



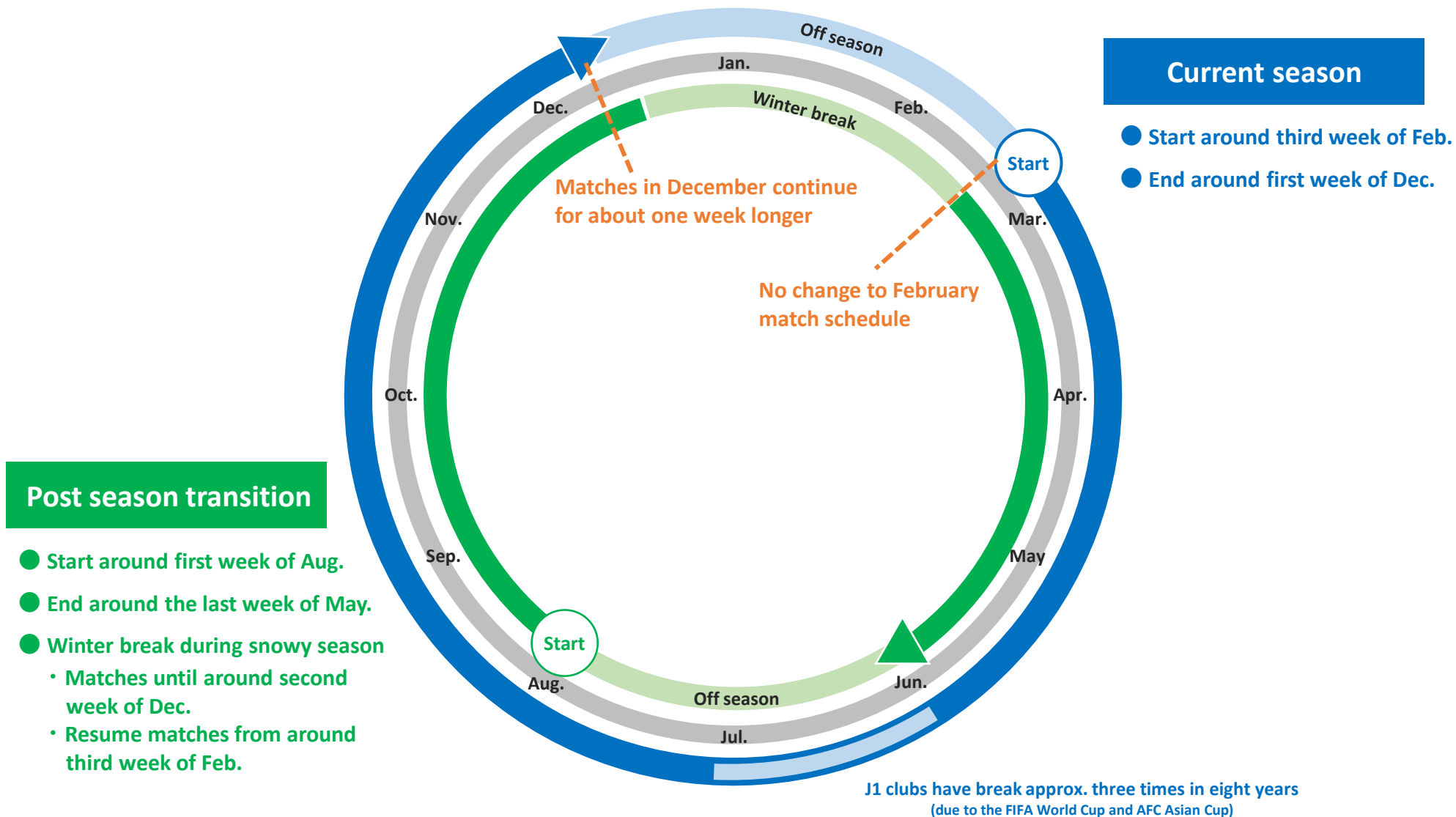
J.LEAGUE season transition

Looking to the next 30 years

**On December 19th, in the J.LEAGUE board meeting,
the following was resolved:**

“The J.LEAGUE has decided to shift the timing of the opening of the season from 2026/27 and to continue to consider any remaining issues related to the matter.”

J.LEAGUE match schedule following season transition (Overview)



Consideration process

2023



Preparatory phase

- Confirmation of items to be adjusted/considered
- Initial confirmation of benefits from a footballing perspective, etc.

Four working groups

- Football working group
- Snowy regions working group
- Business & marketing working group
- Management working group

Various stakeholder meetings and working groups

- Considerations in various stakeholder meetings
- Stadium coordination working group
- Tournaments during transition working group
- Opinion exchange working group

Considering J.LEAGUE's next vision

- Considering the J.LEAGUE's next vision

Determining the "ideal season"

Based on considerations to date and the next vision, consider and determine what the ideal season would be for Japanese football

Background to considerations

May 15, 1993

J.LEAGUE Launch

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.

1993

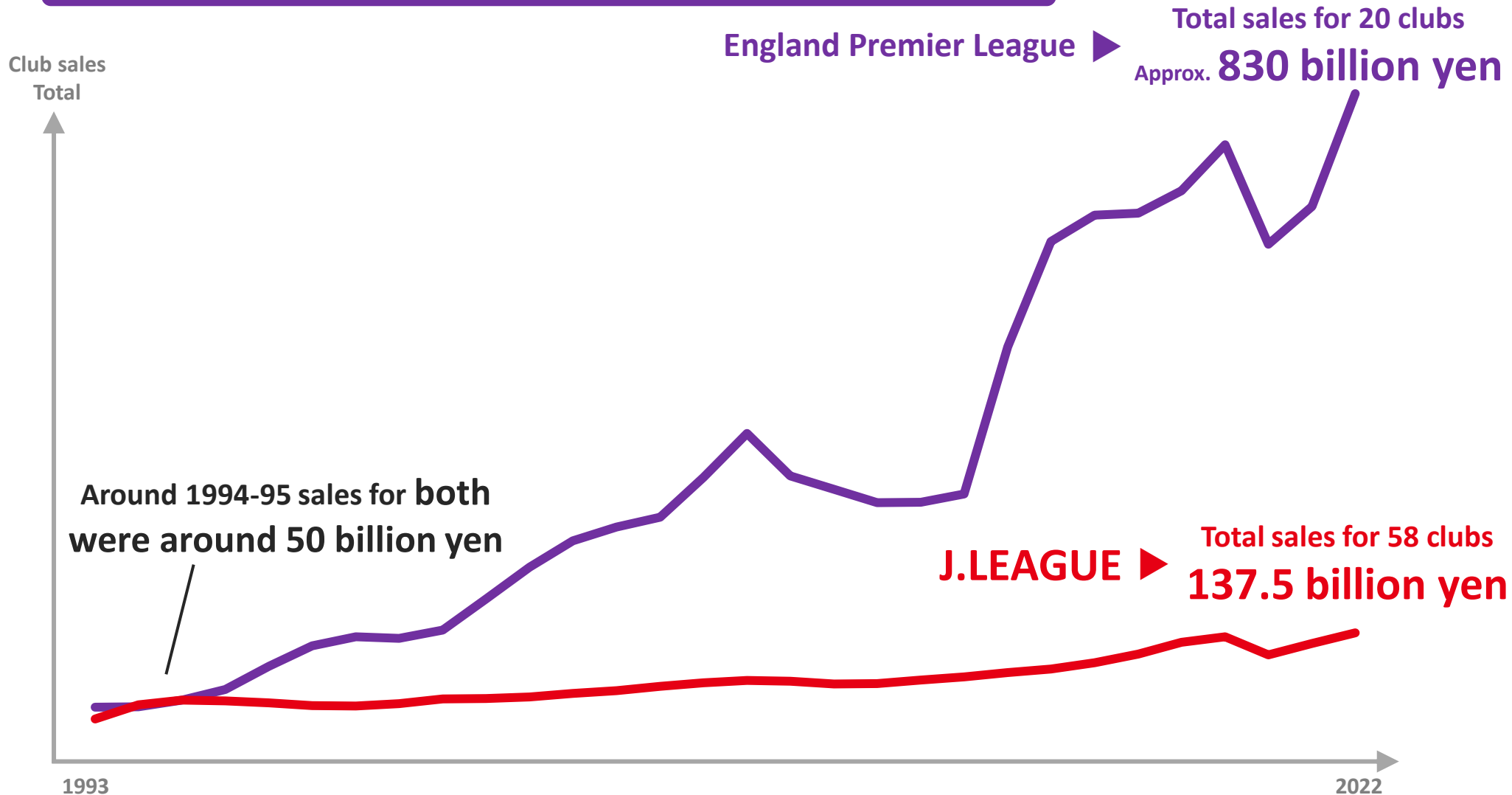
2023

Achievements of the past 30 years

- Grown from 10 clubs (8 prefectures) to 60 clubs (41 prefectures)
- Japan National Team has become a world-class team on the international stage
- Won the AFC Champions League
- Club sales top 130 billion yen
- Average attendance at J1 LEAGUE matches exceeds 20,000

Etc.

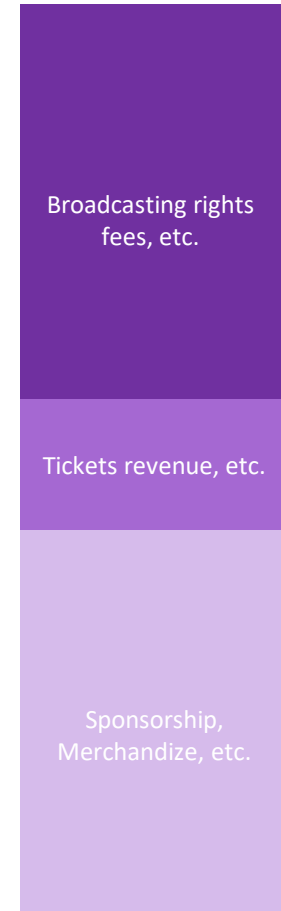
Growing divide with the rest of the world



Growing divide with the rest of the world

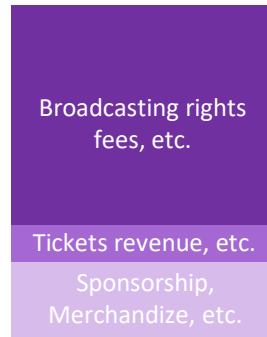
【Annual sales】

Avg. **63.0 billion yen**



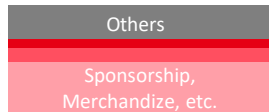
【Annual sales】

Avg. **23.1 billion yen**



【Annual sales】

Avg. **6.8 billion yen**



Tickets revenue, etc.

J.LEAGUE Top 5 clubs

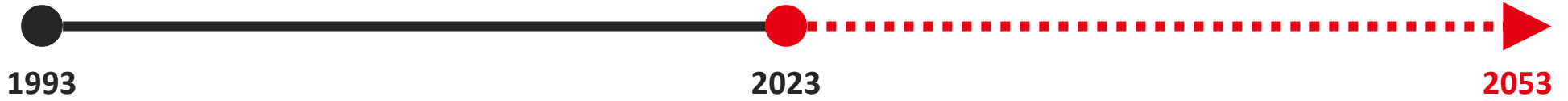
(Urawa Reds, Kawasaki Frontale, Yokohama F·Marinos, Vissel Kobe, Kashima Antlers)

Foreign clubs ranked 21-40

(AS Roma, Ajax Amsterdam, Sevilla FC, Villarreal CF, SL Benfica, SSC Napoli, FC Porto, S.S. Lazio, etc.)

Top 20 foreign clubs

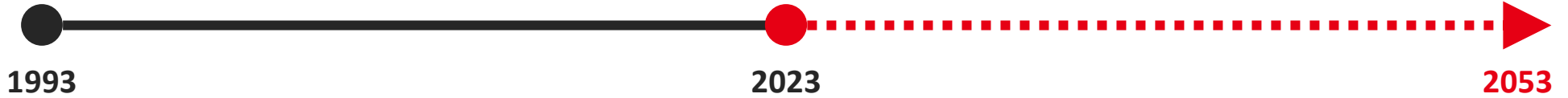
(Manchester City FC, Real Madrid CF, Paris Saint-Germain, FC Bayern München, etc.)



2023
30th anniversary
of J.LEAGUE



Looking to
the next 30 years



Looking to the next 30 years

Ultimate goals are:

To make J.LEAGUE the world's no. 1 league.

For the Japan National Team, comprised mainly of J.LEAGUE players to win the FIFA World Cup.

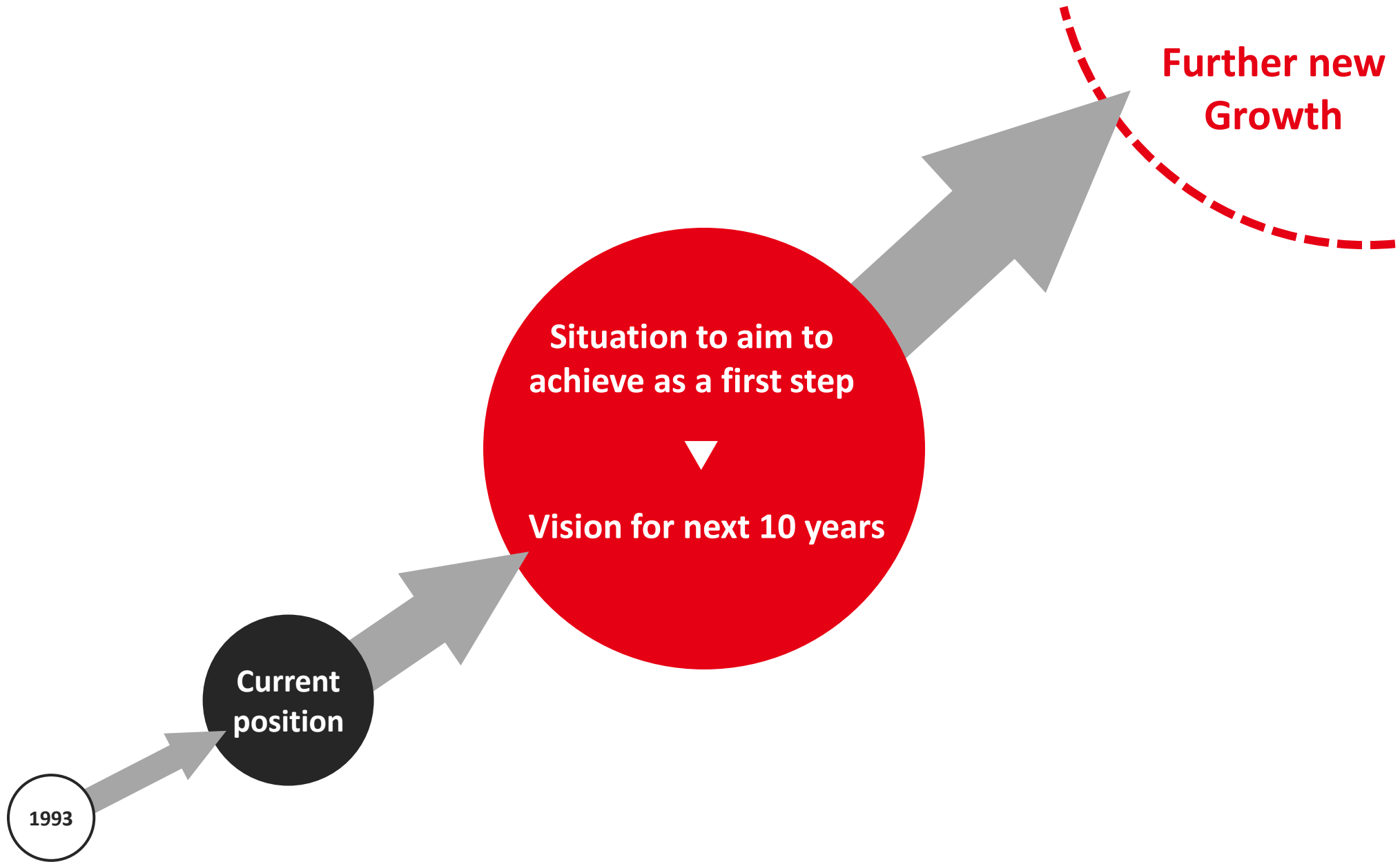
However, in view of the current gap between the J.LEAGUE and European top teams,

a specific **“situation that we should aim to achieve as a first step”** will be identified as a goal.

30 years to date

Next 10 years

20 years beyond that



Current position

Situation to aim to achieve as a first step



Vision for next 10 years

Further new Growth

1993

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)
* Currently around 15% (=4/26 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

【In the case of doubling sales】 * Comparison with FY2022 management information. Rounded to the nearest 100 million.

J1 avg: 4.9 billion → 9.7 billion

J2 avg: 1.7 billion → 3.5 billion

J3 avg: 0.7 billion → 1.3 billion

Vision for next 10 years 【Summary】

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

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

Boost total J.LEAGUE sales by 1.5 to 2 times

How to realize the vision for next 10 years?

Taking on the world in football

Acquire income from overseas

Build a competitive environment

Overwhelming exposure in all regions

Creating an environment where everyone can enjoy sports appropriately

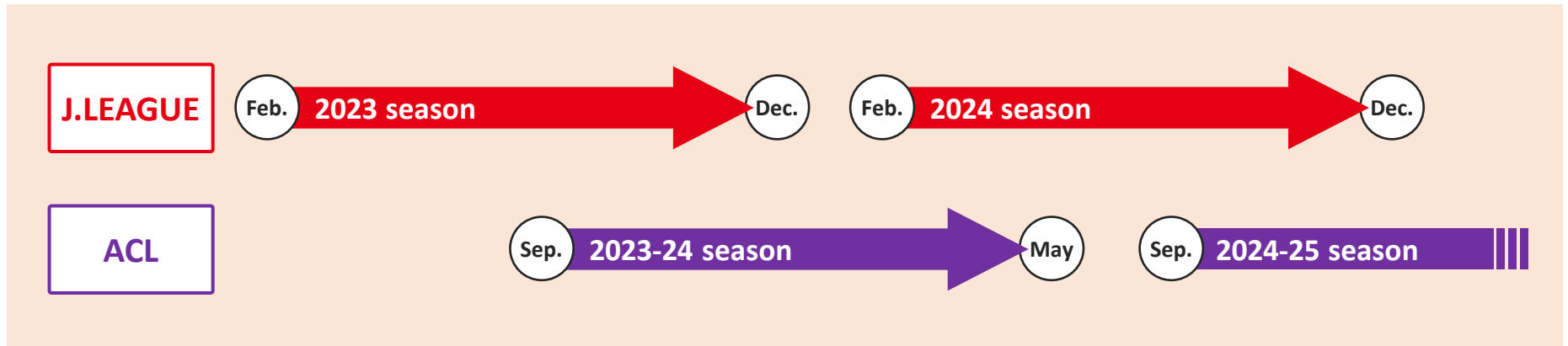
Top tier clubs shine as providers of national (and global) content

All 60 clubs shine as a beacon for their various regions/communities

Current J.LEAGUE environment

Discrepancy with AFC Champions League (ACL) season

- ACL implemented a season transition from 2023.
- This means that there is a discrepancy with the J.LEAGUE season, meaning that clubs have to compete in the ACL during the J.LEAGUE off season.



★ Expansion of FIFA Club World Cup

From 2025 the FIFA Club World Cup will expand to include 32 clubs (held every four years). 12 clubs from Europe will also be competing, creating an event where J.LEAGUE clubs can compete seriously with the world's top clubs.

From Asia, participation rights in the FIFA Club World Cup will be granted to the winners of the ACL 2021, 2022, 2023/24 and high-ranked club of AFC ranking.

Mid-season overseas transfers due to discrepancy with European season

- The global transfer market generally hits its peak prior to the opening of the European season (summer).

Total transfer fees in summer (=mid-J.LEAGUE season)

1.03 trillion yen

Total transfer fees in winter
(=prior to opening of J.LEAGUE season)

220 billion yen

- Although summer is the height of the J.LEAGUE season, many strong players leave mid-season for international transfers.

2023			2022			2021			2020			2019			2018			2017		
Takuro KANEKO	Sapporo	100%	Ayase UEDA(A)	Kashima	97%	Kyogo FURUHASHI(A)	Kobe	100%	Sei MUROYA(A)	FC-Tokyo	94%	Daniel SCHMIDT(A)	Sendai	100%	Naomichi UEDA(A)	Kashima	100%	Daichi KAMADA	Tosu	100%
Shuto MACHINO(A)	Shonan	93%	Ryoya OGAWA(A)	FC-Tokyo	86%	Ao TANAKA(OP)	Kawasaki-F	94%	Keita ENDO(U-23)	Yokohama F-M	63%	Koya KITAGAWA(A)	Shimizu	100%	Wataru ENDO(A)	Urawa	100%	Takahiro SEKINE	Urawa	93%
Ryotaro ITO	Niigata	89%	Mizuki ARAI	Tokyo-V (J2)	72%	Hayao KAWABE(A)	Hiroshima	93%	Kanya FUJIMOTO	Tokyo-V (J2)	54%	Koki ANZAI(A)	Kashima	90%	Takuma NISHIMURA	Sendai	79%	Shoya NAKAJIMA	FC-Tokyo	53%
Koki OGAWA	Yokohama FC	75%	Satoshi TANAKA(U-21)	Shonan	67%	Ado ONAIWU(A)	Yokohama F-M	77%	Kento HASHIMOTO(A)	FC-Tokyo	52%	Jun AMANO	Yokohama F-M	90%	Naoto SAWAI	Tokyo-V	5%	Ritsu DOAN(U-20)	G-Osaka	44%
Shuto ABE	FC-Tokyo	65%	Kanji OKUNUKI	Omiya (J2)	42%	Hiroki ITO	Iwata	72%	Musashi SUZUKI(A)	Sapporo	35%	Ryuta KOIKE	Kashiwa (J2)	87%	Yuya NAKASAKA	Kobe	0%	Daisuke MATSUI	Iwata	11%
Keigo TSUNEMOTO	Kashima	53%	Kento HASHIMOTO(A)	Kobe	41%	Daichi HAYASHI(OP)	Tosu	71%	Musashi SUZUKI(A)	Sapporo	35%	Daizen MAEDA(A)	Matsumoto	84%	Yuya NAKASAKA	Kobe	0%	Daisuke SAKAI(U-20)	Oita (J2)	2%
Kosei TANI(A)	G-Osaka	48%				Kaoru MITOMA(OP)	Kawasaki-F	64%				Takefusa KUBO(A)	FC-Tokyo	81%						
Hayate MATSUDA(U-20)	Mito (J2)	36%										Koji MIYOSHI(A)	Kawasaki-F	55%						
Joel chima FUJITA(U-22)	Yokohama F-M	33%										Hiroki ABE(A)	Kashima	43%						
Rihito YAMAMOTO(U-22)	G-Osaka	16%										Keito NAKAMURA(U-20)	G-Osaka	29%						
Zion SUZUKI(U-22)	Urawa	0%										Ryotaro MESHINO(U-22)	G-Osaka	23%						
												Yukinari SUGAWARA(U-20)	Nagoya	0%						
												Soya TAKAHASHI	Hiroshima	0%						
												Ryoya ITO	Tosu	0%						

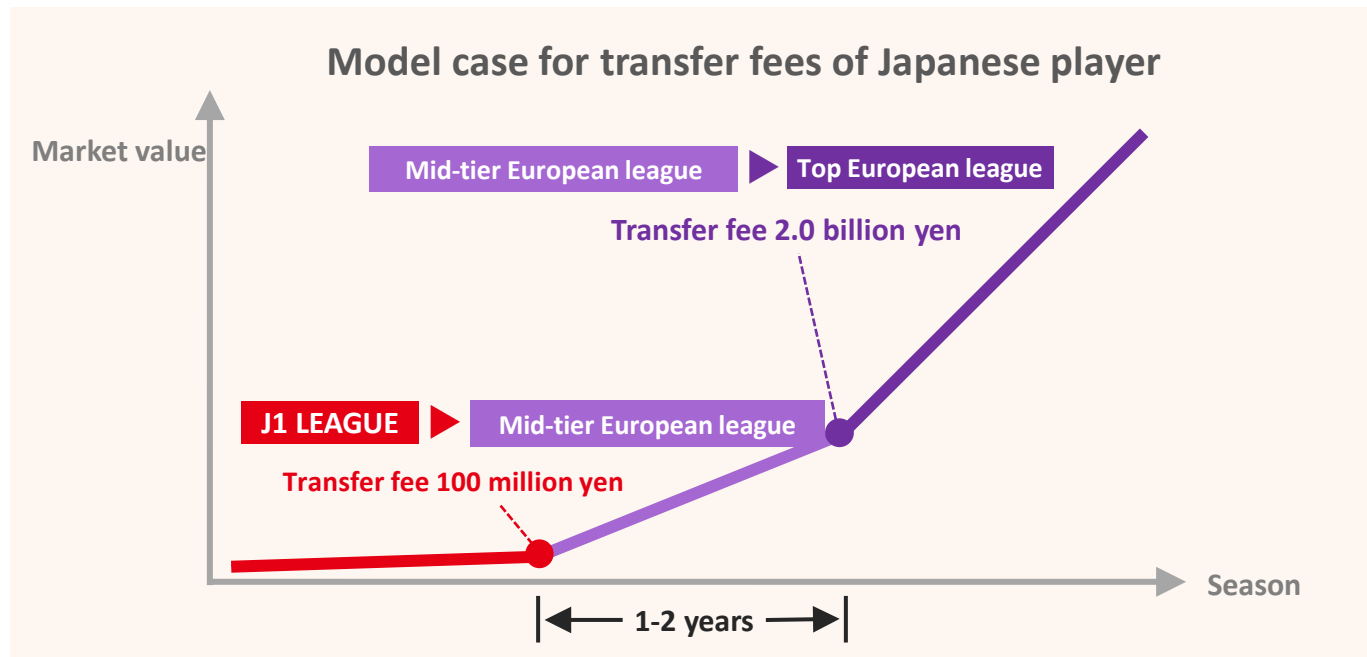
* Total transfer fees: Survey implemented by FIFA. Approximate amount calculated at 1USD = 140 yen.

* Summer overseas transfers: Survey by J.LEAGUE and Wyscout data, powered by Hudl. Yellow highlights show Japan National Team players (incl. various youth team players). The percentages shown above represent the "proportion of time played in the J.LEAGUE club concerned prior to transfer."

- Transfer to Europe prior to season opening: Percentage of time played in the immediately preceding season.
- Transfer to Europe mid-season: Percentage of time played in the first half of the season.

Transfer sales from overseas

- For current Japanese players the trend is to increase their transfer fees significantly as through mid-tier European leagues.



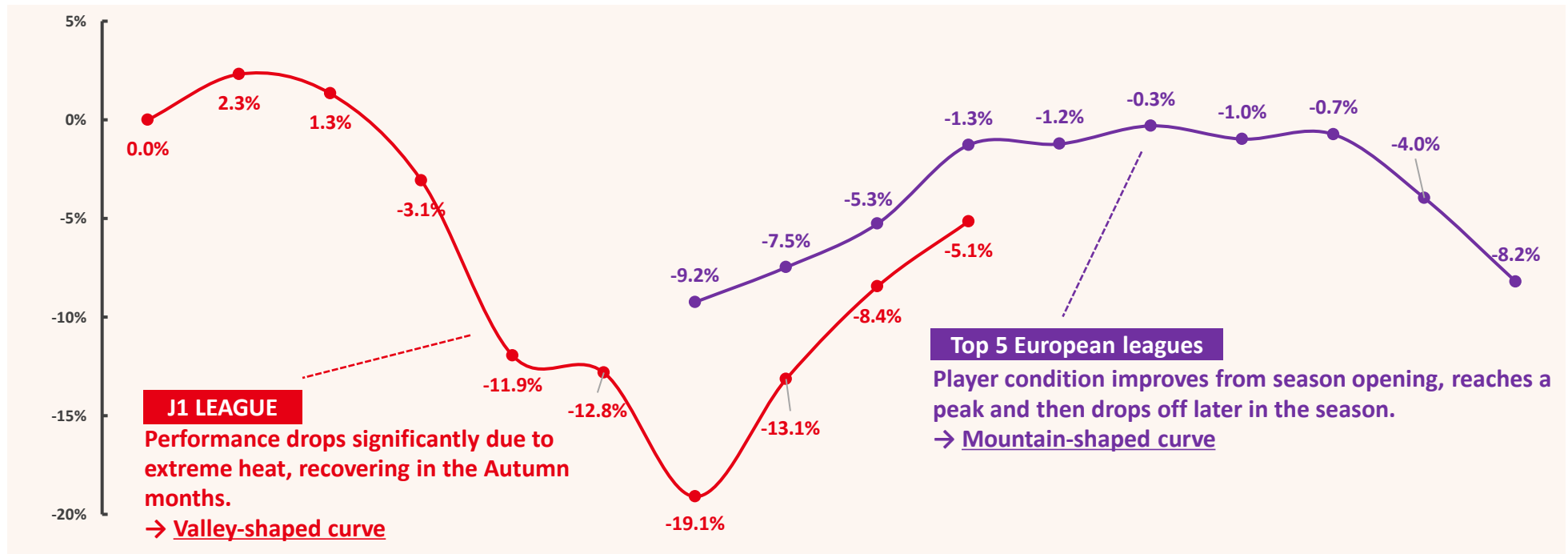
- Overseas, the number of clubs with transfer fee sales of more than 1 billion yen is more than 100 clubs annually.
For the J.LEAGUE, however, total overseas transfer fee sales for all clubs combined are between 1.5 to 2.5 billion yen annually.

Performance impacted by extreme heat

- There is a marked decrease in players' running distance and high-intensity running distance during times of extreme heat (June-September)

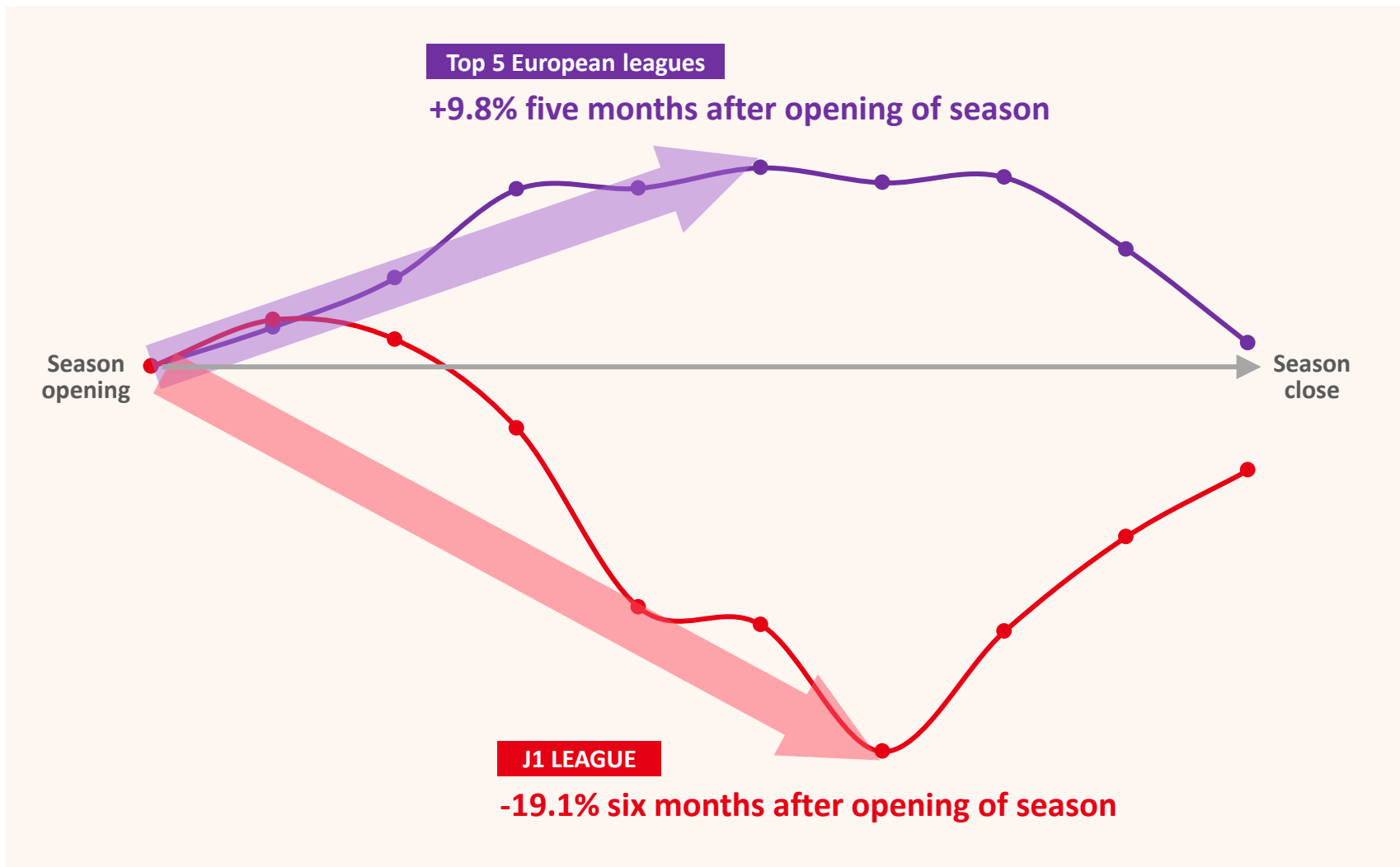
[Comparison of high-intensity running distance] * Comparison based on 0 being J1 LEAGUE running distance in February

(km)	Feb.	Mar.	Apr.	May.	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May.
J1	0.74	0.76	0.75	0.72	0.65	0.64	0.60	0.64	0.68	0.70						
Europe top 5							0.67	0.68	0.70	0.73	0.73	0.74	0.73	0.73	0.71	0.68



【Comparison of increase/decrease in high-intensity running distance】

*In both cases comparisons are based on the opening month being set to 0.



What can be achieved by season transition?

**What can be achieved by
season transition?**



**Making the J.LEAGUE
a stage for taking on the world**

Making the J.LEAGUE a stage for taking on the world

Transform high-intensity play from a “valley-shaped curve” to a “mountain-shaped curve.”

The J.LEAGUE has spent the past 30 years following a “valley-shaped curve”

Following a “valley-shaped curve” players spend the season “enduring” an overall decline in condition.

Conversely, in the case of a “mountain-shaped curve” players spend the season “seeking to attain new heights as athletes.”

As these differences accumulate over the course of seasons, the goals that players reach as athletes change.

If you play in the J.LEAGUE, you can play to a global standard.

If you play in the J.LEAGUE, you can take on the world as a Japan National Team member.

If you continue to play in the J.LEAGUE, you can grow as an athlete.

By making the J.LEAGUE a stage for taking on the world, the value of the J.LEAGUE as a whole will be transformed.

* Performance drops significantly due to extreme heat, recovering in the Autumn months. → Valley-shaped curve

* Player condition improves from season opening, reaches a peak and then drops off later in the season. → Mountain-shaped curve

Making the J.LEAGUE a stage for taking on the world



Align with the ACL season

- Win in the ACL, and take on the world in the FIFA Club World Cup
- Acquire prize money from international tournaments



Align with European transfer market

- Expand transfer fee income from overseas transfers
- Avoid strong players leaving a team in the middles of the J.LEAGUE season
- Promote the acquisition/contracting of players and coaches from Europe



Reduce no. of matches played in extreme heat

- June-July will be off season
- Make preparations during the off season in time for August

Making the J.LEAGUE a stage for taking on the world

Align with the ACL season

Align with
European transfer market

Reduce no. of matches
played in extreme heat

Environment
where players can
give their best

Improve
footballing
standards

Win the ACL /
appear in FIFA Club
World Cup

Increase no. of
national players

Increase in transfer
fee revenue

Acquire prize money
from international
tournaments

Increase J.LEAGUE
sales through
broadcasting rights
fees, etc.

Thrills and excitement for
fans/supporters

Providing value to
partners and media

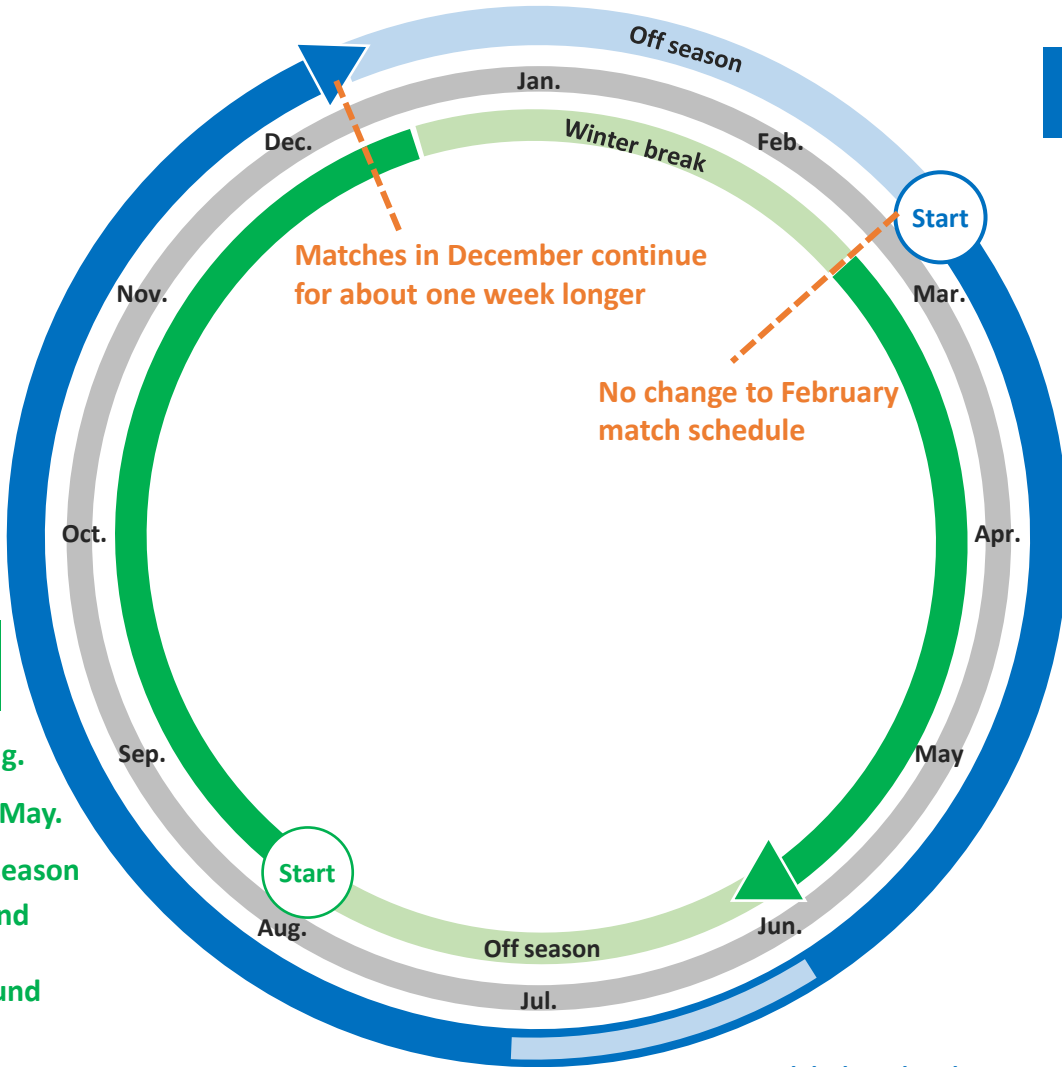
Local/community
contribution

Overview of season transition

1 Match schedule (League matches)

Post season transition

- Start around first week of Aug.
- End around the last week of May.
- Winter break during snowy season
 - Matches until around second week of Dec.
 - Resume matches from around third week of Feb.



Current season

- Start around third week of Feb.
- End around first week of Dec.

J1 clubs have break approx. three times in eight years (due to the FIFA World Cup and AFC Asian Cup)

Clubs from snowy regions have consecutive away matches (League matches)

	Dec. 1st week	Dec. 2nd week	Winter Break	Feb. 3rd week	Feb. 4th week	Mar. 1st week	Mar. 2nd week	Mar. 3rd week	Mar. 4th week
札幌		Away		Away	Away				
新潟		Away		Away	Away	Away			
仙台		Away		Away	Away				
秋田		Away		Away	Away	Away			
山形		Away		Away	Away	Away	Away		
金沢		Away		Away	Away				
八戸				Away	Away	Away	Away		
岩手		Away		Away	Away	Away	Away	Away	
福島				Away	Away	Away	Away	Away	
松本		Away		Away	Away	Away	Away	Away	
長野				Away	Away				
富山				Away	Away	Away	Away		
鳥取				Away	Away				

* Compiled based on club self-reporting at time of match scheduling simulation Ver. 2 (July).

In comparison with a situation where there is no season transition (=no matches in second week of December), there will be some clubs that will have an extra away match prior to the winter break.

Support measure (1): Support for increase in training camp costs

- Training camp costs during the off season (summer) and winter break
- Training camp costs during the season when playing matches while holding a camp outside of hometown

Support measure (2): Support for development of facilities

- Air dome where sports can be played
- Stadium support in snowy areas
- Extreme heat support, etc., in areas other than snowy areas



© DUOL

[About match schedule proposal (in its current form)]

- More work is necessary to finalize the various details
- International match schedule includes situations where unconfirmed fixtures are anticipated.
- Model: J1 LEAGUE 38 Sec. / YLC 1st round to final / Emperor's Cup 2nd round to final / ACL no participation



*ACL E: ACL Elite, *IW: International window

Current season (for comparison)

2026 Season						2027 Season												2028 Season					
Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May.	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May.	Jun.

2026-27 Season												2027-28 Season											
Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May.	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May.	Jun.

After season transition

[About match schedule proposal (in its current form)]

- More work is necessary to finalize the various details
- International match schedule includes situations where unconfirmed fixtures are anticipated.
- Model: J2 LEAGUE 38 Sec. / YLC 1st round to 3rd round / Emperor's Cup 2nd round to R16 / ACL no participation



*IW: International window

Current season (for comparison)

2026 Season						2027 Season												2028 Season					
Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May.	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May.	Jun.
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2026-27 Season												2027-28 Season											
Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May.	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May.	Jun.
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After season transition

[About match schedule proposal (in its current form)]

- More work is necessary to finalize the various details
- International match schedule includes situations where unconfirmed fixtures are anticipated.
- Model: J3 LEAGUE 38 Sec. / YLC 1st round to 3rd round / Emperor's Cup 1st round to 3rd round / ACL no participation

Week days	Week ends & holidays	IW	Off	Cancelled
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*IW: International window

Current season (for comparison)

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Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May.	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May.	Jun.
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2026-27 Season												2027-28 Season											
Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May.	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May.	Jun.
											PO												

After season transition

Summary

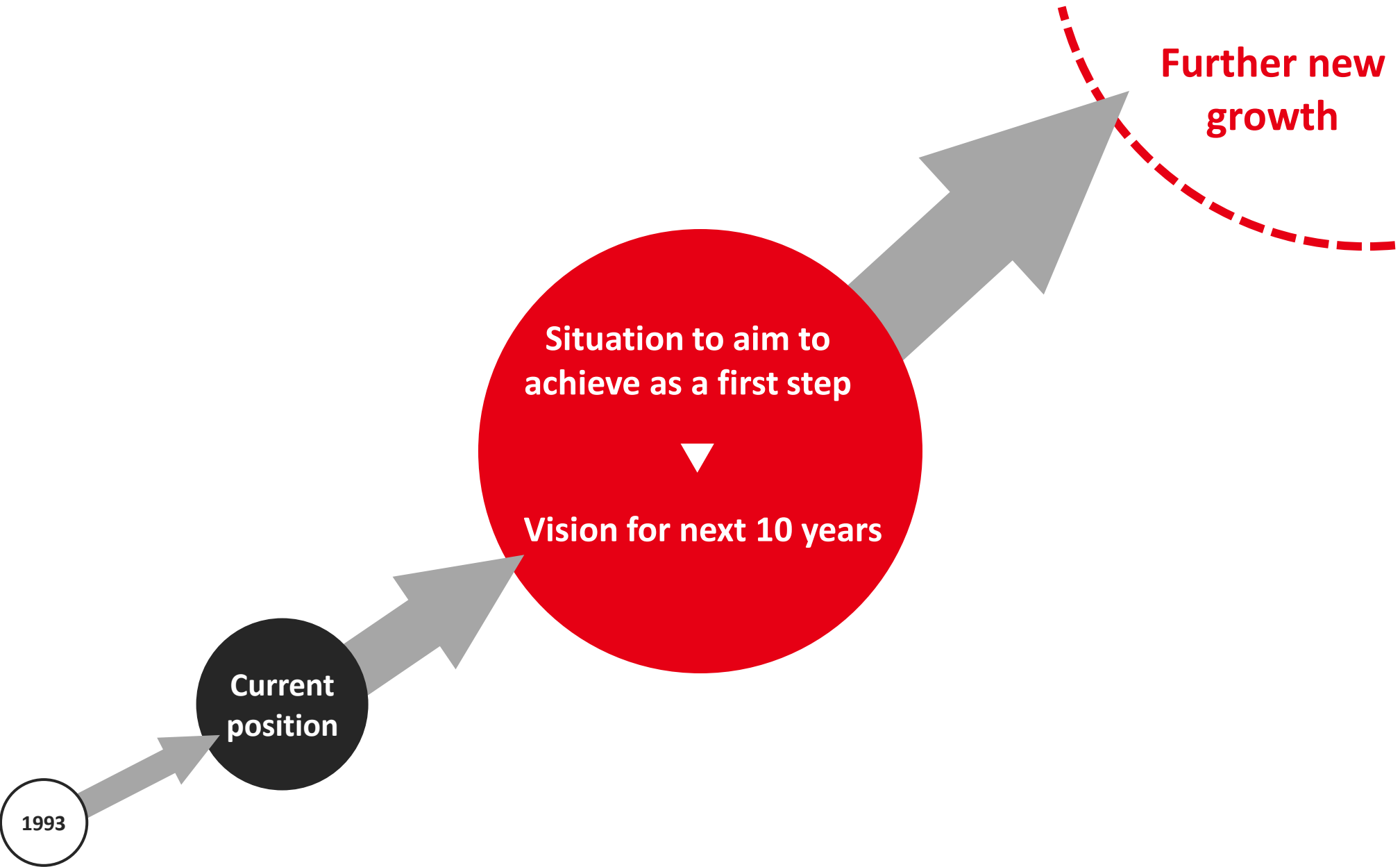
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Next 10 years

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Vision for next 10 years

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

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

Boost total J.LEAGUE sales by 1.5 to 2 times

What can be achieved by season transition?

Making the J.LEAGUE a stage for taking on the world

Align with the ACL season

Align with
European transfer market

Reduce no. of matches
played in extreme heat

Environment
where players can
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Improve
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Win the ACL /
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Increase no. of
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Increase J.LEAGUE
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Thrills and excitement for
fans/supporters

Providing value to
partners and media

Local/community
contribution