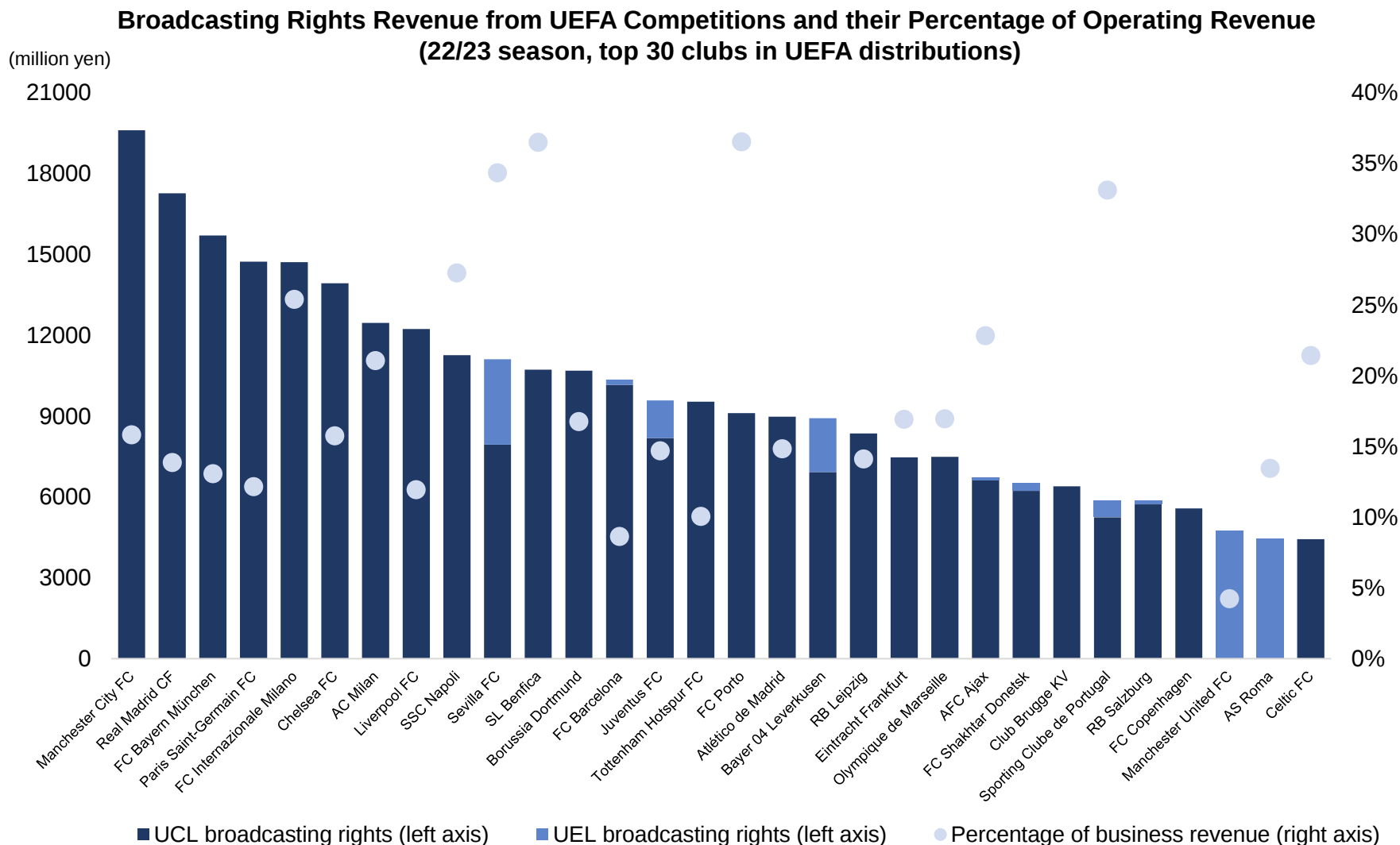
* As the composition of RB Leipzig except for broadcasting rights (UEFA) has not been disclosed, the white part is unknown

Source: Graph produced by SHC based on Football Benchmark data

European Club Operating Revenue Composition: UEFA Broadcasting Rights



◆ Major European clubs are highly dependent on UEFA distributions.



* Exchange rate of 1 Dollar = 143.45 yen (as of October 1, 2024 close)

* UCL Broadcasting Rights - Broadcasting rights fees for the UEFA Champions League, UEL Broadcasting Rights - Broadcasting rights fees for the UEFA Europa League

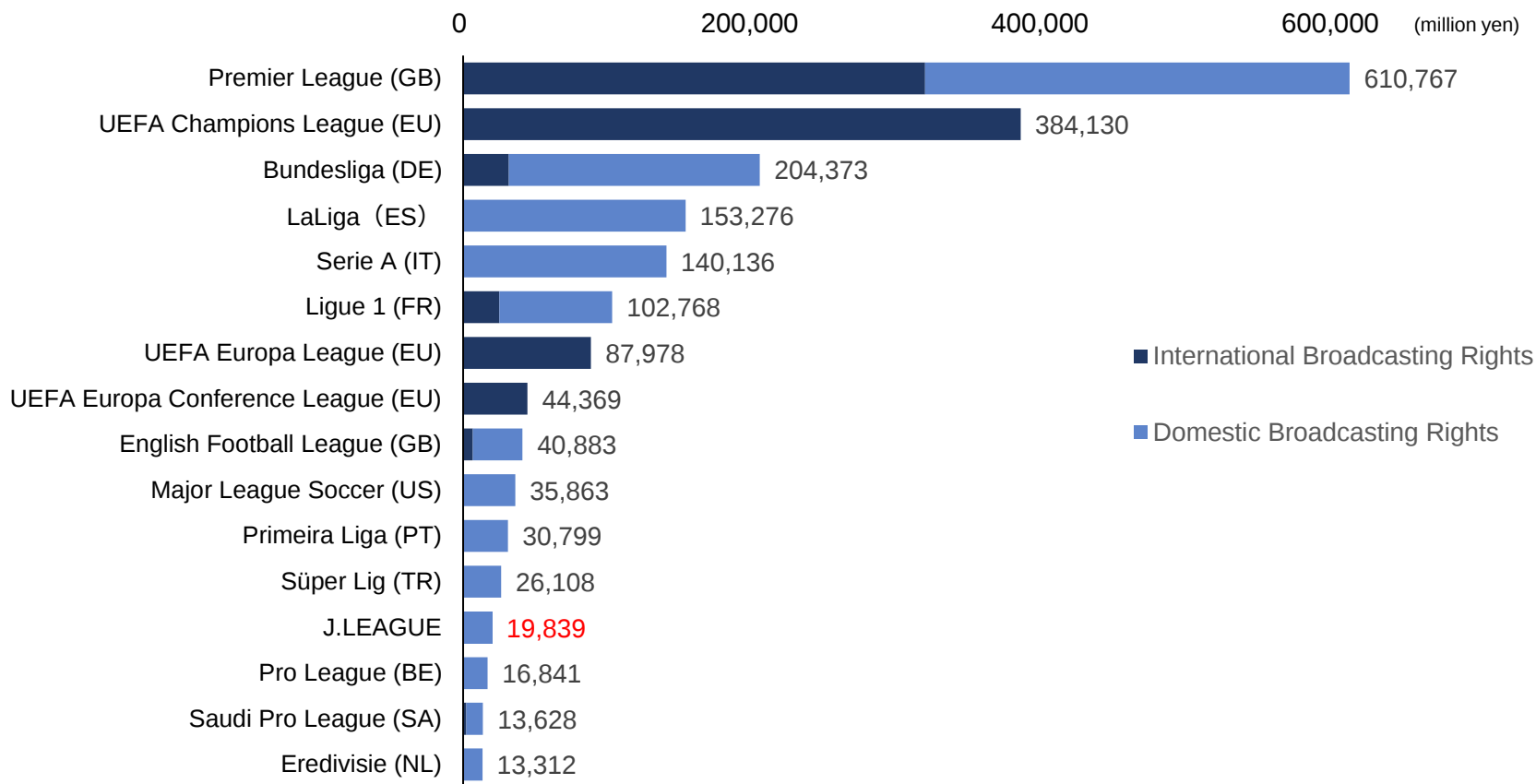
* Bayer 04 Leverkusen, Shakhtar Donetsk, Club Brugge KV, RB Salzburg, and FC Copenhagen ratios not calculated due to unregistered revenue data

Source: Graph produced by SHC based on Football Benchmark data

Broadcasting Rights Revenue League Comparison

◆ J.LEAGUE is far behind the results achieved by major European leagues.

**League and Tournament Annual Broadcasting Rights Revenue
(Top leagues in Europe, America, and Asia)**



* Exchange rate of 1 Dollar = 143.45 yen (as of October 1, 2024 close)

* Country/Region: (ES): Spain, (GB): England, (IT): Italy, (DE): Germany, (FR): France, (NL): Netherlands, (PT): Portugal, (BE): Belgium, (TR): Turkey, (RU): Russia, (EU): Europe, (US): United States of America, (SA): Saudi Arabia

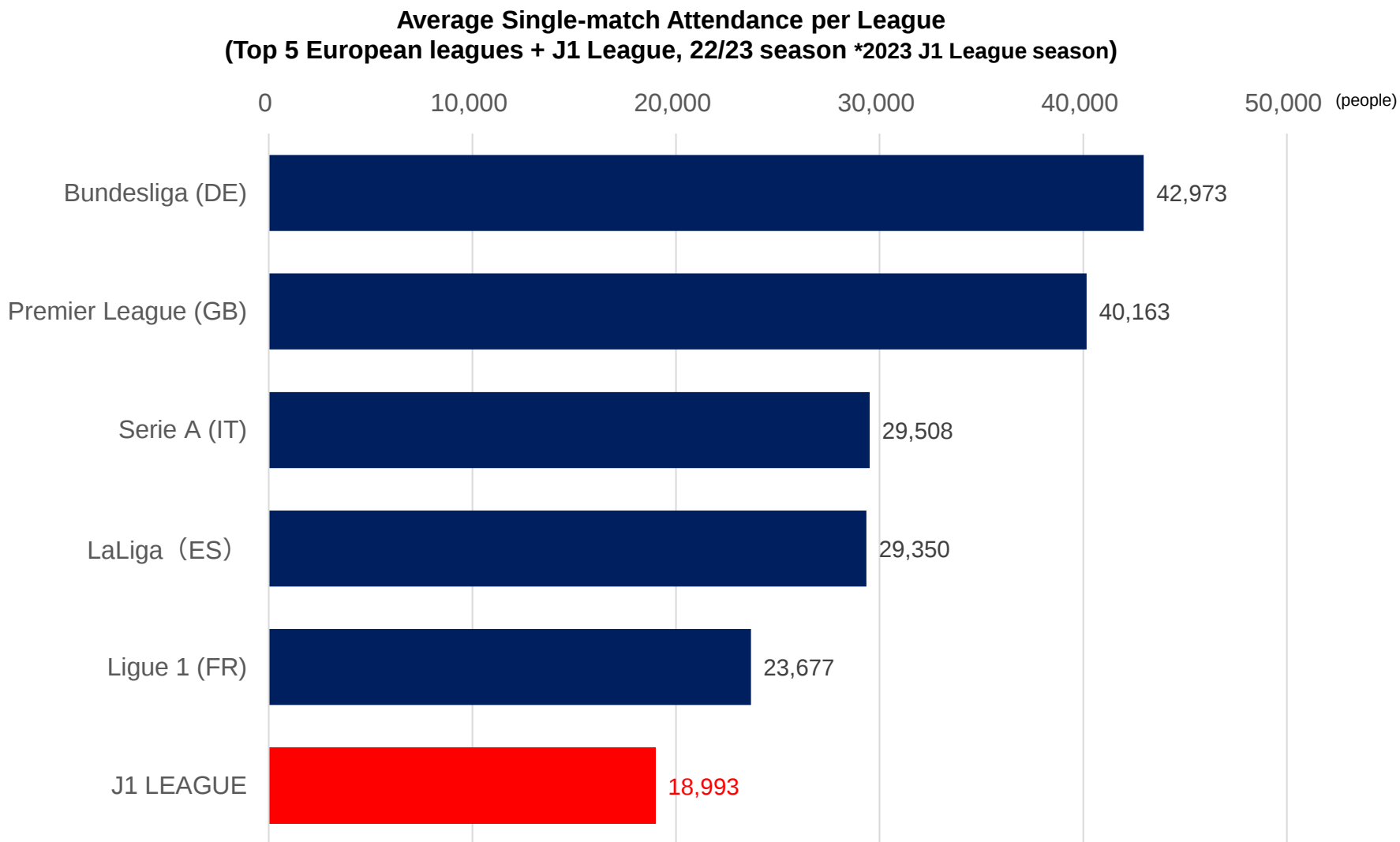
* Amount disbursed to clubs for UEFA Champion's League, European League and Conference League

Source: Graph produced by SHC based on Football Benchmark data



Average Attendance Count: By League

◆ J1 League attendance is less than half of Bundesliga and Premier League but is close to Ligue 1.

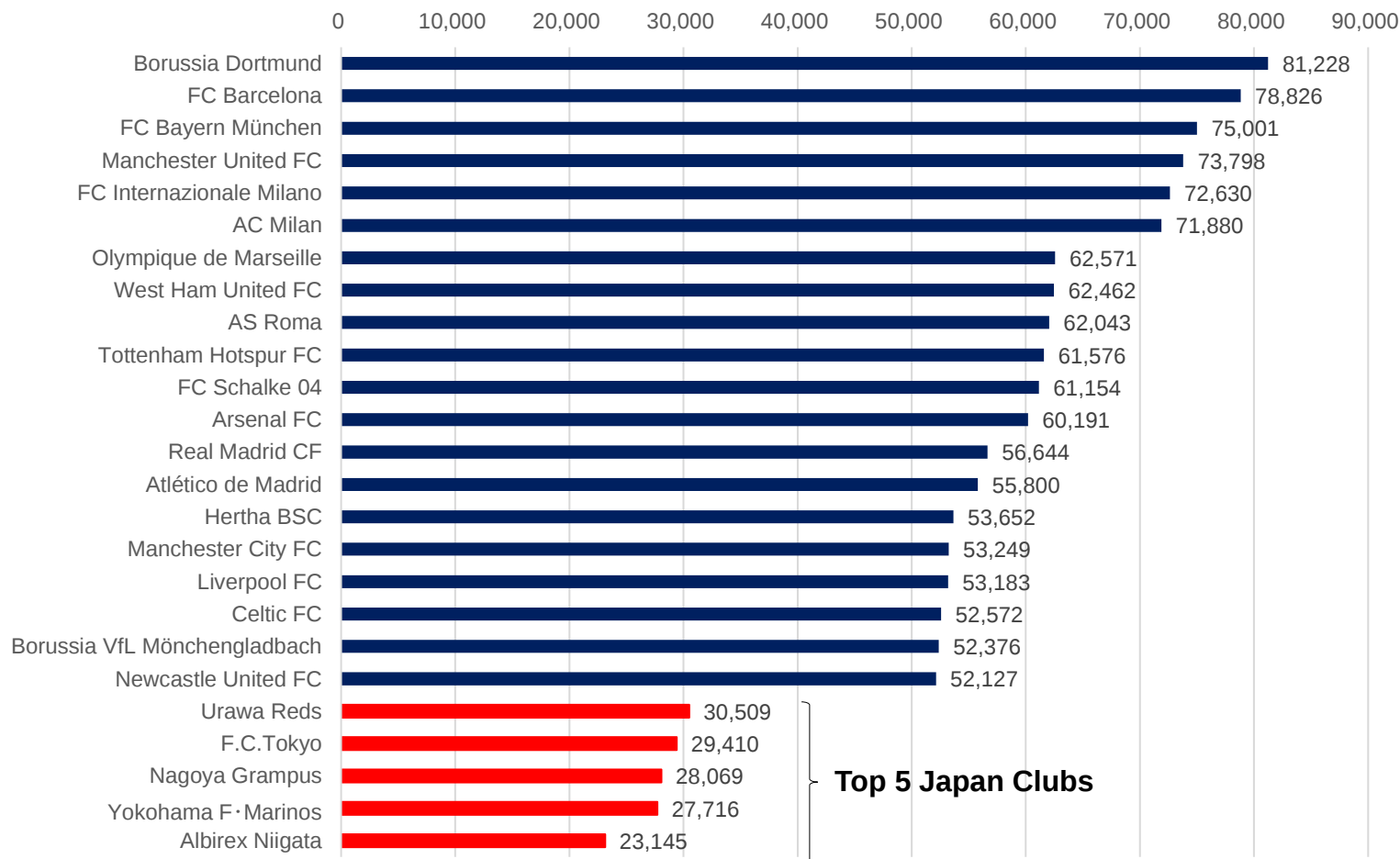


* Country/Region: (ES): Spain, (GB): England, (IT): Italy, (DE): Germany, (FR): France
Source: Produced by SHC based on Football Benchmark data

Average Attendance Count: By Club

◆ Even for top J.LEAGUE clubs, match attendance is far behind the top European clubs.

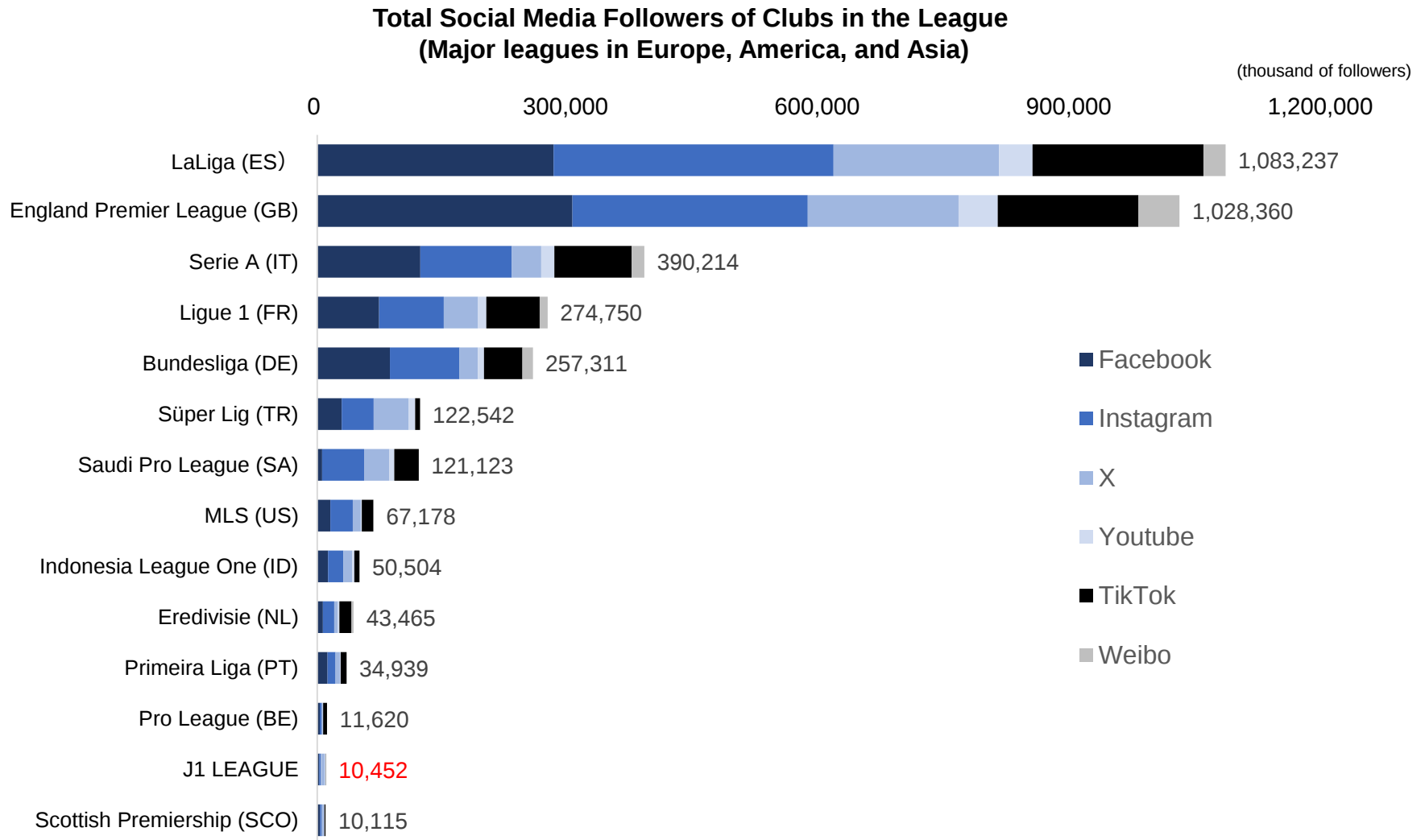
Average Single-match Attendance per Club
(Top 5 European leagues + J1 League, 2022 - 2023 season *2023 J.LEAGUE season)



Social Media Followers Comparison: By League



- ◆ The J.LEAGUE lags far behind Europe's top five leagues and is below the Netherlands, Portugal, Belgium, and even Saudi Arabia, the United States, and Indonesia.



* Country/Region: (ES): Spain, (GB): England, (IT): Italy, (DE): Germany, (FR): France, (NL): Netherlands, (PT): Portugal, (BE): Belgium, (SA): Saudi Arabia, (US): United States of America, (ID): Indonesia, (SCO): Scotland

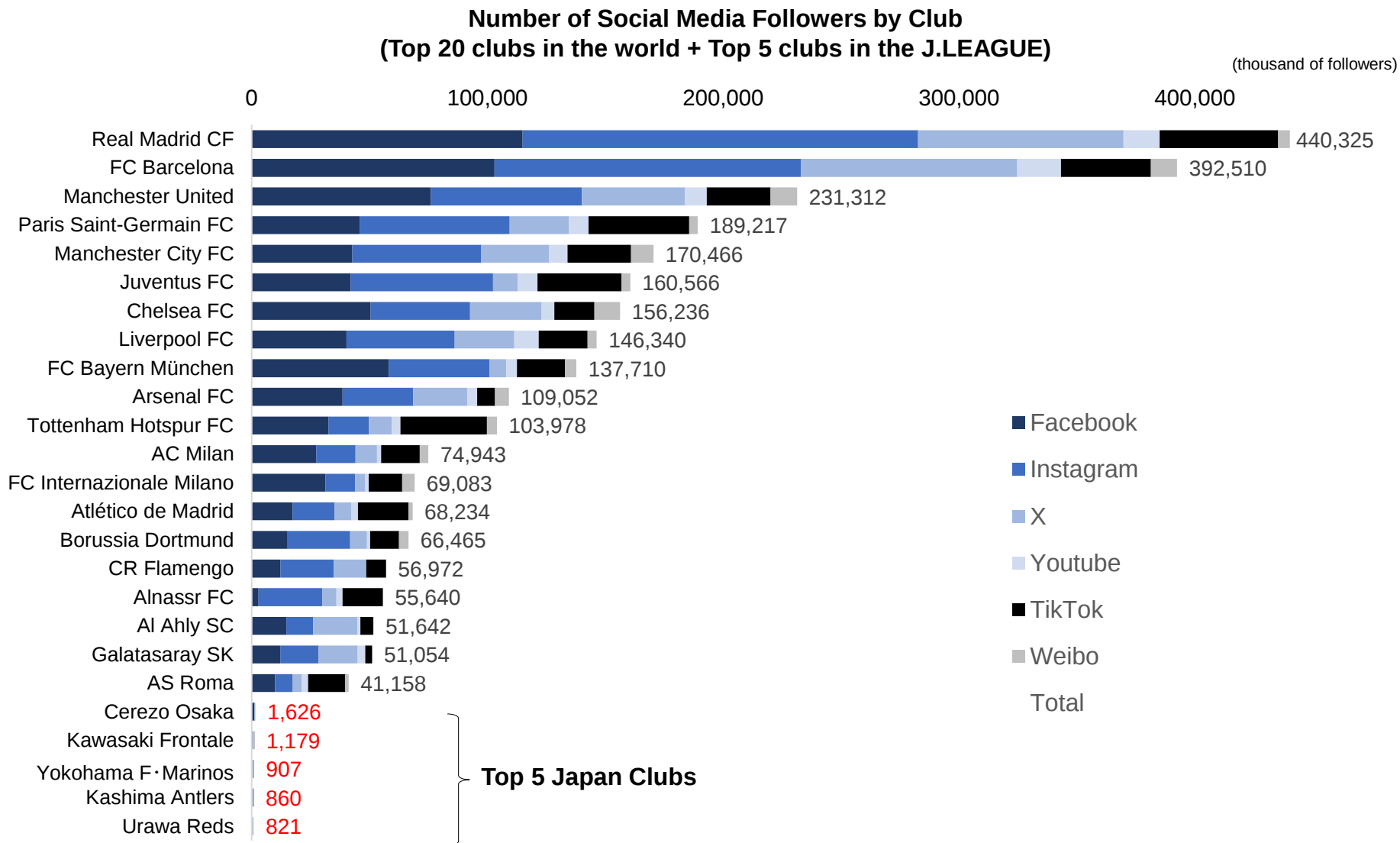
* As of October 1, 2024

Source: Produced by SHC based on Football Benchmark data

Social Media Followers Comparison: By Club



◆ Even the top clubs in the J.LEAGUE in terms of social media followers, there is a massive gap with the world.



* As of October 1, 2024

Source: Produced by SHC based on Football Benchmark data

Average Player Annual Salary Comparison: By League



◆ Average player annual salary in J.LEAGUE lags significantly behind major international leagues.



* Average annual salary among top team players

* Salaries for the European League 22/23 season. J.LEAGUE refers to 2023 season

* Exchange rate of \$1 USD = 143.45 yen (as of October 1, 2024 close)

Source: Produced by SHC based on Football Benchmark data

Club Analysis by Revenue Scale (22/23 season)



(Unit: Unless otherwise specified, in million yen)

		Operating Revenue					
		Less than 5 billion yen	5-10 billion yen	10-20 billion yen	20-50 billion yen	50-100 billion yen	Over 100 billion yen
Top 5 clubs in Operating revenue		• Colo-Colo • FC Girondins de Bordeaux • AC Ajaccio • FC Metz • Cardiff City FC	• AC Monza • RCD Mallorca • SC Internacional • Real Valladolid • RC Strasbourg	• SC Corinthians Paulista • Boca Juniors • Athletic Club Bilbao • Valencia CF • Sporting Clube Portugal	• Eintracht Frankfurt • Newcastle United • SSC Napoli • West Ham United FC • Olympique de Marseille	• Tottenham Hotspur FC • Chelsea FC • Arsenal FC • Juventus FC • Borussia Dortmund	• Real Madrid • Manchester City • Paris Saint-Germain FC • FC Barcelona • Manchester United
Examples of players affiliated with above 5 clubs (top 5 in market value as of October 2024)		• Wilfried Kanga • David Turnbull • Calum Chambers • Jesper Daland • Fali Candé	• Habib Diarra • Andrey Santos • Djordje Petrovic • Emanuel Emegha • Matteo Pessina	• Viktor Gyökeres • Nico Williams • Ousmane Diomande • Oihan Sancet • Gonçalo Inácio	• Khvicha Kvaratskhelia • Alexander Isak • Bruno Guimarães • Anthony Gordon • Lucas Paquetá	• Bukayo Saka • Declan Rice • Martin Ødegaard • William Saliba • Julián Alvarez	• Kylian Mbappé • Erling Haaland • Jude Bellingham • Vinicius Jr. • Phil Foden
Indicators (average)	Operating revenue	2,393	7,256	14,021	30,137	69,938	116,661
	Broadcasting rights	816	3,177	6,540	17,845	26,600	37,854
	Matchday	383	1,193	2,433	4,632	11,128	20,024
	Commercial	963	2,630	4,461	7,660	25,624	58,784
	Business expenses	3,575	9,088	15,697	29,839	63,090	110,350
	Personnel expenses (as a percentage of business revenue)	2,277 (95%)	5,763 (79%)	10,021 (71%)	20,464 (68%)	40,066 (47%)	73,471 (63%)
	Transfer profit/loss	303	324	239	-9,304	-11,573	-13,282
	Attendance (people)	9,692	18,300	26,732	41,826	58,504	62,418
	Social media followers (thousand followers)	866	3,522	10,101	13,838	90,630	244,037

* Exchange rate of 1 Dollar = 143.45 yen (as of October 1, 2024 close)

* Definitions of each revenue item: Broadcasting rights - domestic and international match broadcasting rights; includes prize money. Matchday - matchday-related revenue including tickets and food & drink. Commercial - sponsor and merchandise sales revenue, etc.

* Attendance are for the 22/23 season, league matches only

* Social media followers represent the total number of followers as of October 1, 2024, across major platforms (Facebook, Instagram, X, YouTube, TikTok, Weibo)

Source: Produced by SHC based on Football Benchmark data

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- ## Management Checklist

- 1) Answer Sheet & Individual Scores: Answer sheet and bar charts with individual scores based on answers
- 2) Evaluation Summary: Radar charts with evaluations based on the answers on Sheet 1)

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Production/Cooperation

◆ Production: Japan Professional Football League (J.LEAGUE) (Management Base Div.)

◆ Production cooperation: Sports Human Capital (SHC)

◆ Clubs cooperating in providing materials:

– Hokkaido Consadole Sapporo	P115, P121	– Kataller Toyama	P121
– Iwate Grulla Morioka	P115	– Zweigen Kanazawa	P75
– Blaublitz Akita	P82	– Nagoya Grampus	P90, P93, P109
– Montedio Yamagata	P155	– Kyoto Sanga F.C.	P74
– IWAKI FC	P115, P155	– Gamba Osaka	P74
– Kashima Antlers	P74, P115	– Cerezo Osaka	P120
– Mito Hollyhock	P81, P118, P155	– Sanfrecce Hiroshima	P75
– Thespakusatsu Gunma	P82, P115	– FC Imabari	P155
– Omiya Ardija	P81	– Avispa Fukuoka	P64
– F.C.Tokyo	P95, P109	– Sagan Tosu	P155
– Kawasaki Frontale	P83, P84, P121	– V-Varen Nagasaki	P75
– Yokohama F·Marinos	P82	– Oita Trinita	P96
– Albirex Niigata	P81, P115, P155		